

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

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BUSINESS IN TOUCH

Навчальний посібник

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В-97

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Даний навчальний посібник відповідає вимогам нової Програми МОН України з англійської мови для професійного спілкування, прийнятій у 2005 р. і призначений для студентів 1 та 2 курсів спеціальностей “Міжнародні економічні відносини”, “Міжнародна економіка” та “Менеджмент зовнішньоекономічної діяльності”. Посібник адресовано студентам, які досягли рівня володіння мовою B1 за європейською шкалою на початок занять, та допоможе досягти рівня володіння мовою B2 + (C1) після закінчення курсу. Посібник, в якому використано окремі матеріали з курсу V. Hollett. Business Objectives (Oxford: OUP), зорієнтовано на набуття мовних навичок та об’єднано у відносно самостійні блоки з відповідних тем, які надають студентам можливість виробити вміння читання, писання, мовлення та аудіювання.

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ПЕРЕДМОВА

Навчальний посібник з бізнес-спілкування призначений для вивчення англійської бізнес-мови студентами спеціальностей “Міжнародні економічні відносини”, “Міжнародна економіка” та “Менеджмент зовнішньоекономічної діяльності”, які вивчають англійську мову професійного спілкування.

Мета посібника – поглиблення та розширення мовленнєвих знань студентів, збагачення словникового запасу та оволодіння навичками професійного спілкування іноземною мовою.

Посібник побудовано за тематичним принципом. У якості відправної бази посібника використані окремі тексти і вправи уроків 1 – 12 курсу V. Hollett. Business Objectives (Oxford: OUP), що слугують основою для розлогіх підрозділів: активний вокабуляр з поясненнями і лексичними вправами та підрозділ практики мовлення. Матеріал посібника зорієнтовано на розвинення мовних навичок та об’єднано у дванадцять розділів з відповідних тем, які надають студентам можливість виробити навички читання, писання та мовлення. Кожний розділ містить словник активної лексики, ретельно складений для того, щоб студент міг самостійно проаналізувати матеріал та підготуватися до заняття з мінімальною витратою часу.

Посібник адресовано студентам, які досягли рівня володіння мовою B1 за європейською шкалою на початок занять, та уможлиблює досягнення ними рівня B2 + (C1) по закінченні курсу.

Посібник розрахований для використання, починаючи з першого або другого семестру у немовних ВНЗ, і повністю відповідає вимогам нової Програми МОН України з англійської мови для професійного спілкування, прийнятої у 2005 році.

Unit 1 Meeting People

PRESENTATION

1. Look at the people in the photographs.

- a. Is it a formal or informal situation?
- b. What are they saying?

2. (T 2-4) Listen to three conversations and match each one to the correct picture.



3. (T 2) Listen again and complete the conversation.

Louise Carlos Velázquez, _____ you to Peter Brien. Peter, _____ Mr. Carlos Velázquez of Telefónica Móviles, in Argentina.

Mr. Velazquez _____ .

Peter _____ , _____ .

Louise Peter works for our New York branch. He's _____ international accounts.

4. (T 3) Put this conversation in the right order. Write numbers in the boxes. Then listen again and check your answers.

- | | |
|--|---|
| | Sven Sure I do. How are you, Jim? |
| | Jim Good. Let's go upstairs and get some coffee. |
| | Anna Sven! Welcome to L.A. Great to see you again. |
| | Anna Just fine. Do you know my colleague, Jim Olsen? |
| | Sven Great to see you, too! How are you doing? |
| | Jim Not bad. |
| | Sven Good, thanks. How was your trip? |

5. (T 4) Listen again and correct the mistakes in these sentences.

- Bob, Liz and Jin-ha are in ~~an~~ office, a fitness center*
- 1 Liz and Jin-ha work together.
 - 2 Jin-ha is an engineer.
 - 3 Liz's daughter works in a supply chain forecasting.

6. Work in groups. Practice making introductions. Introduce:

- 1 two people in a formal situation.
- 2 two people in an informal situation.

- 3 yourself at a company reception desk.
- 4 yourself to a new colleague.
- 5 yourself to a foreign visitor you are meeting at an airport.

Let me introduce you to this is ...
Pleasure to meet you.	Me, too.
Do you know ... ?	... this is ...
Hello. / Hi.	Good to meet you.
Good morning. My name is ...	I have an appointment to see ...
I don't think we've met. I'm ...	
Excuse me. Are you Mrs. Eustace? I'm ...	

LANGUAGE WORK

Getting information

1. Six people are visiting your company today. Look at their business cards and ask and answer questions about them.

- What's (What is) his/her name?
- What nationality is he/she?
- Who does he/she work for?
- Where does he/she work?
- What's his/her position in the company?

2. A company called IPQ is having a conference. Put the right word in each space to make questions.

When Where Why What How Who Which

- | | |
|------------------------------------|--|
| 1 _____ are those people? | They're members of our solutions team. |
| 2 _____ are they here? | There's a conference today. |
| 3 _____ is the conference about? | The RM110 data system. |
| 4 _____ many people are there? | About 30. |
| 5 _____ divisions do they work in? | Marketing and sales. |
| 6 _____ do we meet them? | At 6 o'clock this evening. |
| 7 _____ is the party? | In the Marriott Hotel downtown. |

3. Here are some answers, but what are the questions?

- 1 I'm fine, thanks.
- 2 Michael Wang.
- 3 M-I-C-H-A-E-L.
- 4 I'm Taiwanese.
- 5 I'm from Taiwan.
- 6 FIMEX Ltd.
- 7 We export electrical appliances.
- 8 I work in payroll.
- 9 I'm an auditor.
- 10 Taiwanese, Mandarin, and English.

Describing jobs

1. Study the words in bold type in these sentences.

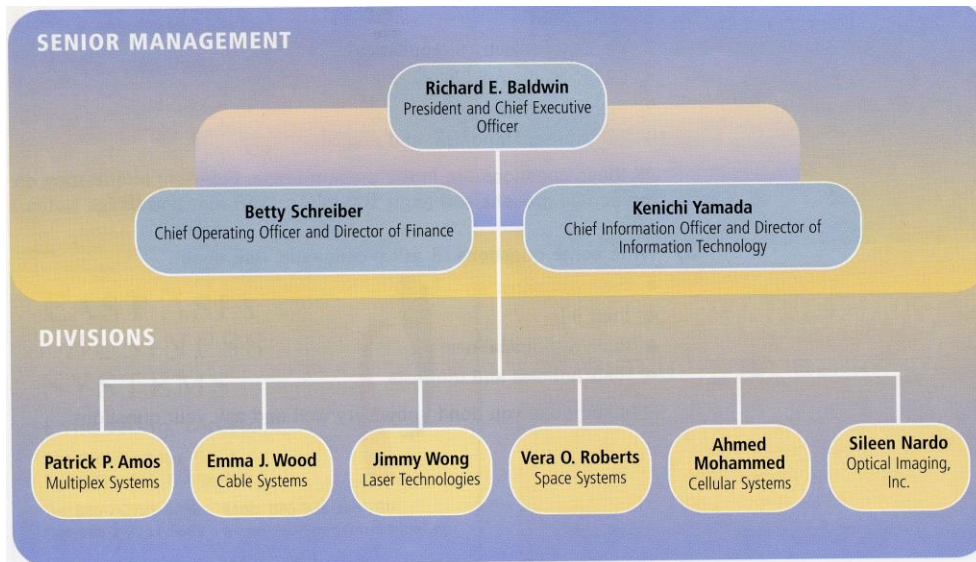
- I'm **a** financial controller. (**a/an** + job)
- I'm **an** engineer.
- I work **for** ATT. (**for** + employer)
- I'm **in** marketing. (**in** + type of work)
- I'm **in** the chemicals business.
- I'm **in** chemicals.

Complete this conversation. Use *a, an, for, and in*.

- A What do you do for a living?
- B I'm _____ pharmaceuticals.
- A Really? Who do you work _____?
- B Merck. I'm _____ product manager. What about you?
- A I work _____ Bechtel.
- B So you're _____ the construction business?
- A Yes. I'm _____ engineer.

2. Ask and answer questions about the organization.

- Who is _____ responsible for in _____ cable systems? Emma Wood.
 _____ charge of
- Who is she responsible to? _____ The chief executive officer.
- Who does she report to?



Commuters

1. Ask and answer questions about these commuters.

	<p>Matthew Long, data analyst. Works in Hatton Gardens, London. Lives 4 miles away in Hornsey. 25-minute trip on bike. Has to concentrate on the traffic.</p>	
<p>Rosa Gonzalez, architect. Works on 42nd Street, New York. Lives 2 miles away at Central Park West and 86th Street. 15-minute trip on rollerblades. Thinks about the day ahead or listens to her MP3 player.</p>		<p>Daisuke Tanaka and Hideo Nakajima. Work for banks in Otemachi, Tokyo. Live 20 miles away in Chiba. 50-minute trip by train. Read, send text messages, or sleep.</p>

- What does Rosa do for a living?*
- Where does she live?*
- Where does she work?*
- How long does it take to get there?*
- How far is it?*
- How does she get there?*
- What does she do on the way to work?*

2. Now ask a partner similar questions about their trip to work.

Countries and nationalities

1 *Toshiba is a **Japanese** company. The headquarters are in **Japan**.*

nationality

country

What about these companies?

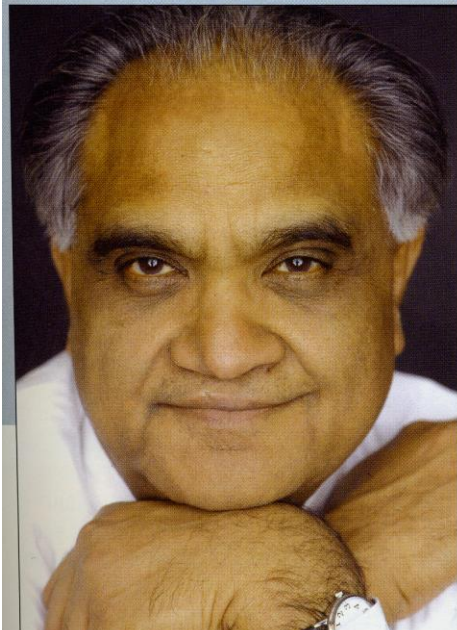
- | | |
|--------------|-----------------|
| 1 Honda | 6 L'Oreal |
| 2 IBM | 7 Barclays Bank |
| 3 Alfa Romeo | 8 Nestle |
| 4 Haier | 9 Siemens |
| 5 Daewoo | 10 Philips |

2. Complete the chart.

Country	Nationality
Japan	Japanese
The U.S.	
China	Italian
France	Korean
Switzerland	British
Germany	
The Netherlands	

Personality profile

1. Read this article about a businessman called Ram Charan. What information is missing? Suggest possible words to fill the spaces.



Ram Charan is a business guru. He's ¹_____ years old and he comes from ²_____, but he doesn't live there now. Ram lives in ³_____. He flies about ⁴_____ miles each week.

Ram has a ⁵_____ degree from Harvard Business School. He writes ⁶_____ and he travels all over the world. He meets with ⁷_____ and helps them solve business problems. Ram doesn't have a website. He gets his clients by ⁸_____.

Ram doesn't own a ⁹_____. He just has a small black suitcase and his assistants Fedex ¹⁰_____ to him.

2. Work with a partner. One person uses the information below and the other uses the information in File 1 (see Information Files).

Ask your partner questions to get the information missing from the article. Complete the article.

How old is Ram Charan?
Where does he come from?

SKILLS WORK Speaking

Work in twos or threes. You are participants at an international conference. Toss a coin to move.

◆ Heads: move one square.

◆ Tails: move two squares.

Follow the instructions on each square and start a conversation. The first person to finish is the winner.



Writing

Read the profile of Lani Silber Weiss and then write another profile about yourself. Use the topics below to help you.

name company
responsibilities
nationality position in the
company hobbies
home town vacations



I'm Lani Silber Weiss, and I'm the president and chief operating officer of the Potomac Nationals, an American baseball team. I work at our stadium in Woodbridge, Virginia, not far from Washington, D.C., and I run all the financial and accounting operations. So I do a lot of different things, because I oversee the day-to-day bookkeeping and banking operations, and I'm also responsible for our monthly and annual statements.

I'm always very busy and I don't get much free time, especially in baseball season. But when I can, I like spending time with my friends. And when the season ends I like to go on vacation. I love Europe, Mexico, and Africa, and I'd love to visit Asia some day.

Vocabulary

Nouns

account – *рахунок (банківський); стаття бухгалтерської звітності; фінансовий (бухгалтерський) звіт*
accounts – *фінансова (бухгалтерська) звітність; бухгалтерські книги; бюджет (підприємства, держави)*
accounting (syn. bookkeeping) – *бухгалтерський облік*
appliance – *апарат, прилад, пристрій*
auditor – *аудитор, контролер звітності*
assistant – *помічник, асистент*
branch – *філія, відділення; галузь*
colleague – *колега, співробітник (в одній установі)*
department – *відділ*
development – *розвиток, розширення; будівництво*
distribution – *розподіл, розповсюдження*
division – *відділ*
downtown – *діловий район, ділова частина міста, бізнес-центр*
employee – *працівник, службовець*
employer – *роботодавець*
employment – *служба; зайнятість, працевлаштування*
equipment – *обладнання, устаткування, техніка*
finance – *фінанси, доходи; фінансова справа; фінансова система; фінансування; грошові відносини*
headquarters (syn. head office) – *головний офіс, штаб-квартира*
industry – *промисловість, індустрія; промислова галузь*
introduction – *впровадження; представлення, знайомство*
journey (syn. trip) – *поїздка, подорож*
marketing – *торгівля, маркетинг*
objective (syn. aim, goal) – *мета, завдання*
payroll – *платіжна відомість, фонд заробітної плати; робітники та службовці (працівники, що отримують заробітну плату на даному підприємстві, у даній бюджетній установі і т. п.)*
personnel – *персонал, штат, кадри*
production – *виробництво; видобуток; продуктивність*
property – *майно, власність*
responsibility – *відповідальність; обов'язок*
sale – *продаж, збут (sales – обсяг продажу, товарообіг)*
solution – *рішення, метод рішення*
statement – *(офіційний) звіт (напр., щодо стану банківського рахунка, результату господарської діяльності); бюлетень*
subsidiary – *філія, дочірнє підприємство*
trade – *торгівля, комерція; виробнича діяльність*
traffic – *дорожній рух, транспорт*
unemployment – *безробіття*

Word combinations

accounting operation – *облікова операція*
banking operation – *банківська операція*
business card – *візитна картка*
chief executive officer (CEO) – *головний виконавчий директор (керівник, відповідальний за основну частину поточної діяльності корпорації і виконання рішень ради директорів, при цьому також часто займає посаду голови ради директорів, президента, заступника голови ради і т.п.), генеральний директор*

chief information officer (CIO) – головний менеджер з інформатизації, директор з інформаційних технологій (керівник, відповідальний за придбання і впровадження новітніх технологій, керування інформаційними ресурсами); IT-директор, директор департаменту інформаційних технологій, заступник генерального директора з IT

chief operating officer (COO) – головний операційний директор (керівник, відповідальний за повсякденні операції і поточну діяльність корпорації; підзвітний головному виконавчому директору і зазвичай (але необов'язково) входить до ради директорів; як правило, є президентом або віце-президентом компанії), виконавчий директор

construction business – будівельна справа

deputy managing director – заступник виконавчого директора

foreign visitor – іноземний відвідувач, гість

product manager – начальник виробництва; менеджер з продукції; керівник, відповідальний за конструювання, виробництво і реалізацію виробу; бренд-менеджер

public relations officer – співробітник або службовець відділу інформації, співробітник відділу із зв'язків із громадськістю

research and development – науково-дослідна та проектно-конструкторська робота

retail store – магазин розничної торгівлі \ магазин роздрібною торгівлі, крамниця

sales representative – торговий представитель \ торговий представник

senior management – вище керівництво, вища адміністрація, вищий рівень керівництва (професійні керівники компанії, що приймають стратегічні і довгострокові рішення; цей рівень включає головного виконавчого директора або президента компанії)

supply chain – канал поставок, мережа постачальників

technical director – технічний директор

vice president – віце-президент, заступник президента

Verbs

employ – давати роботу, наймати; тримати на службі

finance – фінансувати, асигнувати, вкладати гроші, виділяти кошти; займатися фінансовими операціями

greet – вітати

introduce – знайомити, рекомендувати (когось); впроваджувати, засновувати; ввозити (товари)

oversee (syn. to supervise) – слідкувати, наглядати (за чимось)

produce (syn. to manufacture) – виробляти, випускати, виготовляти

run – керувати; вести (справу, підприємство і т.п.)

sell – продавати, торгувати

solve – вирішувати, розв'язувати (проблему, питання і т.п.); знаходити вихід

Verb phrases

be (work) in a business – працювати в якій-небудь галузі

be good/bad at smth/doing smth – добре/погано розумітися на чомусь, вміти щось робити

be in charge of – завідувати, керувати

be (go) on vacation – бути у відпустці, на канікулах

be responsible for – бути відповідальним за щось

be responsible to (syn. to report to) – звітувати перед кимось

earn/make a living – заробляти собі на життя

have an appointment with/to see – мати призначену зустріч з

work as – працювати на якійсь посаді

work for a company – працювати в компанії

Adjectives, adverbs

annual(-ly) – щорічний, річний; щорічно

daily (syn. day-to-day) – щоденний, повсякденний; щоденно
downtown – у центрі, у діловій частині міста
financial – фінансовий, грошовий
formal – офіційний
informal – неформальний, неофіційний
international – міжнародний
monthly – щомісячний; щомісяця
private – приватний

Phrase bank

How are you (doing)? – як справи?
How do you get there? – як туди дістатися?
How far is it? – наскільки це далеко? На якій відстані це знаходиться?
How long does it take you to...? – скільки часу вам потрібно, щоб... ?
I don't think we've met. – гадаю, ми раніше не зустрічались; не думаю, що ми знайомі
It's nice/Great to see you again – приємно знов бачити вас
Let me introduce myself – дозвольте відрекомендуватися
Let me introduce you to... – дозвольте відрекомендувати вам...
Nice/Good/Pleasure to meet you. – приємно познайомитися
Welcome to... – ласкаво просимо до...
What are you in charge of? – які ваші обов'язки?
What are you responsible for? – які ваші обов'язки?
What do you do for a living? – ким ви працюєте?
What do you do? – ким ви працюєте?
What is your position in the company? – яку посаду в компанії ви займаєте?
What nationality are you? – яке ваше громадянство?
Where do you come from? (=Where are you from?) – відкіля ви родом?
Who are you responsible to? – хто ваш керівник?
Who do you report to? – хто ваш керівник?
Who do you work for? – в якій компанії ви працюєте?

Countries and nationalities

Brazil – Brazilian
China – Chinese
France – French
Germany – German
Great Britain – British
Italy – Italian
Japan – Japanese
Korea – Korean
Norway – Norwegian
Sweden – Swedish
Switzerland – Swiss
Taiwan – Taiwanese
the Netherlands (Holland) – Dutch
the USA – American

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

branch	відповідальність, обов'язок
--------	-----------------------------

distribution	будівельна справа
sales representative	вище керівництво
property	візитна картка
unemployment	виконавчий директор
construction business	філія, галузь, дочірнє підприємство
senior management	майно, власність
responsibility	розподіл, розповсюдження
department	відділ
business card	безробіття
chief operating officer	торговий представник

Exercise 3. Match the words in column A with the words in column B making up your active word combinations and phrases:

chief	operation
retail	visitor
accounting	manager
I don't think	introduce myself
product	director
make	you doing?
foreign	executive officer
research	relations officer
technical	representative
deputy	chain
sales	store
public	and development
supply	president
How are	a living
vice	managing director
Let me	we've met.

Exercise 4. Read the definitions and supply the suitable words from your active vocabulary:

1. An arrangement made with a bank, which allows somebody to leave their money there until they need it *a* _____
2. Buying or selling of goods and services among companies, states, or countries, also called commerce *t* _____
3. One of the highest-ranking corporate executives or administrators in charge of total management, who reports to the board of directors *c* _____ *e* _____ *o* _____
4. A division of a large organization or company *d* _____
5. One's exclusive right to possess, use, and dispose of a thing *p* _____
6. A job title for the board-level head of information technology within an organization *c* _____ *i* _____ *o* _____
7. The people employed in an organization *p* _____
8. The center of a city, especially the main business and commercial district *d* _____
9. A business company controlled by another company, which owns more than 50% of its shares *s* _____
10. One of a company's officers responsible for researching, selecting, developing, and placing a company's products *p* _____ *m* _____

11. A shop selling goods to consumers, usually in small quantities and not for resale r_____ s_____

Exercise 5. Match the definitions with the necessary words from your active vocabulary:

A person or company that hires people and pays them wages	employer
A formal document presenting the financial condition and operating performance of an enterprise	senior management
A team of individuals at the highest level of organizational management who have the day-to-day responsibilities of managing a corporation	distribution
The transport and supply of goods from manufacturers to various people and places	payroll
A business location that has branches or divisions reporting to it, and is legally responsible for those branches or divisions	statement
A list of people employed by a company and the total amount of wages and salaries paid to them	headquarters

Exercise 6. Give Ukrainian equivalents of the following words and word combinations:

- activity, administration, appliance, auditor, branch, department, director, distribution, division, employment, equipment, finance, headquarters, industry, journey, marketing, objective, payroll, personnel, statement, subsidiary, team, trade, unemployment;
- accounting operation, business card, chief executive officer, chief operating officer, construction business, deputy managing director, foreign visitor, product manager, public relations officer, research and development, retail store, sales representative, senior management, supply chain, technical director, vice president;
- be good at smth, be in charge of, earn a living, employ, go on vacation, greet, have an appointment with, manufacture, oversee, produce, run, sell, solve, supervise, work in a business;
- How are you (doing)?, How do you do?, How far is it?, How long does it take you to...?, I don't think we've met, Great to see you again, Let me introduce you to, Pleasure to meet you, Welcome to, What are you responsible for?, What do you do for a living?, What is your position in the company?, Where do you come from?, Who do you report to?, Who do you work for?

Exercise 7. Give English equivalents of the following words and word combinations:

- дочірнє підприємство, обсяг продажу, бригада, торгівля, персонал, робітники та службовці, громадянство, головний офіс, промисловість, ділова частина міста, відділ, розповсюдження, розвиток, роботодавець,
- облікова операція, візитна картка, генеральний директор, віце-президент, технічний директор, співробітник відділу по зв'язках із громадськістю, приймальня, науково-дослідна та проектно-конструкторська робота, магазин роздрібної торгівлі, торговий представник, заступник виконавчого директора, виконавчий директор, вище керівництво, IT-директор;
- фінансувати, вітати, знайомити, розв'язувати (проблему), наглядати, працювати в якій-небудь галузі, працювати на якійсь посаді, бути відповідальним за щось, добре розумітися на чомусь;
- щорічний, фінансовий, неофіційний, приватний, по дорозі, щоденний;
- в якій компанії ви працюєте?, хто ваш керівник?, яку посаду в компанії ви займаєте?, ким ви працюєте?, які ваші обов'язки?, приємно познайомитися, дозвольте

відрекомендувати вам, ласкаво просимо до, на якій відстані це знаходиться?, скільки часу вам потрібно, щоб... ?, як туди дістатися?

Exercise 8. Put this conversation into the correct order and complete it, translating Ukrainian phrases into English:

- _ **Elaine** Please call me Elaine.
_ **Paul** Morning, Jenny. Як справи?
_ **Jenny** Yes, it is. Дозволь представити тебе ... Excuse me, Mrs Redford. May I introduce you to Paul Carroll?
1 **Jenny** Good morning, Paul.
_ **Paul** Приємно познайомитися, Mrs Redford.
_ **Jenny** Fine, thanks, and you?
_ **Paul** And please call me Paul.
_ **Elaine** Здрастуйте.
_ **Paul** Fine. Is that Mrs Redford over there?

Exercise 9. A Read this passage about a commuter. Think about what information is missing.

Annie Clayden lives in Norwich but she works in _____¹, a hundred miles away. She leaves home at _____² in the morning and she travels to work by _____³. It takes _____⁴ but she enjoys the journey. She travels with _____⁵ and she doesn't get bored because _____⁶.

B What questions can you ask to get the missing information?

- 1 Where _____?
2 What time _____?
3 How _____?
4 How long _____?
5 Who _____?
6 Why _____?

C Here is the missing information. Now use it to complete the passage.

two and a half hours London three friends
they all play *Trivial Pursuit* 6.30 train

Exercise 10. Match these questions to the correct reply.

- | | |
|-------------------------------------|-------------------------|
| 1 Where do you come from? | a. About half an hour. |
| 2 How do you do? | b. Spain. |
| 3 How are you? | c. I'm Swiss. |
| 4 How long does it take? | d. Cathay Pacific. |
| 5 Who do you work for? | e. No, I'm from Canada |
| 6 What line of business are you in? | f. I'm an accountant. |
| 7 What nationality are you? | g. Advertising. |
| 8 How do you get to work? | h. How do you do? |
| 9 Are you American? | i. By train. |
| 10 What do you do? | j. Fine thanks and you? |

Exercise 11. A Match the sentences below to make rules like the one in the example.

Example *Managers don't make mistakes. They test their staff.*

- | | |
|--------------------------------------|--|
| 1 Managers don't arrive late. | a They collect information. |
| 2 Managers don't read the newspaper. | b They think with their eyes shut. |
| 3 Managers don't forget things. | c They invest in new technology. |
| 4 Managers don't sleep. | d They are unavoidably delayed. |
| 5 Managers don't buy new toys. | e If they do, they're the managers' ideas. |
| 6 Employees don't have good ideas | f Their employees forget to remind them. |

B Can you make any more rules?

Exercise 12. Write a personality profile about this person:

name	Jack Crosby
age	37
nationality	English
home town	London
company	ABC – property development, trading
location	parent company – Berlin, Germany (works for a British subsidiary with the headquarters in London)
position in the company	Head of Financial Department
immediate boss	CEO
responsibilities	purchasing, customer accounts, financial services, banking operations, annual statements
hobbies	traveling, hiking, mountain biking

Exercise 13. Translate into English:

- Дозвольте відрекомендувати вам містера Блека, нашого генерального директора. – Радий з вами познайомитися, містере Блеку. На яку компанію ви працюєте? – Я працюю на міжнародну торгівельну компанію. Ми займаємося виробництвом і розповсюдженням електронних приладів та іншого обладнання. Наша діяльність також зв'язана з питаннями приватної власності і надання фінансових послуг. А чим ви заробляєте собі на життя? – Я працюю в будівничому бізнесі. Головний офіс нашої компанії розташовано у Швейцарії, але у нас також є японська, шведська, голландська, італійська і французька філії. Я займаю посаду виконавчого директора і віце-президента компанії і несу відповідальність за розвиток нашої справи.
- Здрастуйте! Не думаю, що ми знайомі. Дозвольте відрекомендуватися, мене звати Джон Уайт. Я – торговий представник німецької філії компанії ABC, працюю у відділі маркетингу і продажів. У мене призначено зустріч із заступником генерального директора. - Здрастуйте! Я Джек Браун. Я працюю співробітником відділу із зв'язків із громадськістю. А це мій колега Майк Грін – голова науково-технічного відділу нашої фірми. Він очолює колектив із 15 інженерів. У нього багато обов'язків, і він дуже добре розуміється на своїй справі. Він щомісяця звітує перед технічним директором.
- Дозвольте відрекомендуватися. Мене звати Вікторія Гонсалес, мені 35 років і я родом із Бразилії. Я працюю головним бухгалтером бразильського відділення великого промислового підприємства, що виробляє та продає продукти харчування. Я мешкаю досить далеко від місця роботи, тому поїздка на роботу і додому кожного дня займає у мене 3 години. Я керую та наглядаю за всіма повсякденними банківськими і обліковими операціями, а також керую (manage) фондом заробітної платні. Крім того я відповідаю за підготовку річних фінансових звітів підприємства і працюю з аудиторами. Я звітую перед вищим керівництвом компанії. У мене завжди дуже багато справ, і хоча у мене є декілька помічників, у мене дуже мало вільного

часу. Коли я у відпустці, я люблю подорожувати і мрію відвідати якусь екзотичну країну, наприклад Китай чи Тайвань.

Unit 2 Telephoning

PRESENTATION

1. Study these two computer screens. What are they for?

(T 6-7) Listen to the two telephone conversations and complete the screens.

Conversation 1

The screenshot shows a software window titled 'PURCHASE ORDER'. The menu bar includes 'File', 'Edit', 'Go To', 'Invoice Tools', 'Product Tools', 'Main Tasks', 'Window', and 'Help'. The form contains the following fields:

- Date:** 9 December
- Customer #:** 9045
- PO #:** (empty)
- Table:**

Quantity	Description	Ref #
	Photoconductor units	
- BILL TO:**
 - Contact Name:** (empty)
 - Company:** RGF
 - Address:** Avenida México 3300, Guadalajara, Jalisco, 44640, México
- ORDER RECEIVED BY:**
 - Name:** Karen Hayes
 - Phone:** (empty)
 - E-mail:** (empty)
 - Fax:** (empty)
 - Letter:** (empty)
- Urgent/Not urgent:** (empty)

Conversation 2

The screenshot shows a software window titled 'SALES PROSPECT'. The menu bar includes 'File', 'Edit', 'Go To', 'Invoice Tools', 'Product Tools', 'Main Tasks', 'Window', and 'Help'. The form contains the following sections and fields:

- CUSTOMER DETAILS:**
 - Name:** (empty)
 - Company:** (empty)
 - Tel:** (empty)
 - E-mail:** (empty)
 - Address:** (empty)
- AREAS OF INTEREST:**
 - Firesafe cabinets:**
 - BZ9:** (empty)
 - BZ10:** (empty)
 - BZ11:** (empty)
- ACTION NECESSARY:**
 - Send brochure:** (empty)
 - Send quote:** (empty)
 - Arrange a sales visit:** (empty)
 - Call back:** (empty)

2. Listen to the conversations again and answer these questions.

- (T 6) a What question does Juan Lopez ask about the photoconductor units?
b What does Karen ask Juan to do?

- (T 7) c Why doesn't the switchboard operator connect Jill Rosen immediately?
 d What does Lynne say she'll do?

3. Match the words and phrases (1-10) with similar meanings (a-j).

- | | |
|-----------------------------------|-------------------------------------|
| 1. a code | a. I'll connect you. |
| 2. an extension number | b. an office phone number |
| 3. The line's busy. | c. One moment. |
| 4. Can I put you on hold? | d. Could I have your name? |
| 5. Would you like his voice mail? | e. I'm ready. |
| 6. I'll put you through. | f. a country or area number |
| 7. May I say who's calling? | g. He's speaking to another caller. |
| 8. Hold on. | h. Is that all? |
| 9. Go ahead. | i. Would you like to wait? |
| 10. Anything else? | j. Do you want to leave a message? |

LANGUAGE WORK

Pronunciation

(T 9) Can you spell English words over the phone? Listen and write down the words you hear spelled.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____

Transferring information

1. Exchange work and home telephone numbers with a partner.

PRONUNCIATION NOTE

In phone and fax numbers, we usually group the numbers in threes and fours, not twos.

610-555-9302—six one oh, five five five, nine three zero two

not *six one, oh five, five five, nine three, two zero.*

We pronounce the number 0 as *oh* or *zero*.

2. Work with a partner. Take turns dictating telephone numbers and write them down. One person dictates the telephone numbers below, and the other dictates the ones in File 2 (see Information Files).

- 621-9372
 919-677-1303
 1-800-441-5445
 44-1525-372-245
 010-81-6-222-4989

3. Exchange e-mail addresses with a partner.

PRONUNCIATION NOTE

<p>Tim_Harris-99@quickwork.org.de</p> <p>/ \ / \ / \ / \ / \</p> <p>underscore hyphen at all one word dot</p>
--

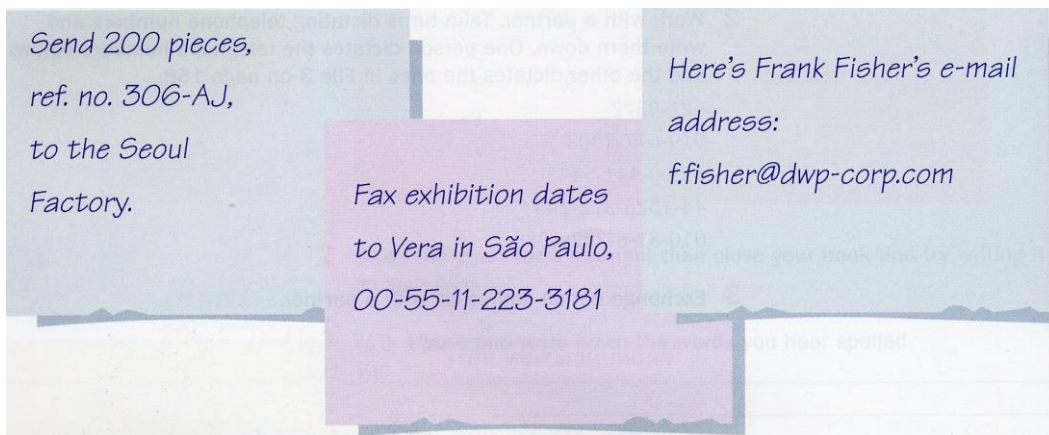
4. Practice reading these e-mail addresses aloud.

- 1 s.famiglio@ovp.com
- 2 michiko@suntime.net.jp
- 3 sunny1982@yahoo.co.uk
- 4 sales-info@bargaindeal.com.br
- 5 p_hubertsky@fre.org.de

5. When you transfer information by phone, try not to leave long silences or pauses. These phrases will help you.

STARTING	Ready?	Go ahead.
CONTINUING	Have you got that?	Got that.
FINISHING	Anything else?	That's all.
CHECKING	Could you read that back to me?	Let me read it back to you.

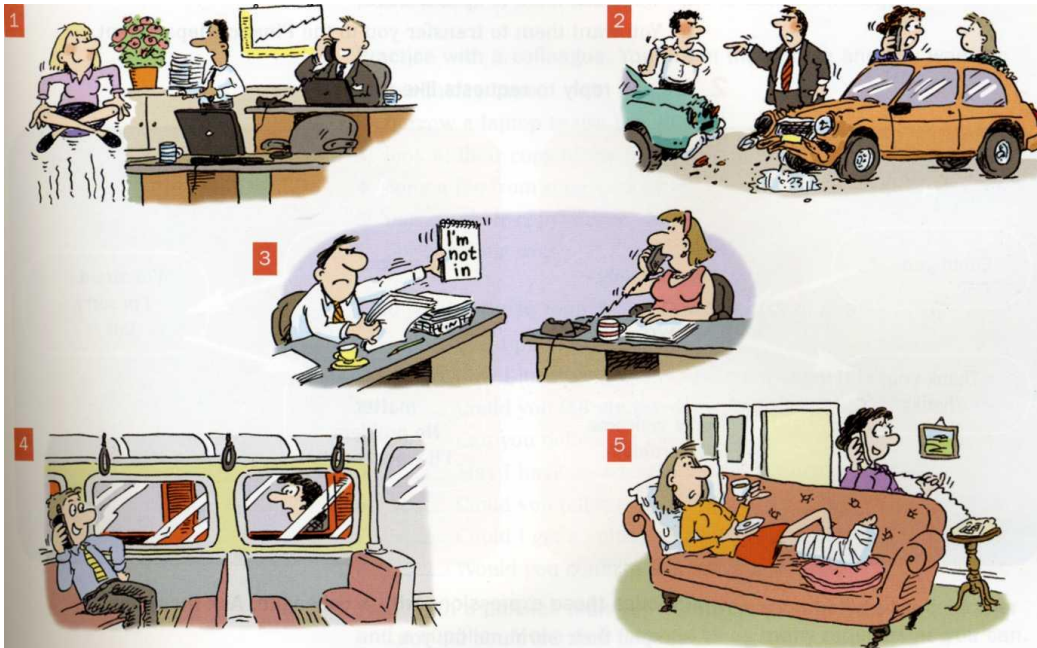
Work with a partner. Take turns giving each other messages and write them down. One person dictates the messages below, and the other dictates the messages in File 3 (see Information Files).



Deciding what to do

1. Sometimes the person we phone is not available. Match these reasons to the right picture.

- a She's on the other line.
- b She's out sick.
- c She's not at her desk.
- d Sorry, he's in a meeting.
- e I'm afraid he's not here right now.



Can you think of any more reasons?

2. Work with a partner. Make up conversations deciding what to do when someone is not available.

- A *I'm looking for Barbara Morey.*
- B *I'm afraid she's on vacation this week.*
- A *Can you ask her to call me when she gets back?*

These phrases will help you.

I'll hold.	
I'll call back later.	
Could you	take a message? give her a message?
Can you put me through to her voice mail?	

Requests

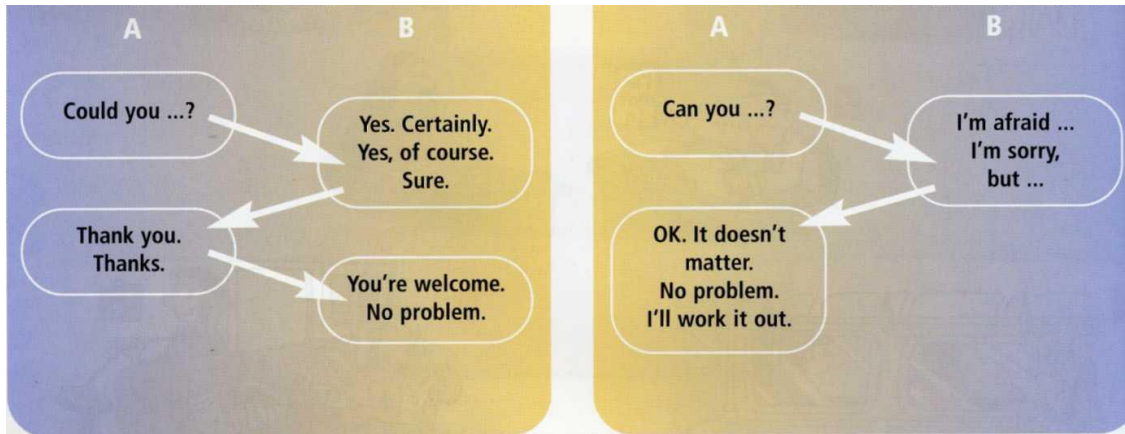
1. We use these phrases to ask other people to do things.

Can you ... ? Could you ... ? Would you ... ?

You're on the phone. What do you say in these situations?

- a You can't hear the other person.
- b You want them to repeat something.
- c They're speaking too fast.
- d You want them to spell a word.
- e You want them to transfer you to the Finance department.

2. We can reply to requests like this.



Practice these expressions with a colleague. Ask them to:

- a spell their surname for you.
- b tell you the time.
- c tell you their computer password.
- d give you a ride home tonight.
- e lend you their dictionary.
- f lend you some money.

VOCABULARY NOTE

Put *lend* or *borrow* in these questions.

- Could I _____ some money?
- Could you _____ me some money?

Notice we lend **to** someone and we borrow **from** someone. So when we lend, we give; and when we borrow, we take.

3. We use these phrases to ask if it's OK to do things.

ASKING	SAYING YES	SAYING NO
Can I ... ?	Sure, no problem.	I'm afraid ...
Could I ... ?	Of course.	I'm sorry, but ...
May I ... ?	* Yeah, go ahead.	
	** Help yourself.	

* Informal **Inviting someone to take something

Practice with a colleague. You are in their office and you want to:

- 1 use their phone.
- 2 borrow a laptop to use the internet.
- 3 look at their copy of the production plan.
- 4 copy a file from their computer.
- 5 borrow their copy of *The Times*.
- 6 borrow their car.

4. Who makes these requests: a customer (C) or supplier (S)?

- 1 __ Can I place an order?
- 2 __ May I have your name and company name?
- 3 __ Could you tell me the delivery address?
- 4 __ Can you deliver by Friday?
- 5 __ May I have an address for the invoice?
- 6 __ Could you tell me how much it will cost?
- 7 __ Could I get a volume discount?
- 8 __ Would you confirm this order in writing?

Work with a partner. Make up a conversation between a customer and a supplier. Make and respond to as many requests as you can.

5. Work in pairs. One person looks at the information below and the other looks at the information in File 4 (see Information Files).

You sell electronics. A foreign customer calls you. Answer their inquiries about your personal digital assistants. They will ask about:

- ◆ your prices.
- ◆ delivery times.
- ◆ the guarantee.
- ◆ discounts.
- ◆ your terms of payment.

Invent your answers. You can agree to or refuse their requests. Don't forget to write down their details.

SKILLS WORK

Listening

1 (T 10) Listen to a voice mail message and answer these questions.

- a Where is Anne Parker going?
- b How can you reach her?

2 (T 11) One of Anne's colleagues listened to Anne's messages and made notes. Listen to the call, find the mistakes in the note below, and correct them.

A MESSAGE FOR:	<input type="text" value="Anne Parker"/>	<i>Can't make Tuesday meeting. Please call him tomorrow to set another time.</i>
FROM:	<input type="text" value="Gerry"/>	
TEL. NO.:	<input type="text" value="212-557-5683"/>	
PLEASE CALL BACK	<input type="checkbox"/>	
WILL CALL AGAIN	<input type="checkbox"/>	
URGENT	<input type="checkbox"/>	

3 (T 12) Now listen to another caller and complete this message.

A MESSAGE FOR:	<input type="text"/>	
FROM:	<input type="text"/>	
TEL. NO.:	<input type="text"/>	
PLEASE CALL BACK	<input type="checkbox"/>	
WILL CALL AGAIN	<input type="checkbox"/>	
URGENT	<input type="checkbox"/>	

4 (T 13) Listen to a different recorded message. Who is it for and what's their extension number?

5 (T 14) Listen to some more voice mail instructions. What number do you need to press to:

- replay a message?
- continue recording a message?
- erase a message?
- speak to an operator?
- transfer out of the voice mail system?

Speaking

Sit back to back with a partner and act out these telephone calls. One person looks at the information below. The other uses the information in File 5 (see Information Files).

Call 1

Your company's new price lists are still at the printer. You expect them to arrive today. A customer calls with a request. Write down the details.

Call 2

Call your partner and ask them to speak at the International Management Conference in Las Vegas on November 16th. You want them to give a talk on their company's current projects.

Vocabulary

Nouns

at –символ “комерційне at” в адресах електронної пошти; «собака»
arrangement –домовленість, угода
customer –покупець, замовник, клієнт
dot –крапка
extension –додатковий, внутрішній номер (у комутаторі, внутрішній АТС)
guarantee –гарантія
hyphen –дефіс
inquiry (syn. enquiry) –питання; запит; розпитування; наведення довідок
invoice –рахунок-фактура, комерційний (товарний) рахунок (рахунок на поставлений товар із зазначенням стислої специфікації, ціни та інших подробиць контракту)
message –повідомлення; лист
quantity –кількість
quote (syn. quotation) –ціна; розцінки (оцінка вартості роботи, проекту, угоди, що надається спеціалістом клієнту-замовнику)
request –прохання, запит, заявка
supplier –постачальник
tone –тональний сигнал (телефонний)
underscore –символ підкреслювання “_”

Word combinations

by/over the phone –по телефону
delivery time –термін поставки (доставки, здачі) (період від надходження замовлення до моменту доставки замовлених товарів клієнту)
director-procurement –директор з постачання
PO number –номер відділення зв'язку, поштового відділення
round key –клавіша зі знаком “решітка”
purchase order –замовлення на купівлю (на поставку) (документ, що направляється потенційним покупцем постачальнику з проханням поставки певних товарів); формуляр замовлення (на поставку)
reference number –каталожний номер; номер для замовлення
sales visit –візит комівояжера (приїзд торговельного агента із зразками товару до місця проживання або роботи клієнта)
switchboard operator –телефоніст, телефоністка
telephone number –номер телефону
terms of payment –умови платежу, сплати
voice mail –автовідповідач; мовна (голосова) пошта; мовна кореспонденція (в системі електронної пошти)
volume discount (syn. quantity discount) –оптова знижка (знижка при продажу великої партії товару)

Verbs

confirm –підтверджувати; затверджувати; ратифікувати
delay –відкладати; відстрочувати; затримувати
deliver –доставляти; постачати
erase –стирати (запис); знищувати, видаляти (дані)
reach –зв'язуватися з кимось (напр., по телефону); встановлювати контакт
record –записувати звук, зображення або інформацію іншого роду
replay –відтворювати (записану інформацію)

reschedule –*змінювати графік (розклад, план); переносити на інше число (раніше заплановану подію)*
spell –*писати або вимовляти слово по літерах*
transfer –*переводити (на іншу роботу, інше місце навчання і т.д.); передавати (щось, напр., інформацію)*

Verb phrases

agree to smth –*погодитися з чимось, на щось; прийняти*
answer/return/take a call –*відповісти на телефонний дзвінок*
apologize for smth –*вибачатися, приносити вибачення за щось*
arrange for smth –*влаштувати(ся), організувати; домовлятися про щось; вживати заходів*
be off/out sick –*бути відсутнім через хворобу, бути на лікарняному*
be on the other line –*бути на іншій лінії (телефонній)*
be tied up –*бути зайнятим*
bill to –*виписати рахунок на ім'я...*
borrow from smb –*брати у борг, позичати*
confirm an order in writing –*підтвердити замовлення у письмовій формі*
give smb a lift/ride –*підвезти когось*
have/get a discount –*отримати знижку*
have smth in stock –*мати щось у наявності на складі*
hold on –*чекати біля телефону*
lend to smb –*давати у борг, позичати*
make a request –*звертатися з проханням; робити запит; надавати заявку*
make contact –*встановити контакт, зв'язок*
note/put/write down –*робити нотатки, записувати*
phone/call back –*передзвонити*
place an order –*подавати замовлення*
put smb through (syn. connect smb) –*з'єднувати (по телефону)*
refuse a request –*відхилити прохання*
respond to –*реагувати на щось*
take an action about smth –*починати діяти; вживати заходів відносно чогось*
work out –*розробляти, складати; підраховувати, обчислювати*

Adjectives, adverbs

available –*доступний; той, що є у розпорядженні, наявний*
current –*поточний, даний, сучасний*
right away (syn. at once; immediately; right off) –*одразу ж, негайно*
unfortunately –*нажаль*
up to date –*той, що відповідає сучасним вимогам; сучасний; новітній*
urgent –*терміновий, невідкладний, необхідний*

Phrase bank

Anything else? – *що-небудь ще?*
as soon as possible – *якнайшвидше*
Can/Could I speak to... – *чи можу я поговорити з...*
Can/May I leave a message? – *чи можу я залишити повідомлення?*
Can/May I say who is calling? (syn. Could I have your name?) – *хто телефонує?*
Can I put you on hold? – *Ви можете зачекати? (у телефонній розмові)*
Could you read that back to me? – *перечитайте, будь ласка*
Could you take a message? – *чи не могли б ви прийняти повідомлення?*
go ahead – *давайте; починайте (висловлювання згоди і спонукання до дії)*
Have you got that? – *зрозуміло? (записали?)*

help yourself – *будь ласка (у відповідь на прохання); пригощайтесь*
 How can I help? – *Чим можу допомогти?*
 I'd like to speak to... – *я хотів би поговорити з...*
 I'll get... – *я покличу... (до телефону)*
 I'm afraid (syn. I'm sorry but) – *нажаль/шкода, але... (відмова)*
 Is that ...? – *чи це... ? (по телефону)*
 it doesn't matter (syn. never mind; it's not important; no problem; I'll work it out) – *нічого страшного (у відповідь на вибачення)*
 not at all (syn. you're welcome; it's a pleasure; don't mention it; no problem) – *нема за що (у відповідь на подяку)*
 see you soon – *до скорого*
 take care (syn. have a great day) – *всього найкращого (заклучна фраза неофіційного листа)*
 thank you for your help – *дякую за допомогу*
 the line's busy/engaged – *лінія зайнята*
 this is ... / ...speaking – *говорить..., біля телефону*

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

the line's busy	термін постачання
delivery time	терміновий
extension	доставляти
urgent	наявний
be tied up	прохання
inquiry	бути зайнятим
terms of payment	внутрішній номер
current	запит
have a discount	з'єднувати (по телефону)
hold on	лінія зайнята
request	чекати біля телефону
connect	отримати знижку
available	поточний
deliver	умови платежу

Exercise 3. Match the words in column A with the words in column B making up your active word combinations:

switchboard	of payment
pound	ahead
terms	order
purchase	an order
confirm	a message
go	key
place	discount
put	operator
volume	through
leave	an order

Exercise 4. Read the definitions and supply the suitable words from your active vocabulary:

1. Form used by the purchasing department to order goods or merchandise *p*_____ *o*_____
2. A person or company that buys goods or services *c*_____
3. Price estimate on a commercial project or transaction *q*_____
4. A line leading from the main telephone to another room or office in a building *e*_____
5. Things that you need to deal with immediately are *u*_____
6. To take goods to the places or people they are addressed to *d*_____
7. Any reduction in price based on the purchase of a large quantity *v*_____ *d*_____
8. An agreement that if something that you buy does not work, it will be repaired or replaced, or you can have your money back *g*_____
9. An electronic system that records and stores spoken messages from people *v*_____ *m*_____
10. To let someone speak to another person by changing telephone lines for them *t*_____

Exercise 5. Give Ukrainian equivalents of the following words and word combinations:

- a. arrangement, purchase order, quote, volume discount, customer, switchboard operator, over the phone, invoice, extension, terms of payment, request, pound key, delivery time, inquiry, guarantee;
- b. deliver, erase, reschedule, spell, apologize for smth, take a call, be tied up, be on the other line, bill to, have smth in stock, hold on, confirm an order in writing, make contact, refuse a request, phone back, lend to, place an order, have a discount, respond to, put through,;
- c. available, current, unfortunately, urgent;
- d. as soon as possible, Could I speak to..., Can I put you on hold?, I'm sorry but, the line's busy, May I leave a message?, Have you got that?, How can I help?

Exercise 6. Give English equivalents of the following words and word combinations:

- a. покупець, запит, рахунок-фактура, постачальник, замовлення на купівлю, внутрішній номер, гарантія, прохання, умови платежу, термін постачання;
- b. коштувати, затримувати, переносити на інше число, домовлятися про щось, бути на засіданні, підвезти когось, бути присутнім, бути зайнятим, бути на лікарняному, бути на іншій лінії, підтвердити замовлення у письмовій формі, чекати біля телефону, з'єднувати, подавати замовлення, передзвонити;
- c. що-небудь ще?; зрозуміло?; шкода, але...; пригостайтеся; я покличу...; перечитайте, будь ласка; чи не могли б ви прийняти повідомлення?; я хотів би поговорити з...; лінія зайнята; хто телефонує?; нічого страшного (у відповідь на вибачення); ні за що (у відповідь на подяку);

Exercise 7. Match these comments to their replies:

- | | |
|--|------------------------------------|
| 1. Sorry, could you spell that? | a. Yes, it's 0181 4329191. |
| 2. Could I speak to Mrs Fenton, please? | b. That's OK. I'll hold. |
| 3. Could you take a message? | c. I'll call back next week, then. |
| 4. I'm afraid the line's busy at the moment. | d. Speaking. |
| 5. I'm sorry but he's away this week. | e. Yes of course. I'll get a pen. |
| 6. Could you repeat that? | f. Yes, it's M-E-E-U-W-S. |

Exercise 8. A Put these phrases into two groups:

Could you ... ?	Can I ... ?	Would you ... ?
May I ... ?	Can you ... ?	Could I ... ?

asking other people to do things	asking if it's OK to do things

B Use the phrases from Part A in sentences below:

Example: What would you say to a customer if you wanted to use their phone?
May I use your phone?

What would you say:

1 to ask a friend to tell you the time?

2 to a colleague if you wanted to smoke in their office?

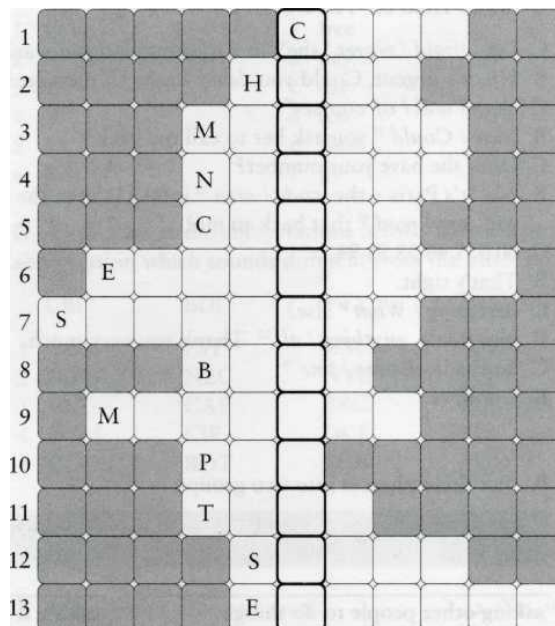
3 if you wanted a friend to give you a lift to the station?

4 if you wanted to borrow your boss's copy of the production plan?

5 if you wanted to copy a file from a colleague's computer?

6 if you wanted a colleague to lend you a book?

Exercise 10. Complete the puzzle and find the keyword in 14 down:



Across

- 1 I'll _____ back later. (4)
- 2 The line's busy. Will you _____? (4)
- 3 Could you hold on a _____ and I'll get a pen. (6)
- 4 My new _____ will be 0171 335 2378. (6)
- 5 _____ I leave a message? (5)
- 6 May I have _____ 3285, please? (9)
- 7 Good afternoon. Paul Moran _____. (8)
- 8 I'll ask Mr. Travers to call you _____ as soon as possible. (4)
- 9 Would you like me to take a _____? (7)
- 10 Could you _____ me through to Miss Nixon, please? (3)
- 11 Good morning, _____ is Richard Bowers. (4)
- 12 I'm _____, but Mr. Laws is away all week. (5)
- 13 The line is _____. Can I ask her to call you back? (7)

Down

- 14 One of the keys to successful management. (13)

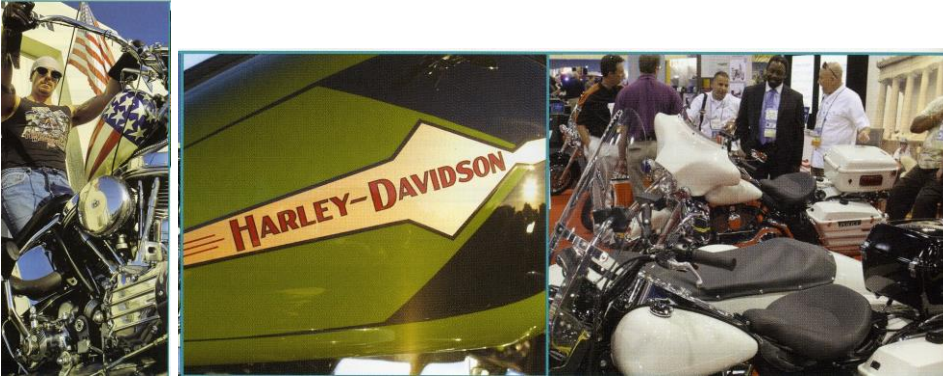
Exercise 11. Translate into English:

1. MCS, добридень. Чим можу допомогти? – Чи можу я поговорити з начальником відділу кадрів? – Хто телефонує? – Говорить пан Грейс. – Зараз я вас з'єднаю... Лінія зайнята. Ви зачекаєте? – Ні, я передзвону пізніше, дякую.
2. Додатковий 1634, будь ласка. Я хочу поговорити з менеджером із продажів. – Зараз я його покличу. – Здрастуйте, це Бен Кросбі з ABC. Я хотів би подати замовлення на 10 принтерів BC 2190. Це терміново. Який ваш термін поставки та умови платежу? – Ми можемо виконати ваше замовлення негайно. Доставка зі складу потребує 2 дні. Вам необхідно оплатити замовлення протягом 3 днів із моменту доставки. – Чи можу я отримати знижку? – Ми надаємо оптові знижки у разі замовлення великої кількості товару. Вам ми можемо надати лише 5% знижку, але тоді вам треба буде оплатити замовлення у день доставки. – Добре, мене це влаштовує. А який термін гарантії на ці принтери? – Ми надаємо 3-річну гарантію на весь асортимент наших товарів. Щось іще? – Ні, це все, дякую. – Тоді чи не могли би ви підтвердити ваше замовлення у письмовій формі?
3. Це Джон Уайт? – Нажаль, його зараз немає. Він на лікарняному. – Чи не могли би ви прийняти повідомлення для нього? – Звичайно. – Телефонував Стив Джонсон. Я домовився про зустріч з представником японської філії на четвер, 27 квітня, о 10 ранку. Записали? Перечитайте, будь ласка.
4. Чи не могли би ви позичити мені ваш ноутбук на декілька годин? – Так, звичайно. – Дякую. – Нема за що.
5. Можна мені позичити вашу машину? – Нажаль, ні. Ваше прохання надто несподіване. – Нічого, все гаразд. – Але я можу вас підвезти.

Unit 3 Organizations

PRESENTATION

1. What do these organizations do? Do you know anything about their activities?



2. (T 15-17) Listen to three people talking about the organizations. Which one is each person is talking about?

3. (T 15) Listen to the first speaker again and make notes of the figures.

Revenues: _____

Number of overseas branch offices: _____

Number of employees: _____

What businesses are they focusing on at the moment and why?



4. (T 16) Listen to the second speaker again and answer these questions.
a. What does the organization do?

- b. How many volunteers does it have and how many local staff?
- c. Where are volunteers working at the moment?

5. (T 17) Listen to the third speaker again and complete these notes.

US market share of _____ %.

Worldwide network of _____ dealers.

Gross revenues of over _____ .

Producing _____ motorcycles this year.

Average customer is _____ years old.

_____ % of customers are women.

LANGUAGE WORK

Company profiles

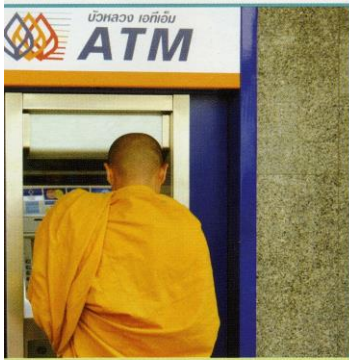
Work with a partner. Ask and answer questions about these companies.

A How many ATMs does Bangkok Bank have?

B Seventeen hundred.

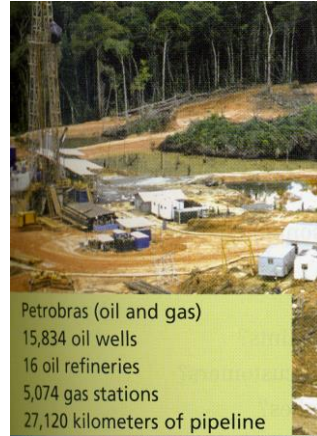
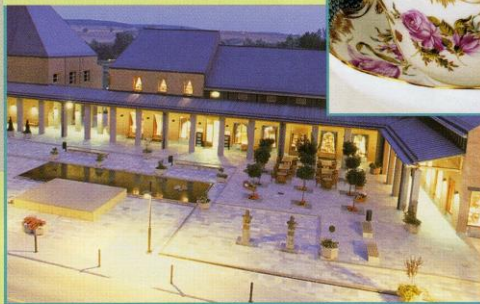
A What about branches? Does it have any overseas?

B Yes, it does. It has six hundred branches in Thailand and twenty-one overseas.



Bangkok Bank (banking services)
 600 branches in Thailand
 1,700 ATMs
 21 overseas branches
 12,000,000 account holders

Herend (porcelain)
 1 factory and visitors' center
 1,460 workers (including 630 porcelain painters)
 16,000 different products (dinner sets, ornaments, etc.)
 10 stores in Hungary and 4 stores abroad in Germany and China



Petrobras (oil and gas)
 15,834 oil wells
 16 oil refineries
 5,074 gas stations
 27,120 kilometers of pipeline

Pirelli (tires and cables)
 2 core businesses: tires and cables
 93 factories
 Over 39,000 employees
 12,400 patents



IKEA (furniture)
 201 stores
 400,000,000 visitors a year
 65,000 employees worldwide
 12,000 different products



Takeda (pharmaceuticals)
 14,592 employees
 2 research centers in Tsukuba and Osaka
 20 subsidiaries outside Japan
 76,107 stockholders

2. Make sentences about your office. Begin:

It's... It isn't...

There's a ... There isn't a ...

There are some ... There aren't any ...

Use words from the box.

computers	plants	coffee machine	small
dark	map	photographs	bookcase
very neat	windows	water cooler	similar to my office

3. Find out about a partner's place of work. Ask questions about the building and its facilities. Use the words below and begin:

Is the building ... ? Is there a(n) ... ? Are there any ... ?

- | | |
|---------------------------------|--------------------------------------|
| 1 modern | 8 separate rooms for smokers |
| 2 cafeteria | 9 large parking lot |
| 3 facilities for disabled staff | 10 near a train station |
| 4 elevators | 11 bus stops nearby |
| 5 noisy | 12 daycare (for children) |
| 6 air conditioning system | 13 sports or recreational facilities |

Departments

Study this organization chart. Which department:

- a puts the products in boxes and crates?
- b places ads in magazines?
- c pays the staff?
- d buys supplies?
- e sells the products to customers?
- f plans how to sell new products?
- g services the machines and equipment?
- h arranges training for the staff?
- i recruits new employees and answers personnel questions?
- j manufactures the products?
- k invoices customers?
- l looks after customers' problems and complaints?
- m dispatches the products and sends them to customers?
- n organizes control systems to prevent mistakes?
- o deals with taxation, investment, and cash management?



Current activities

1. We use the present continuous tense to talk about actions that are going on at the moment. Complete these sentences using words from the box.

wait call live build ~~grow~~ develop stay reach spend

- a This sector of the market *is growing* fast.
- b Azto Pharmaceuticals _____ a new drug.
- c We _____ a new factory in China.
- d These products _____ the end of their life cycle.
- e People _____ longer because of improved medical care.
- f We _____ too much time on paperwork.
- g He _____ at the Marriott Hotel tonight.
- h I _____ about your ad in the paper.
- i Someone _____ for you in your office.

2. Work with a partner. Find out what's happening in their company at the moment.

- ◆ Are they entering any new markets? (Which ones?)

- ◆ Are they developing any new products or services? (What?)
- ◆ Are they building any new facilities? (What? Where?)
- ◆ Are they introducing a quality control program? (What exactly?)
- ◆ Are they working in any joint ventures? (What?)

And what's happening in their department or division?

- ◆ Are they taking on new staff? (Why?)
- ◆ Are they reorganizing any work systems? (Which ones? Why?)
- ◆ Are they introducing new technology? (What?)
- ◆ Are they implementing new software? (What?)
- ◆ Are they working on any interesting projects? (What exactly?)

Company strengths

1. Are these statements true for your company?

We're number one in our field.

We produce a wide range of products.

We provide a wide range of services.

We have offices all over the world.

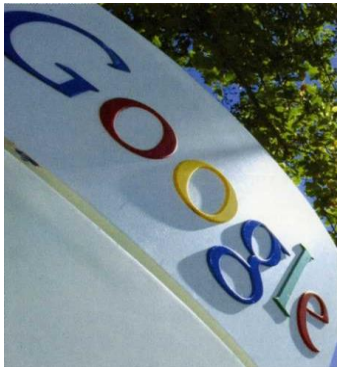
We use the most advanced technology.

We invest a lot of money in research and development.

We own important brands.

Why is your company special? What is your company's main strength?

2. How do you search the web? Do you use Google? (Why/Why not?) What do you know about Google? Are these statements true or false? What do you think?



- a Google operates the largest search engine on the web.
- b If you have an internet connection, you can do a Google search for free.
- c Most people who use Google live in the U.S.
- d Google offers search services in five languages,
- e Google has "pop-up" ads on its site.
- f You can buy a better page rank for your website from Google.
- g Google advertises its services on television.
- h Google doesn't offer its users chatroom services.
- i Google wants people to leave its website as fast as possible.

j Google employees wear suits to work.

k The company chef played guitar in a famous rock band.

Now read the article and find out.

Google it!

Need some information fast? There's no better place to go than Google. We have the largest, fastest search engine on the web. And the best thing is it's free!

All over the globe

More than 80 million different people do a Google search each month, and most of them come from outside the United States. We offer search results in 35 languages.

Quicker is better

When people want answers, they want them right now. We don't argue with that at Google. We just keep working to reduce the time things take. We're making improvements all the time. We want our users to leave our website as quickly as possible.

Growth through trust

Google never sells "places" in its search results. You can't buy better page rankings from Google. We have one of the best-known brands in the world and it grows by word of mouth. It doesn't grow because of TV ad campaigns. It grows because it's good.

Careful advertising

Google generates revenues in two ways: by selling website ads and by selling our advanced search technologies to companies. Our website ads match users' interests. We only use text advertisements and we don't accept pop-up ads.

Fun

In our corporate culture, the work is challenging but fun. Visit our headquarters in Silicon Valley and you'll find a piano in the lobby, bicycles in the hallway, and large rubber exercise balls on the floor. There's a gym, an on-site doctor, and employees can have massages and healthy free lunches. Our company chef used to cook for the Grateful Dead.

A single focus

Google does just one thing: it searches. So at Google, we don't offer horoscopes, financial advice, or chatrooms. We're all focused on one thing: searches. If you do a Google search, we want to understand exactly what you mean, and give you back exactly what you want. That's the perfect search engine and we're working on it.

3. Interview a partner. Ask:

- a Would you like to work for Google? (Why/Why not?)
- b Do you offer any "free" services to your customers?
- c How many different languages does your company work in?
- d How important is trust in your relationship with your customers?
- e How do you get new customers: by word of mouth or by advertising?
- f What do visitors see when they visit your work place? Is there anything surprising?
- g Does your company focus on just one core business or is it more diversified? Is that a good or a bad thing?

SKILLS WORK

Listening

1 Look at these PowerPoint slides for a presentation.

- a What do you think the presentation is about?
- b Who do you think the presenter is?
- c What do you think they will say?

a

The Harbor Community Theater

Community Education Programs

School and ¹ _____ programs

Life-long learning program

Theater ² _____ workshops

b

The Harbor Community Theater

Audience

54% Female 46% Male

- New Haven 40%
- Changford ³ _____%
- Eaglesville ⁴ _____%
- Surrounding counties 20%

c

The Harbor Community Theater

Budget

Earned income

Ticket sales	\$ 1,980,000
Merchandise	\$ ⁵ _____
Rentals	\$ 350,000

Donations

\$ ⁶ _____

TOTAL **\$ 4,250,000**

d

The Harbor Community Theater

Staff Roles

Management team	Operations
General manager 1	Production 2
Administration 2	Box office 2
Artistic director 1	Front of house ⁹ _____
Marketing ⁷ _____	Interns ¹⁰ _____
Development 2	
Education ⁸ _____	

2. (T 20) The slides are in the wrong order. Listen to four extracts from the presentation. Number the PowerPoint slides in the correct order.

3. (T 20) Listen again and complete the missing information on the slides. Then answer these questions.

- a How many seats does the Harbor Theater have?
- b What do the different employees do?
- c What education projects does she talk about?
- d What happens if the theater makes a profit?

Speaking

1. Prepare to make a short presentation about an organization to the class. You can talk about your own organization or one of the organizations from this unit. Write notes first. Don't write sentences—just write key words and numbers. (Guess any information you don't know.)

Name of organization	
Products/Services	
Main customers	
Locations (factories, branches, etc.)	
Size (no. of employees/revenues)	
Main strengths	
Current projects	
Other information?	

2. Now decide on the structure of your presentation. These phrases will help you order the information.

THE INTRODUCTION

Good afternoon. Thanks for coming.
 Welcome to ...
 Before I begin, can I ask ... ?

INTRODUCING TOPICS

Let me begin with ...
 I'd like to tell you about ...
 Let's move on to ...

REFERRING TO SLIDES

As you can see, ... Have a look at this.

FINISHING

Are there any questions?
 Thank you very much.

Use your notes to give the presentation and answer questions from your colleagues.

Vocabulary

Nouns

advertisement (= ad) – *реклама, рекламне оголошення*
advertising – 1) *рекламування, розміщення реклами*; 2) *рекламна діяльність, рекламний бізнес*
background – *історія питання, вихідні дані*
brand – *бренд, торгова марка, товарний знак*
budget – *бюджет, бюджетний фонд*
competition – *конкуренція, конкурентна боротьба*
complaint – *скарга, невдоволення, претензія*
dealer – *комерсант, торговець, торговий посередник, агент з продажу; дилер*
demand – *попит (загальна кількість товару, яку окремо взятий покупець або покупці всього ринку готові купити за даною ціною)*
donation – *грошове пожертвування, субсидія*
facilities – а) *засоби обслуговування, вигоди*; б) *обладнання; будівлі (заводів, фірм тощо)*
funding – *фінансування, субсидування*
insurance – *страхування, страхова діяльність, страховка*
intern – *стажист, практикант*
investment – 1) *інвестування; вкладання коштів, капіталу* 2) *інвестиції, капіталовкладення*
location – *місцезнаходження, розташування*
logistics – *логістика (організація і координація закупівель і поставок, перевезень, складування і зберігання, упакування тощо)*
maintenance – *утримання і технічне обслуговування, догляд за обладнанням, поточний ремонт*
packaging – *пакування*
part – *деталь*
pipeline – *трубопровід, нафтопровід*
purchasing – *закупівля, закупівельна діяльність (придбання необхідних ресурсів і товарів)*
revenue – *дохід, виторг*
salary – *оклад, платня, заробітна плата службовця (нараховується на місячному або річному підґрунті, не залежить від кількості відпрацьованих годин або об'єму виконаних робіт)*
share – *доля, частина; квота, акція, пай*
stockholder (syn. shareholder) – *акціонер, власник акцій*
strength – *позитивна якість, сильний бік*
turnover – *обіг, товарообіг (сумарна вартість продажів за звітний період)*
value – *вартість, вартісне вираження; ціна*
volunteer – 1) *волонтер, доброволець*; 2) *людина, яка безоплатно виконує якусь роботу*
wages – *заробітна плата робітників і некваліфікованих працівників (встановлюється на погодинному або потижневому підґрунті, залежить від кількості відпрацьованого часу або виконаного об'єму робіт)*
workshop – *семінар, практичні заняття, секція, майстер-клас*

Word combinations

advertising campaign – *рекламна кампанія*
blue-collar worker – *“синій комірць”, промисловий робітник (працівники, зайняті безпосереднім виробництвом товарів, переважно фізичною працею, що не потребує високої кваліфікації)*
core business – *основний вид діяльності компанії*
corporate client – *корпоративний клієнт*
corporate culture – *корпоративна культура*
cost control – *контроль за рівнем видатків, контроль витрат*
customer account – *особовий (клієнтський) рахунок*
domestic market – *внутрішній ринок*
earned income – *виробничий прибуток, дохід від професійної діяльності, зароблений дохід*

general manager – генеральний директор (менеджер) (головний менеджер організації, підпорядковується лише раді директорів) \ генеральний директор (менеджер) (головний менеджер організації, підпорядковується лише раді директорів)

gross revenue – валовий (сукупний) дохід, загальний (валовий) виторг (сумарний дохід від продажів)

human resources – персонал; трудові (людські) ресурси; відділ кадрів

joint venture – спільне підприємство

life cycle – термін служби; період експлуатації

local staff – місцевий персонал

market share – доля ринку (питомна вага компанії у загальному об'ємі ринкових продажів)

non-profit organization – некомерційна організація (організація, чиєю метою не є отримання прибутку)

overseas market (syn. external market, foreign market) – зовнішній (закордонний) ринок

parking lot – (платна) автостоянка

quality assurance – підтримка якості; гарантія якості

quality control – контроль якості

service and support – підрозділ підтримки і технічного обслуговування

source of income – джерело доходу

white collar workers – “білі комірці” (працівники, не зайняті фізичною працею; включає службовців, інженерно-технічний персонал, керівників, спеціалістів та ін.)

wide range of products (services) – широкий вибір (асортимент) товарів (послуг)

worldwide network – всесвітня мережа

word of mouth (advertising) – реклама з вуст в уста (розповсюдження інформації про продукт шляхом його рекомендації друзям, родичам тощо)

Verbs

dispatch – посилати, відправляти (пошту, вантаж)

diversify – урізноманітнювати; інвестувати (капітал) у різні галузі, підприємства

implement – виконувати, здійснювати, впроваджувати

increase – зростати, збільшуватися; збільшувати, посилювати

manufacture – виробляти; переробляти

operate – 1) працювати, діяти, виконувати; 2) керувати, завідувати (фабрикою, відділом тощо)

own – володіти, мати

prevent – запобігати, перешкоджати, не допускати

recruit – наймати, приймати (на роботу)

reduce – зменшувати, знижувати, скорочувати

service – 1) обслуговувати (надавати або робити послуги); 2) здійснювати (проводити) технічне обслуговування

Verb phrases

amount to – 1) досягати, складати; 2) дорівнювати

be number one in a field – бути лідером в якійсь галузі

break even – не приносити ані прибутку, ані збитку; покривати видатки; досягати рівня беззбитковості

deal with – розглядати, займатися (напр. проблемою), мати справу з

develop a new product – розробляти новий продукт

enter a new market – виходити на новий ринок

invest money in smth – інвестувати гроші в щось

look after a problem/complaint – займатися проблемою, розглядати скаргу

make a loss – зазнати збитку

make a profit – отримати прибуток

make improvements – поліпшувати, удосконалювати, вносити поправки

match one's interests – *відповідати чиймось інтересам*
 reorganize a work system – *реорганізувати систему роботи (фірми або підприємства)*
 stay ahead of the competition – *випереджати конкурентів*
 take on new staff – *наймати новий персонал*
 work on a project – *працювати над проектом*

Adjectives, adverbs

advanced – *сучасний, передовий, розвинений, прогресивний*
 average – *нормальний, рядовий, звичайний, середній*
 challenging – *перспективний; багатообіцяючий; такий, що потребує напруження сил*
 currently – *на цей час, на даний момент*
 disabled – *skalічений, непрацездатний*
 diverse – *різноманітний, розмаїтий, різний*
 for free – *безкоштовно*
 life-long – *довічний, на все життя*
 on-site – *місцевий, власний; на місці*
 overseas – *закордонний, зарубіжний; зовнішній; за кордоном, за кордон*

Phrase bank

Are there any questions? – *Чи є питання?*
 As you can see,... – *Як бачите,...*
 Before I begin, can I ask...? – *Перш ніж розпочати, дозвольте спитати...?*
 Have a look at this. – *Погляньте на це.*
 I'd like to tell you about... – *Я би хотів(-ла) розповісти вам про...*
 Let me begin with... – *Дозвольте розпочати з...*
 Let's move on to... – *Давайте перейдемо до...*
 Thanks for coming. – *Дякую вам, що прийшли.*
 Welcome to... – *Ласкаво прошу до...*

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

advanced	розташування
competition	позитивна якість
turnover	наймати на роботу
salary	передовий
overseas	людські ресурси
joint venture	товарообіг
strength	закордонний, зовнішній
advertise	конкуренція
location	спільне підприємство
diverse	зарплата службовця
recruit	відправляти
human resources	рекламувати
dispatch	різноманітний

Exercise 3. Match the words in column A with the words in column B making up your active word combinations:

take on	a work system
worldwide	campaign

make	revenue
core	improvements
work on	control
advertising	a new market
match	new staff
reorganize	market
customer	a profit
enter	one's interests
gross	business
deal	with
earned	network
make	even
domestic	account
quality	income
break	a project

Exercise 4. Match the definitions with the suitable words from your active vocabulary:

1. A business formed between two or more parties to undertake economic activity together
j_____ v_____
2. A person or company holding shares in a company s_____
3. A student or trainee who works, sometimes without pay, at a trade or occupation in order to gain work experience i_____
4. Any non-manual office worker, including clerical, administrative, managerial, and professional personnel w_____ -c_____ w_____
5. Rivalry between suppliers providing goods or services for a market c_____
6. The values, customs, rituals, attitudes, and norms shared by members of an organization, which have to be learnt and accepted by new members of the organization c_____
c_____
7. To make goods on a large scale using machinery m_____
8. To reach a point in a business venture when the profits are equal to the costs b_____
e_____

Exercise 5. Match the definitions with the necessary words from your active vocabulary:

A fixed regular payment, typically paid on a daily or weekly basis, made by an employer to an employee, esp. to a manual or unskilled worker	turnover
One of the equal parts into which a company's capital is divided, entitling the holder to a proportion of the profits	advertise
The amount of money that a business receives from its normal business activities, usually from the sale of goods and services to customers, within a certain period of time	wages
A type of product manufactured by a particular company under a particular name	share
To describe or draw attention to a product, service, or event in a public medium in order to promote sales or attendance	brand
A practice or arrangement by which a company or government agency provides a guarantee of compensation for specified loss, damage, illness, or death in return for payment of a premium	quality assurance
The maintenance of a desired level of quality in a service or product, esp. by means of attention to every stage of the process of delivery or production	insurance

Exercise 6. Find the hidden words in this square. You can read from left to right, from top to bottom and diagonally. Use the clues below to help you:

h	x	y	w	a	r	e	h	o	u	s	e
z	e	x	s	y	z	x	y	m	z	u	x
y	x	a	x	t	y	z	r	a	x	b	y
z	x	y	d	z	a	e	x	n	y	s	z
x	t	r	y	q	m	f	z	u	x	i	y
z	u	x	a	u	u	y	f	f	z	d	x
y	r	z	s	n	x	a	y	a	z	i	x
y	n	n	z	x	g	y	r	c	z	a	x
j	o	i	n	t	v	e	n	t	u	r	e
c	v	y	n	z	x	y	z	u	e	y	x
y	e	e	f	a	c	t	o	r	y	r	z
x	r	y	z	x	y	z	x	e	y	z	s

1. the main office of a company (12)
2. the people who work for a company – its employees (5)
3. a large building where goods are stored (9)
4. a building where goods are made (7)
5. a person who buys and uses goods or services (8)
6. a company that is controlled by another company (10)
7. to produce in large quantities with machinery (11)
8. the total sales of a company (8)
9. a group of products sold by one company (5)
10. a regular payment for use of land, building, offices, machinery, etc. (4)
11. a co-operative operation between two companies (5, 7)

Exercise 7. Give Ukrainian equivalents of the following words and word combinations:

- a) budget, competition, donation, facilities, funding, logistics, rental, salary, stockholder, supplies, training, turnover, volunteer, workshop;
- b) advertising campaign, blue-collar worker, core business, corporate culture, , domestic market, gross revenue, joint venture, non-profit organization, quality control, wide range of products, worldwide network, word of mouth;
- c) advertise, be number one in a field, enter a new market, increase, invest money in smth, make a profit, manufacture, operate, recruit, reorganize a work system, stay ahead of the competition, work on a project;
- d) challenging, diverse, on-site, overseas,
- e) Are there any questions?; Before I begin, can I ask...?; I'd like to tell you about; Let's move on to; Thanks for coming

Exercise 8. Give English equivalents of the following words and word combinations:

- a) рекламне оголошення, скарга, страхування, капіталовкладення, технічне обслуговування, пакування, дохід, акція, довіра, вартість, зарплата робітників;
- b) корпоративний клієнт, контроль витрат, особовий рахунок, виробничий прибуток, період експлуатації, доля ринку, зовнішній ринок, гарантія якості, підрозділ підтримки і технічного обслуговування, “білі комірці”, всесвітня мережа;

- c) досягати рівня беззбитковості, розробляти новий продукт, інвестувати капітал у різні галузі, впроваджувати, зазнати збитку, вносити поправки, відповідати чийсь інтересам, володіти, наймати новий персонал;
- d) Як бачите; Погляньте на це; Дозвольте розпочати з; Ласкаво прошу до

Exercise 9. Match the two halves of these sentences.

- | | |
|--|--|
| 1. The British Airports Authority are building... | a a joint venture agreement. |
| 2. NCC are strengthening their position in Europe by making... | b from Grosvenor House to the Barbican Centre. |
| 3. BAT Industries and Pees are negotiating... | c new financial products. |
| 4. Due to the shortage of space, the Lonhro Group are moving their AGM... | d a new passenger terminal at London Heathrow. |
| 5. SKF are establishing manufacturing operations... | e a number of strategic acquisitions. |
| 6. Crédit Agricole, a leading French banking group, are diversifying to provide... | f in Eastern Europe. |

Exercise 10. Translate into English:

- A. Добридень. Дякую вам, що прийшли. Я Джеймс Браун, генеральний директор компанії ElecTrics. Перш ніж розпочати, дозвольте спитати: чи чули ви колись про нашу компанію? Бачу, що дехто чує цю назву вперше. Добре. Дозвольте для початку трохи базової інформації. Як бачите, наші валові доходи складають більше 7 мільярдів доларів, і більша частина наших продажів припадає на зовнішні ринки. Ми також працюємо на внутрішньому ринку, де наша доля складає 15%. Наш головний офіс розташований у Нью-Йорку, і ми маємо філії по всьому світу. Наш основний бізнес – виробництво і продаж електронних приладів. Ми володіємо 5 заводами і маємо розвинену всесвітню мережу дилерів. Наша компанія вкладає значні кошти у науково-дослідницьку роботу, і приблизно чверть наших працівників працюють у дослідницьких центрах. Також ми приділяємо велику увагу підготовці кадрів: щорічні семінари для працівників і стажистів – це частина нашої корпоративної культури. Ми намагаємося застосовувати найбільш сучасні та передові технології, щоб не допускати вад. Якщо ми отримуємо скарги від споживачів, їх розглядає відділ технічного обслуговування, і при необхідності ми вносимо поправки до конструкції. Наша мета – відповідати інтересам клієнтів. Висока якість і широкий асортимент товарів – наші головні позитивні риси, які забезпечують нам довіру споживачів і допомагають випереджати конкурентів. Погляньте на це. Попит на продукцію компанії стабільно зростає. Наші товари купують усі категорії споживачів: “білі” та “сині комірці”, студенти, топ-менеджери і домогосподарки. Середній вік нашого споживача – 30 років. Чи є якісь питання? Ні? Тоді давайте перейдемо до поточних проектів, над якими ми працюємо. На цей час компанія виходить на новий ринок: ми створюємо спільне підприємство з голландськими партнерами і наймаємо новий персонал. Крім того, зараз ми урізноманітнюємо нашу діяльність і розробляємо нові продукти. Також ми починаємо надавати фінансові послуги: кредитні картки і страхування. Тому ми організуємо рекламну кампанію, щоб повідомити клієнтам про нові послуги компанії.
- B. Наша організація надає медичну та гуманітарну допомогу у 20 країнах світу. Це дуже напружена робота. У нас працює понад 3 тисяч волонтерів, крім того, ми наймаємо місцевий персонал. Звідки ми отримуємо фінансування? Наше основне джерело доходу – грошові пожертвування та рентні доходи. Ми також трохи заробляємо на продажі товарів: футболок з нашим логотипом, буклетів та інших, - але цього не достатньо, бо ми

багато витрачаємо. Ми – некомерційна організація, тому ми не можемо зазнати збитків або отримати прибуток.

Unit 4 Exchanging Information

PRESENTATION

1. Use these words to label the pictures of inventions.

- a the spray can c the bar code e the pull-tab opener
b the jigsaw puzzle d the remote control



2. (T 21-25) Close your book and listen to some people talking about the different inventions. Which invention are they talking about?

3. (T 21) Listen to the person talking about the spray can again. You can read the text at the same time.

This was designed in World War II by the United States Department of Agriculture. It was originally developed to protect soldiers from insects. Today's version contains no CFC gases and is designed to be environmentally friendly. A famous user is James Bond. He uses one to make a flame thrower in the movie *Live and Let Die*.

Why do they say *was designed* in one place, but *is designed* in another?

4. (T 22) Listen to the person talking about the bar code again and read the text.

Originally these were circular. They were first used in the early 1960s to identify railroad cars and keep efficient records of stock in warehouses. Then supermarkets used rectangular versions for point-of-purchase inventory control. Radio Frequency Identification (RFID) tags are replacing them today. RFID uses radio waves to identify items in warehouses and shops, and can be used in ID cards.

Was is the past form of *is*. What is the past form of *are*? Find it in the text.

5. (T 23) Complete this text with *was* or *were*. Then listen to the person talking about the pull tab again and check your answers.

These ¹ _____ invented in 1963 by Ermel Freize, a metals expert, after a family picnic. It ² _____ a very hot day, and there ³ _____ cans of cold drinks around, but no can opener. Ermel ⁴ _____ determined to find a solution to the problem. And this is it. It tears a strip of metal from the can and leaves a hole to drink from. There ⁵ _____ a litter problem with the original pull-off type and there ⁶ _____ a lot of complaints, but now we use a push-in type.

6. (T 24) Listen to the person talking about jigsaw puzzles again and read the text.

Adults and children may like to play with them, but they weren't designed to entertain. They were created by a teacher named John Spilsbury in 1767 "for the purpose of teaching geography". He stuck

maps onto thin pieces of wood and cut out the shapes of different countries. It wasn't possible to make fully interlocking pieces until a century later, when power tools were invented. What are the negative forms of *was* and *were*? Find them in the text.

7. (T 25) Complete this text with *was*, *were*, *wasn't*, and *weren't*. Then listen to the person talking about the remote control again and check your answers.

The First version, in the 1950s, 1 _____ infrared. It 2 _____ connected to the television by a wire. So there 3 _____ a wire across the user's living room floor, and it 4 _____ very safe. The early models 5 _____ very popular and 6 _____ replaced by ultrasound models in the early 1970s. These 7 _____ fine for humans, but 8 _____ popular with dogs and cats. Today we use infrared versions to change channels.

LANGUAGE WORK

Description

1. Do you know what all these adjectives mean?

cold	old-fashioned	expensive	inefficient
unfriendly	crowded	five-star	busy
wonderful	boring	useless	short
tiring	inexperienced	informative	windy
fast	entertaining	large	uncomfortable

2. *Cold* is the opposite of *hot*.

a Find opposites for these adjectives in the box.

slow, cheap, long, small, modern, interesting, terrible

b What are the opposites of these adjectives? (Look in the box to check your answers.)

comfortable, efficient, friendly, experienced, useful

c Find adjectives in the box to describe the things below. What other adjectives can you use to describe them?

- the weather
- a hotel
- a trip,
- English classes
- people
- restaurants

3 Work with a partner.

a Imagine one of you went on an excellent training course in England. Answer your partner's questions about:

- | | |
|----------------|----------------|
| ◆ the trip | ◆ the hotel |
| ◆ the lectures | ◆ the weather |
| ◆ the trainers | ◆ English pubs |

What was the trip like?

What were the lectures like?

b Now imagine one of you went on a terrible camping vacation in England. Answer your partner's questions about:

- ◆ the trip.
- ◆ the weather.
- ◆ the campgrounds you stayed at.
- ◆ the people you met.

- ◆ the restaurants you visited.
 - ◆ English food.
- What was the trip like?*
What were the campgrounds like?

4. *Interesting* and *interested* are both adjectives. *Interesting* describes a quality something has. *Interested* describes a reaction. Complete these sentences with *interesting* and *interested*.

- 1 It was an _____ meeting.
- 2 I was very _____.
- 3 There are working on some _____ projects.
- 4 That's an _____ idea.
- 5 We're _____ in your feedback.
- 6 Please e-mail me if you're _____.

5. Do these adjectives describe the products or services your company sells or provides?

- | | |
|---------------------------------|---------------------------------|
| <i>efficient</i> | <i>good value</i> |
| <i>high quality</i> | <i>professional</i> |
| <i>technologically advanced</i> | <i>environmentally friendly</i> |
| <i>reliable</i> | <i>sophisticated</i> |
| <i>well designed</i> | <i>expensive</i> |

Think of more adjectives to describe your products or services. Say what is special about them.

- Our prices are competitive.*
Our technicians are very experienced.
We offer a wide variety of options.

Explaining what you need

1. Label the photographs using the words in the box.

microphone	socket	remote control	flip-chart
lectern	marker	projector	power strip



2. (T 26) Someone is preparing to give a presentation and they can't remember the names of the things they need. Listen and help them.

- Presenter** *I need a thing to show my PowerPoint presentation.*
You *Do you mean a projector? There's one here.*

3. Now choose one of the items (or something else in the room if you like) and describe it to a partner. They must guess what it is.

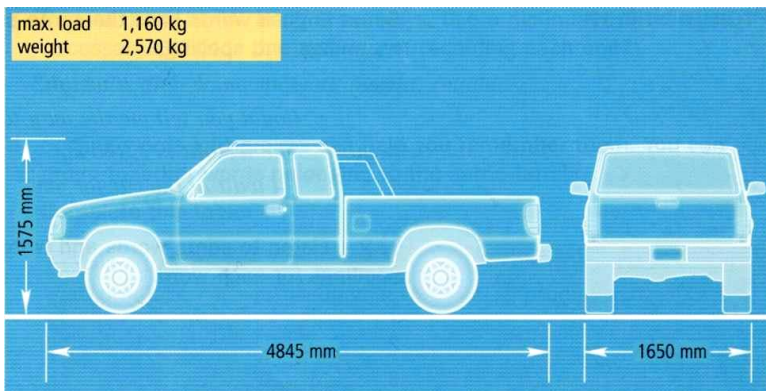
You *It's similar to a notepad — a big notepad. It's white, rectangular, and made of paper. You use it to write on.*

Partner *You mean a flip-chart.*

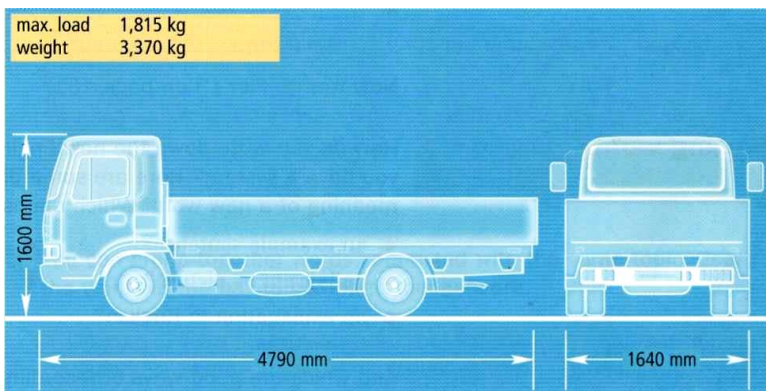
Size and dimension

1. Study these ways of describing dimension. Then cover them up, look at the diagram opposite, and try to remember them.

How long is it?	It's 484.5 cm long.	The length is 484.5 cm.
How wide is it?	It's 165.0 cm wide.	The width is 165.0 cm.
How high is it?	It's 157.5 cm high.	The height is 157.5 cm.
How heavy is it? How much does it weigh?	It weighs 2,570 kg. The weight is 2,570 kg.	
How much can it carry? What's the maximum load?	It can carry 1,160 kg. It's 1,160 kg.	



2. A transportation manager is thinking of buying some trucks for his fleet. Act out the conversation with the salesperson. Ask and answer questions about the size and dimension of the truck below.



3. Work with a partner. One person looks at the information below. The other looks at the information in File 6 (see Information Files).

You want to ship some large steel components to a customer in Seattle. Call your partner's shipping company and ask for information.

Your information

The components are in 6 wooden crates. The dimensions of each crate are: Length—4m, Width—2m, Height—2.5m. The cubic capacity of each crate is 20m³. Each crate weighs 1,500 kg.

Information required

How many trailers do you need? How much does it cost?

How long does it take to drive a trailer to Seattle?

Sorting words

1. Sorting words into groups can help you remember them. You can group together words belonging to the same family.

Complete this table:

VERB	NOUN	NOUN (PEOPLE)
to produce	production	producer
	sale	
		advertiser
	management	
to employ		

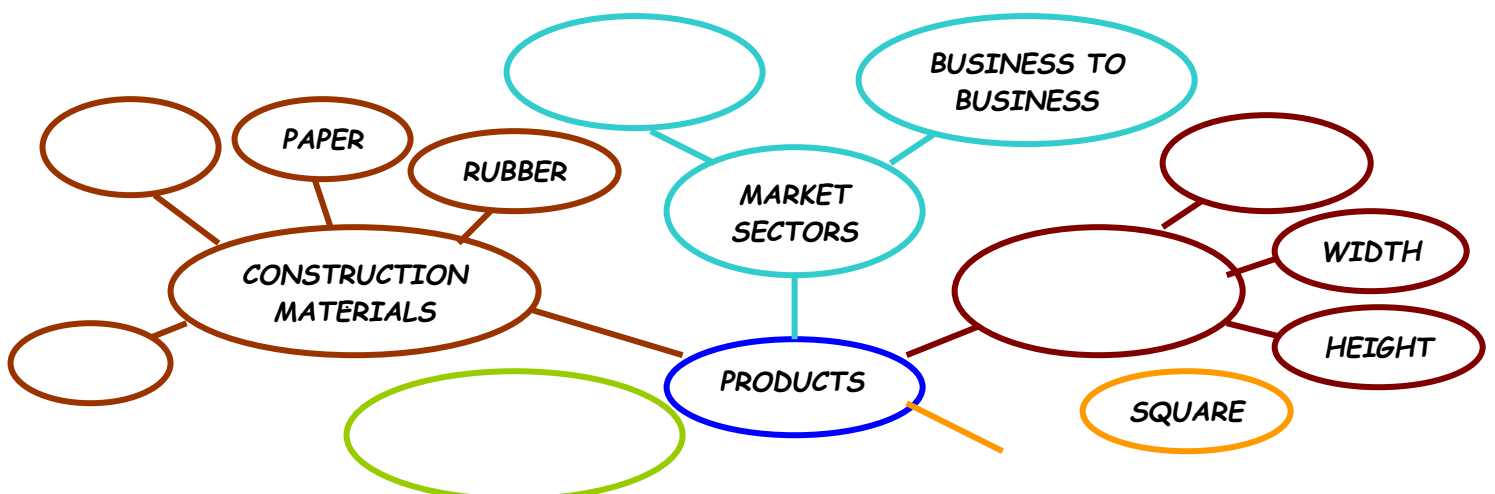
2. You can group together words that often go together. Think of more words to add to these boxes.

to make	a product a presentation a mistake a phone call a _____
---------	---

to manufacture to sell to market to design to _____	a product
---	-----------

3. You can group together words connected with the same topic. Use the words in the box to complete this network.

length	easy maintenance	sophisticated	dimensions
shape	selling points	domestic	plastic
circular	user-friendly	competitive price	steel



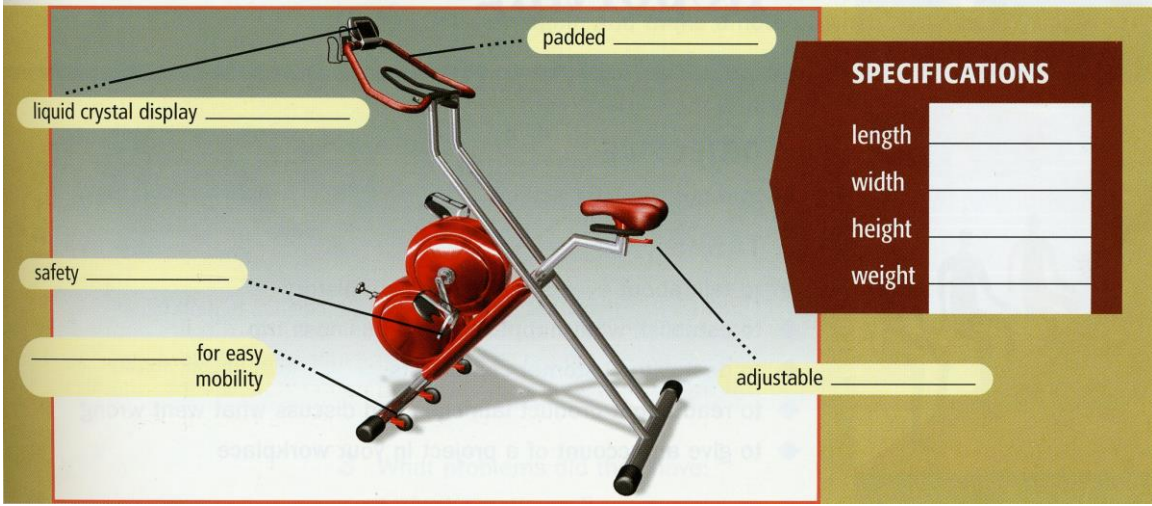


Listening

1. How do you keep fit? Do you use an exercise bike? Why/Why not? Who buys these machines? What features are they interested in?

2. You are going to hear a sales manager briefing his sales team on this product. Before you listen, label the picture with the words below.

- a seat
- b foot straps
- c belt tension
- d handlebar grips
- e meter
- f wheels



3. (T 29) Listen and complete the specifications.

4. (T 29) Listen again and complete these sentences.

1. The AC4 was very successful _____.
2. The AC4 is popular with _____.
3. The AC4 doesn't sell well in _____.
4. The AC5 is designed for _____.
5. It comes with _____.
6. The AC 5 works for _____.
7. The special feature of the AC5 is that it's _____.

5. Match the words and phrases with similar meanings.

- | | |
|-----------------------------|------------------------------------|
| 1 low price | a collapsible |
| 2 portable | b good value |
| 3 high <u>stability</u> | c doesn't take up much space |
| 4 compact | d easy to change to a new position |
| 5 adjustable | e easy to move |
| 6 folds up for easy storage | f doesn't fall over easily |

Speaking

Work in groups of three or four. You are looking for executive toys to give your customers and clients this holiday season, and you want to give them something unusual. You each have collected information on a different product. Read the information and then take turns describing your product to the group. Tell them about:

- ◆ its use or purpose.
- ◆ the accessories (extras) it comes with.
- ◆ its size and dimensions.
- ◆ the price.

Decide what to buy your customers. Each person in your group needs to look at different information. (See Files: 7, 8, 9 and 10 in Information Files).

Vocabulary

Nouns

accessories – аксесуари, приладдя, пристрої
battery – батарея; акумулятор
component – вузол; деталь; компонент
dimensions – габарити, габаритні розміри
distance – відстань
expert – знавець, експерт; майстер, спеціаліст
extras – додаткові приладдя (деталі, обладнання і т.п., які можна використовувати разом із даним товаром, але можна обійтися і без них; пропонуються при купівлі основного товару за додаткову плату або продаються окремо)
flip-chart – лекційний плакат із рейкою
grip – ручка, рукоять, держак
height – висота
invention – винахід
item – (окремий) предмет, одиниця, елемент (у списку, в групі і т.п., напр., пункт у доповіді, товар (товарна позиція) у переліку товарів і т.п.)
lectern – пюпітр, кафедра
length – довжина
litter – сміття
load – вантаж; навантаження; партія вантажу
microphone – мікрофон
projector – проектор
purpose – мета, призначення; користь, вигода
seat – сидіння
sensor – сенсор, датчик
shape – форма, обрис; модель, шаблон
size – розмір, величина; габарити, об'єм; ємність
socket – розетка
specifications – специфікація, докладний опис, технічні умови, інструкція з поводження
speed – швидкість
stock – запас (товарів на складі); склад; асортимент
storage – зберігання
version – модифікація; варіант; виконання (конструкції); версія
warehouse – товарний склад
weight – вага, маса
wheel – колесо, коліща; ролик
width – ширина
wire – електричний дріт

Word combinations

bar code – штрих-код (на упаковці товару)
construction materials – будівельні матеріали
cubic capacity – ємність; об'єм; кубатура; робочий об'єм (двигуна)
good value – вигідний товар, вигідне придбання (якісний товар за прийнятною ціною)
high stability – висока стійкість (здатність не падати, не перекидатися)
ID card (identity or identification card) – посвідчення особи; лист специфікації
instruction leaflet – інструкція
inventory control – інвентаризація
power strip – подовжувач, розгалужувач живлення
power tool – механічний інструмент

pull-tab opener – відірвний язичок (за який треба потягнути, щоб відкрити консервну пляшку)
Radio Frequency Identification (RFID) tag – радіомітка, радіоетикетка, електронна мітка (мікрочип для маркування товару і його радіочастотної ідентифікації)
Radio waves – радіо хвилі
remote control – дистанційне керування, пульт ДК
robust construction – жорстка конструкція, міцна конструкція
selling point – особливість товару, яка робить його привабливим для покупця
shipping company – транспортна компанія
special feature – характерна особливість, відмінна риса, особлива властивість
spray can – аерозольний балончик

Verbs

carry – нести, везти, перевозити; нести на собі навантаження
connect – з'єднувати; приєднувати; вмикати; підключати
contain – містити у собі, включати, мати у своєму складі; вміщати
create – породжувати, виробляти; створювати, творити
design – проектувати; конструювати; розробляти
evaluate – оцінювати, встановлювати вартість; давати оцінку; обчислювати
identify – ідентифікувати, ототожнювати; розпізнавати; маркувати, позначати
include – включати, містити; враховувати
inflate – надувати(-ся), наповнювати(-ся) газом, повітрям; накачувати
invent – винаходити, створювати
measure – вимірювати, оцінювати, визначати
replace – замінити, заміщати
require – вимагати; потребувати (чогось)
weigh – важити, зважувати

Verb phrases

be ... cm high – бути ... см заввишки
be ...cm long – бути ... см завдовжки
be ... cm wide – бути ... см завширшки
brief smb. on smth. – інструктувати; інформувати
find a solution to a problem – знаходити рішення проблеми
fold up – згинати(-ся), згортати(-ся), скручувати(-ся)
keep record of – вести облік
offer a wide variety of options – пропонувати широкий вибір опцій (додаткового обладнання, доповнень до стандартної комплектації)
plug in (ant. unplug) – вмикати у мережу, встромляти вилку у розетку
point out – вказувати, звертати увагу, відзначати
press a button – натиснути кнопку
protect from – захищати; охороняти; запобігати
take up much space – займати багато місця

Adjectives, adverbs

adjustable – регульований; такий, що настроюється
cheap – дешевий
circular – круглий
collapsible – рознімний, збірно-розбірний; складний; розсувний, телескопічний
comfortable – затишний, зручний, комфортабельний
compact – компактний; такий, що займає мало місця
competitive – конкурентоспроможний, конкурентний
designed to – призначений для

efficient (*ant.* inefficient) – дієвий, результативний, ефективний; раціональний, доцільний
 environmentally friendly – такий, що не забруднює довкілля; екологічно безпечний
 expensive – дорогий, коштовний
 experienced (*ant.* inexperienced) – досвідчений; знаючий; кваліфікований
 high quality (*ant.* low-quality) – високоякісний
 indoor (*ant.* outdoor) – встановлений у приміщенні, призначений для роботи у приміщенні; домашній, кімнатний
 infrared – інфрачервоний
 lightweight – легковагий; полегшений; легкий
 liquid crystal – рідкокристалічний
 old-fashioned – старомодний; застарілий; такий, що вийшов із ужитку
 one-size-fits-all – безрозмірний (про одяг); на будь-який смак, на всі випадки
 original – 1) початковий, первісний, вихідний; 2) дійсний; справжній, оригінальний
 originally – спочатку
 padded – м'який, обшитий м'яким матеріалом
 perfect for – ідеально відповідний
 plastic – пластмасовий, пластиковий; синтетичний
 point-of-purchase (*syn.* point-of-sale) – у місці/місцях продажу
 popular with – такий, що користується популярністю серед когось
 portable – переносний, портативний; знімний; складний
 rectangular – прямокутний
 reliable – надійний; безвідмовний; міцний
 rubber – гумовий, каучуковий
 safe – надійний, безпечний
 sophisticated – складний; сучасний, передовий
 square – квадратний, квадратний
 steel – сталевий
 successful – вдалий, успішний, процвітаючий
 suitable for – прийнятний, придатний, відповідний
 technologically advanced – технологічно передовий, сучасний
 ultrasound – ультразвуковий
 user-friendly – зручний для користування; дружній користувачеві (напр., про інтерфейс)
 useful (*ant.* useless) – корисний, придатний
 well-designed – 1) добре спроектований (цілком відповідає потребам покупців; відповідає встановленим стандартам якості і т.п.); 2) з гарним дизайном (має привабливий зовнішній вигляд)
 wooden – дерев'яний

Useful Phrases

How long is it?	It's 400 cm long.	The length is 400 cm
How wide is it?	It's 150 cm wide.	The width is 150 cm.
How high is it?	It's 160 cm high	The height is 160 cm.

How heavy is it?	It weighs 2 kg.
How much does it weigh?	The weight is 2 kg
How much can it carry?	It can carry 2 kg.
What's the maximum load?	It's 2 kg.

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

flip-chart	висота
invention	легкий, полегшений
lectern	круглий
height	кафедра
length	розсувний, телескопічний
specifications	домашній, кімнатний
weight	винахід
width	лекційний плакат
bar code	довжина
circular	вага, маса
collapsible	переносний, складний
indoor	специфікація, технічні умови
lightweight	ширина
portable	штрих-код

Exercise 2. Match the words in column A with the words in column B making up your active word combinations:

pull-tab	construction
shipping	strip
selling	leaflet
robust	opener
power	point
instruction	company
construction	stability
high	capacity
cubic	control
remote	materials

Exercise 3. Give Ukrainian equivalents of the following words and word combinations:

- a) battery, extras, invention, height, length, purpose, projector, sensor, socket, microphone, lectern, version, width, weight, evaluate, inflate, identify, connect, include, replace, measure, expensive, indoor, competitive, cheap, experienced, rectangular, circular
- b) high quality, one-size-fits-all, old-fashioned, technologically-advanced, user-friendly, well-designed
- c) take up much space, press a button, offer a wide variety of options, find a solution to the problem, brief smb. on smth.

Exercise 4. Give English equivalents of the following word combinations:

- a) квадратний, переносний, передовий, синтетичний, безпечний, процвітаючий, ультразвуковий, дерев'яний, корисний, сталевий, гумовий, початковий, безрозмірний, легкий, інфрачервоний, круглий, складний, високоякісний, екологічно безпечний, конкурентоспроможний, компактний
- b) захищати від, вмикати в мережу, вести облік, бути 20 см заввишки, згинатися, бути 35 см завдовжки, інструктувати к-н з приводу ч-н, бути 40 см завширшки

- c) штрих-код, вигідний товар, подовжувач, механічний інструмент, інструкція, радіомітка, міцна конструкція, аерозольний балончик, характерна особливість, ємність, висока стійкість, посвідчення особи, транспортна компанія.

Exercise 5. Match the groups of adjectives, 1-10, with one of the nouns on the right that they can describe. Then add one more word to each group, as in the example.

1. fascinating long interesting informative a car
2. fast portable user-friendly _____ a company
3. wonderful hot humid _____ secretary
4. attractive high competitive _____ a computer
5. friendly luxurious five-star _____ an office
6. reliable punctual bilingual _____ a presentation
7. noisy smoky open-plan _____ weather
8. efficient small multinational _____ a hotel
9. economical fast comfortable _____ a letter
10. urgent brief short _____ a price

Exercise 6. A sales representative is talking to her boss. Choose the correct adjective in each sentence.

1. Thank you very much for a very *interested* / *interesting* presentation.
2. We were all very *interesting* / *interested*.
3. Of course, we're *exciting* / *excited* to hear about this new product.
4. But the figures are a little *confusing* / *confused*.
5. We were *surprising* / *surprised* by next year's sales targets. They're very high.
6. And this present recession is very *worrying* / *worried*.
7. Anyway, it was a *fascinating* / *fascinated* presentation.
8. And we were all *amusing* / *amused* by your joke at the end.

Exercise 8. Complete the sentences with the right dimensions from the list below.

1,615 m deep 8.85 km high 2,889 pages thick
 300.5 m tall 3,460 km long 70-72 beats per minute

- 1 The Eiffel Tower is _____.
- 2 The Grand Canyon is _____.
- 3 Mount Everest is _____.
- 4 The Great Wall of China is _____.
- 5 The normal adult pulse rate is _____.
- 6 The Houston, Texas telephone directory was _____.

Exercise 9. A. Look at the lists and circle the word that is different from the others.

Example: wood chair plastic steel

- 1 crate paper box carton
- 2 a mistake a phone call a suggestion a job
- 3 comfortable friendly efficient happy
- 4 height length depth wide

B. Now choose the correct words you circled for these sentences:

Example: *Chair is different because it's furniture. The others are materials to make furniture.*

- 1 _____ is different because it's packaging material, not a container.
- 2 _____ is different because the opposite starts with *in-*, not *un-*.
- 3 _____ is different because it's an adjective, not a noun.
- 4 _____ is different because we do it, we don't make it.

Exercise 10. *Fill in the gaps using the words from your active vocabulary:*

1. O_____ly b__ c_____s were c_____r. They were used to k___ efficient r_____ of s____k in w_____ses. Then supermarkets used r_____r v_____s of them. R_____ F_____ I_____ tags are replacing them today. RFID uses radio waves to i_____y items in shops and can be used in ID c_____.
2. S___ c___s were developed to p_____ soldiers from insects. A modern version is e_____ f_____ly.
3. The first version of the r_____ c_____ was i_____d. It was c_____ed to the television by a w____, it was its s_____ f_____re. Early models were r_____ed by u_____d models.
4. The new model is d_____ed for the domestic user. It's l_____t, only 18 kg. It has w____s, it's easy to move around. It's 30 cm w____, 80 cm l____, but it has h___ s____ty and r_____c_____. It has c_____le handlebar g_____ and a l_____ c_____ d_____ meter to m_____re s_____d, d_____ce.

Exercise 11. *Translate into English using your active vocabulary.*

1. Наш винахід має наступні габарити: він 25 см заввишки, 57 см завдовжки та 45 см завширшки. Він не займає багато місця, легко складається для зручного зберігання. Те, що він складний, є його торгівельною привабливістю, його особливою рисою. Спочатку його застарілі модифікації були інфрачервоними, тепер ми виробляємо ультразвукові моделі. Вони дуже легкі, їх вага – лише 15 кг. Ви можете знайти як сталеві прилади, так і пластикові, обидва варіанти дуже надійні та сучасні, вони популярні серед користувачів, ідеально підходять для використання у приміщеннях. Якщо ви не знаєте, як користуватися нашим вентилятором, кваліфіковані спеціалісти проінструкують вас, як вмикати і застосовувати його.
2. Перші штрих-коди були круглими, вони використовувалися у торгівельних місцях для того, щоб вести облік товарів. Потім їх замінили прямокутні штрих-коди, які використовувалися для інвентаризації. Зараз ми маємо радіо етикетки, які використовують радіо хвилі для ідентифікації товарів.
3. Аерозольні балончики були створені під час !! Світової війни. Їх призначенням було захищати солдат від комарів. Сучасні балончики не містять шкідливих для людини газів, вони екологічно безпечні, і навіть прийнятні для застосування у приміщеннях.
4. Перші пульты дистанційного керування прислужувалися к телевизору електричним дротом. Вони були добре спроектовані, але великі за розміром, та ще й дріт тягнувся через усю кімнату, і це було не дуже зручно та безпечно.
5. Щоб зробити вдалу презентацію, вам потрібні кафедра, лекційний плакат із рейкою та маркер, проектор, розетка та подовжувач, та, звичайно, мікрофон, щоб вас дуло добре чути.

SPEECH PRACTICE

Task 1. a) *Write the opposites of the given adjectives.*

Adjective	Opposite
reliable	

comfortable	
effective	
safe	
economical	
fast	
strong	
stylish	
well-made	
quiet	
ecological	
easy to use	

b) Work in pairs or groups and choose three adjectives, which describe qualities that it is important for the following products to have.

A car: _____
 A medicine: _____
 A printer: _____
 A pair of jeans: _____
 A watch: _____
 A washing machine: _____

c) Complete the gaps with suitable adjectives from the list.

- The car looks very stylish, but it is _____. I had to take it to the garage three times last month for repairs.
- They took the medicine off the market because they were worried that it was _____.
- I am very pleased with this printer. It's a little _____, but it's _____, and that's important in a busy job like mine.
- This watch is very _____. I trod on it, but it still works.
- Where did you buy those jeans? They look very _____.
- The SF8500 is cheap to buy, but it's very _____. For people who have to do a lot of washing, we recommend the SF9000.

d) Complete a mini-presentation.

Presenting a product

I'd like to tell you about _____
 It is a _____ made in _____
 One problem with products like this is that they are often _____
 But this _____ is a very _____ product.
 One interesting feature is _____, which means it is very _____.
 Because it's _____, you don't need to _____.

Task 2. Complete this presentation extract with the suitable phrase from the box and restore the correct order of paragraphs.

Before going on, I'd just like to mention	Right, let's move on to	So, to sum up,
I'm going to talk to you today about	Any questions so far?	Right, let's stop there.

- A** ¹ _____ the most important point: the image of our watches, and the feeling that our customers have when they wear one. As you know, Reiko watches are not cheap, but people who buy a Reiko are not looking for a cheap product. They are looking for something special, for something that gives confidence and represents the status they have achieved. To put it simply, they are looking for the best.
- B** ² _____ Reiko watches. I'll talk about the technology that goes into a Reiko, the design of a Reiko, and, of course, the image of our watches in the market.
- C** ³ _____ Thank you very much for your attention. And now, if anyone has any questions, I'd be happy to try to answer them.
- D** ⁴ _____ the design and style of a Reiko. Every Reiko watch combines classical elegance with modern design. It represents both tradition and innovation. And our market research department makes sure that every generation of watches uses the latest style, the style that the customer really wants. ... ⁵ _____ that of course we support retailers who stock our products with a full range of promotional material such as counter displays, window displays and posters. I have some examples here to show you.
- E** ⁶ _____ I have talked about three main areas. First, the sophisticated modern technology that goes into a Reiko watch, second, the design of a Reiko that is based on the most up-to-date market research, and third, the image of a Reiko. I also mentioned the promotional support that we offer to retailers.
- F** ⁷ _____ looking at the technology. Our new range of watches features a technological miracle. We have replaced the battery with a very small generator that makes its own electrical power by the movements of your hand. It's ecological, reliable and efficient: wear it one day to gain energy for at least two weeks. And all our watches are made of titanium - a light material, yet strong and kind to your skin. ... OK, that's all I want to say about the technical details. ⁸ _____

Unit 5 Reporting

PRESENTATION

1. (T 30) Listen to someone describing the history of a product development project. Number these actions in the order they happened.

- ___ modify the designs
- ___ run a feasibility study
- ___ send the drawings to potential customers
- ___ run tests
- ___ shelve the project
- ___ design and construct the prototype
- ___ prepare detailed drawings

2. (T 30) Listen again and make a note of when these things happened.

	WHEN
1 Feasibility study	
2 Prototype design	
3 Tests	
4 Preparation of detailed drawings and specifications	
5 Design modification	

3. What problems did they have:

- 1 at the test stage?
- 2 at the drawings and specifications stage?
- 3 at the design modification stage?
- 4 at the manufacturing stage?

LANGUAGE WORK

Changes over time

1. Choose the correct verbs from the boxes to complete the passage. Remember to use the simple past tense.

CARLOS GHOSN

be graduate study be grow go

Carlos Ghosn speaks five languages fluently. He ¹ was born in Brazil in 1954, and that's where he ² _____ up. But his parents ³ _____ Lebanese, and he ⁴ _____ to school in Lebanon. He ⁵ _____ in Paris too, and ⁶ _____ from the Ecole des Mines.

manage return make begin take

Carlos ⁷ _____ his career with Michelin, the French tire manufacturer. They quickly ⁸ _____ him manager of the Le Puy plant, and then head of R&D. In the 1980s, Carlos ⁹ _____ to Brazil, where the rate of inflation was more than 1,000% per year. He ¹⁰ _____ charge of Michelin's operations in South America and he ¹¹ _____ to turn things around.

join send earn leave become

After that, Carlos ¹² _____ the COO and then the CEO of Michelin's operations in the U.S.A. In 1996, he ¹³ _____ Michelin and ¹⁴ _____ Renault. That was where he ¹⁵ _____ the nickname "Le Cost Cutter." Renault ¹⁶ _____ him to Japan to turn Nissan around.

lay off launch call pick hire close

Carlos wasn't popular when he first went to Japan. He ¹⁷ _____ plants and ¹⁸ _____ workers. But he also ¹⁹ _____ new auto designers and ²⁰ _____ a range of new vehicles. By 2001, Nissan was profitable and he was a business hero. Japanese newspapers ²¹ _____ him "Father of the year." In a 2005 poll, Japanese women ²² _____ him as one of the world's most desirable husbands.

2. Work in pairs. One person uses the information below and the other uses the information in File 11 (see Information Files).



Ask your partner questions and complete these notes.
What happened in ... ? When did ... ?

TECHNOLOGY MILESTONES	
1844	Samuel Morse sends the first telegraph message.
1874	
	The BBC begins a regular television broadcasting service.
	Telstar transmits the first TV pictures from Europe to the U.S. through space.
1964	
	Douglas Englebart invents the computer mouse.
	Hewlett Packard introduces the first handheld electronic calculator.

	The Sony Walkman hits the market.
1981	
	Motorola starts selling an 800-gram cell phone.
	RIM launches the first BlackBerry.
2004	

Saying when

1. Study the different prepositions we use with these times.

IN	ON	AT
2007	Saturday	5:30
August	May 2	the start of the year
the winter	New Year's Day	the end of the month
the afternoon		noon

Which preposition do we use with:

1 dates?	6 holidays and festivals?
2 months?	7 hours of the clock?
3 days of the week?	8 parts of the day?
4 years?	9 points in time?
5 seasons?	

2. Put the right preposition with these times.

- | | |
|--------------------|---------------------------------|
| 1. ___ 1969 | 7. ___ 8:15 |
| 2. ___ Thursday | 8. ___ Christmas Day |
| 3. ___ January 19 | 9. ___ the fall |
| 4. ___ January | 10. ___ the 1960s |
| 5. ___ midnight | 11. ___ the weekend |
| 6. ___ the morning | 12. ___ the turn of the century |

3. Ask a colleague when they did these things. Make sure they use a preposition in their answer.

When did you join your company? – In 2003.

- | | |
|-------------------------|-------------------------------|
| 1 joined their company | 5 bought their car |
| 2 got married | 6 last spoke English |
| 3 got up this morning | 7 last gave someone a present |
| 4 last went on vacation | 8 last sent a text message |

Complaints

1. (T 33) Listen to half of a telephone call. What is it about?

Roger _____

Flora Hello, Roger. It's Flora Sanchez.

Roger _____

Flora I'm fine thanks. How are you doing?

Roger _____

Flora There's a problem with our order. You sent the wrong quantity.

Roger _____

Flora Sixty. We asked for eighty.

Roger _____

Flora Can you send them today?

Roger _____

Flora No, that's all. Thanks a lot.

What is Roger saying? Can you guess? Write in the words.

2. (T 34) Now listen to the whole call and check your answers. Then turn to File 12 (see Information Files).

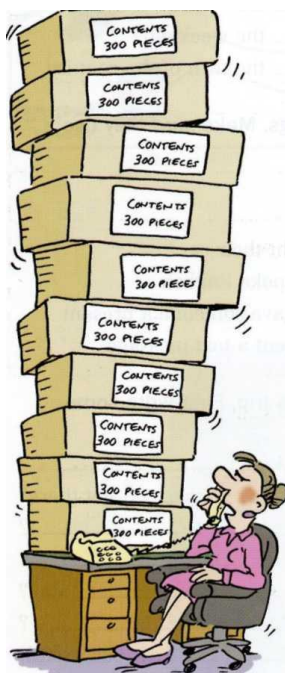
3. When customers make complaints, it's important to ask questions to get all the facts you need. Ask questions about these problems.

A *You delivered the wrong quantity.*

B *Oh, no. How many did we send?*

A *3,000. We ordered 300.*

B *I don't know how that happened.*



- 1 You delivered the wrong quantity. (3,000. We ordered 300.)
- 2 You sent the order to the wrong address. (13th Street. We're on 30th.)
- 3 You invoiced us for the wrong amount. (\$4,000 instead of €4,000.)
- 4 The goods came with the wrong accessories. (Plastic hooks. We wanted metal.)
- 5 The cover was the wrong color. (Black. We asked for brown.)
- 6 The handles were the wrong size. (15 cm. We ordered 10 cm.)
- 7 The goods arrived on the wrong day. (Friday. We asked for Tuesday.)
- 8 The case was no good. (The glass was broken.)

5 What possible reasons are there for these problems?

We're very understaffed at the moment.

Our computer crashed and we lost a lot of data.

Think of some more excuses.

6 Here are some useful phrases for dealing with complaints. Complete the chart with phrases from the box.

- a I'll find out what happened and let you know.
- b I'm afraid we're not responsible for damage in transit.
- c Would you like a refund?
- d I'll look into it right away.
- e Would you like us to repair it?
- f I'm sorry about this, but it's not our fault.

DEALING WITH COMPLAINTS

MAKING OFFERS

Would you like a replacement?

PROMISING ACTION
We'll send the rest immediately. _____ _____
REFUSING RESPONSIBILITY
We reserve the right to make small changes to products. _____ _____

Can you think of any more phrases to add to the chart?

6. Work with a partner. Act out the complaints in exercise 3 again. Deal with them. Make up excuses and/or use phrases from the chart.

SKILLS WORK

Reading

1. Sometimes products don't sell well in a new market. Suggest what went wrong in these cases.

1. Western companies had problems selling refrigerators in Japan until they changed the design to make them quieter.
2. In Hyderabad, India, a Pepsi television commercial showed a happy young boy (about 10 years old) carrying a tray of drinks along a dangerous route. At the end, he delivered the drinks to the Indian cricket team. Pepsi had to take the commercial off the air.
3. An airline company called itself Emu, after the Australian bird. But Australians didn't want to use the airline.
4. A TV commercial for a cleaning product showed a little girl cleaning up the mess her brother made. The commercial caused problems in Canada.
5. Several European and American firms couldn't sell their products in Dubai when they ran their advertising campaign in Arabic.
6. A laundry detergent ad had a picture of dirty clothes on the left, a box of detergent in the middle and clean clothes on the right. The detergent didn't sell well in the Middle East.
7. A company had problems when it tried to introduce instant coffee to the French market.
8. The Hong Kong Tourist Board ran an advertising campaign in 2003. Ads appeared on billboards and magazines with the slogan "Hong Kong: It will take your breath away." The Tourist Board wanted to change the slogan, but it was too late.
9. An American golf ball manufacturer launched its products in Japan packed in boxes of four. It had to change the pack size.
10. Nike shot an American television commercial for hiking shoes in Kenya. It showed someone speaking in the African language Maa and the Nike slogan "Just do it" appeared on the screen. People in America laughed when they heard about the ad.

2. Here are the reasons for the problems, but they are in the wrong order. Number them from 1 to 10. How many did you get right?

- In Japanese, the word for four sounds like the word for death. Things don't sell well packed in fours.
- People thought the commercial was too sexist and reinforced old male/female stereotypes.
- Some viewers were angry because the child was too young to work and the commercial showed a positive image of child labor.
- 90% of the population came from Pakistan, India, Iran, and elsewhere, so Arabic was the wrong language.
- An American anthropologist at the University of Cincinnati translated what the Kenyan said. He said, "I don't want these. Give me big shoes."
- The advertisers forgot that in that part of the world people usually read from right to left.
- The SARS epidemic filled the news in April 2003. Shortness of breath is one of the key symptoms of SARS.
- Japanese homes were small and sometimes rooms were separated by paper doors. It was important for the refrigerators to be quiet.
- Making "real" coffee was an important part of the French way of life. Instant coffee was too casual.
- The emu can't fly.

3. Look through the passages again and find the words below.

- 1 A word that means *to introduce to the market*
- 2 The word for an advertisement on television
- 3 An abbreviation for the word *advertisement*

Speaking

Think of a project you took part in at work, for example:

- ◆ the launch of a new product/service
- ◆ a product development project
- ◆ the design/implementation of a new system
- ◆ a construction project
- ◆ setting up a new venture/operation

- 1 What were the objectives or goals of the project?
- 2 List the tasks you performed to achieve those objectives.
- 3 How long did each task take? How long did it take to complete the project?
- 4 What were your main problems?
- 5 What were the results of the project?

Work in small groups. Take turns explaining your projects to the group and answer questions.

Vocabulary

Nouns

drawing – *ескіз; креслення*
fault – *провина, проступок*
lorry (Br)/truck (Am) – *вантажний автомобіль, вантажівка*
margins – *маржа, націнка, різниця між собівартістю і роздрібною ціною товару*
poll – *опит, соціологічне дослідження*
refund – *повернення (грошей) ; відшкодування (витрат, збитків) ; компенсація*
route – *дорога, шлях, маршрут*
stake – *частка, відсоток (від підприємства)*
vehicle – *транспортний засіб*
walkman - *аудіоплеєр, плеєр*

Word combinations

at the stage – *на даному етапі, в даний період*
broadcasting service – *служба теле і радіо віщання*
claim/demand for refund – *вимога компенсації*
detailed drawings – *докладні скреслення*
mass production methods – *методи масового виробництва*
potential customers – *потенційні покупці*
product range – *асортимент, спектр продукції*
rate of inflation – *рівень інфляції, темп інфляції*
SARS (severe acute respiratory syndrome) – *атипічна пневмонія*
technology milestone – *віха технологічного прогресу; технологічний прорив*

Verbs

invent - *винаходити*
launch – *запускати у виробництво, випускати на ринок*
lay off – *звільнити*
merge – *злитися, об'єднатися*
refund – *повертати (гроші), відшкодувати (витрати, збитки)*
set up – *засновувати, відкривати (компанію, підприємство)*
shelve – *відкладати в довгий ящик, покласти на полку*
solve – *вирішувати проблему, знаходити вихід*

Verb Phrases

acquire the brand – *придбати торгівельну марку*
be short- staffed/understaffed – *мати нестачу персоналу*
buy a stake in the company – *придбати частку в компанії*
claim/demand a refund – *вимагати відшкодування, компенсації*
come with wrong accessories – *приходити з неналежними деталями*
construct the prototype – *сконструювати макет*
cut costs – *знизити витрати*
damage in transit – *ушкоджувати при транспортуванні*
design a product – *розробити товар*
earn the nickname – *отримати прізвисько*
fill smb in on the background – *ознайомити з історією*
hit the market – *поступити у продаж, з'явитися на ринку*
invoice on the amount – *виставити фактуру-рахунок на суму*
lose a lot of data – *втратити багато даних*
make a complaint – *подавати рекламацію, скаржитися*

make a profit (on the line) – одержувати прибуток (з партії товару)
 modify the designs – удосконалювати розробки
 pack in boxes of four – пакувати по чотири одиниці в коробку
 provide detailed specifications – надати докладний опис (характеристики)
 reinforce old stereotypes – зміцнювати старі стереотипи
 run a feasibility study – проводити аналіз технічної здійсненності, економічної доцільності
 run tests – проводити випробування
 send the drawings to the potential customers – посилати креслення потенційним клієнтам
 shoot a commercial – зняти телевізійну рекламу
 solve technical problems – вирішувати технічні проблеми
 take charge of – очолювати, приймати управління, відповідати за щось
 take off the air – зняти з ефіру
 transmit through space – передавати за допомогою супутника
 turn things round – змінити хід подій

Adjectives

casual – повсякденний
 leading – провідний

Phrase bank

I don't know how that happened. – Я не уявляю, як це могло трапитися.
 I'll find out what happened and let you know. – Я уточню, що трапилося і проінформую вас.
 I'll look into it right away. – Я зараз же подивлюся, що можна зробити.
 I'm afraid we are not responsible for the damage in transit. – Боюсь, що ушкодження при транспортуванні не входять до нашої компетенції.
 I'm sorry about this, but it's not our fault. – Мені шкода, але нашої провини в цьому нема.
 There is a problem with our order. – Є невелика проблема з нашим замовленням.
 You sent the wrong quantity. – Ви прислали невірну кількість.
 We'll send the order right away. – Ми одразу ж вишлемо замовлення.
 We reserve the right to make small changes to products. – Ми залишаємо за собою право вносити зміни в продукт.
 Would you like a refund? – Ви бажали б отримати компенсацію?
 Would you like us to repair it? – Ви бажаєте, щоб ми обміняли товар?
 How long did it take? – Скільки часу це зайняло?

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

drawing	потенційні покупці
margin	об'єднуватися
stake	частка, доля
product range	ескіз, креслення
rate of inflation	маржа, націнка
potential customers	прізвисько
merge	рівень інфляції
nickname	асортимент продукції

Exercise 2. Match the words in column A with the words in column B making up your active word combinations:

modify	in transit
run	detailed specifications

damage	the designs
provide	things round
hit	tests
turn	a commercial
shoot	the market
reinforce	a lot of data
lose	a stake in the company
buy	old stereotypes
design	the prototype

Exercise 4. Give Ukrainian equivalents of the following words and word combinations:

- commercial, refund, leading, casual, complaint, margin, drawings, boxes of four, brand, launch, tyre,
- potential customers, detailed prototype, a stake in the company, wrong accessories, a feasibility study, technical problems, technology milestone, broadcasting service,
- to make a complaint, to turn things round, to launch a product, to claim a refund, to deliver the wrong quantity, to hit the market, to make a profit,
- I don't know how that happened. You sent the wrong quantity. I'm sorry about this but it's not our fault.

Exercise 5. Give English equivalents of the following word combinations:

Повсякденне життя, методи масового виробництва, вимога компенсації, асортимент продукції, вирішувати технічні проблеми, випустити на ринок новий товар, потенційні покупці, звільнити провідних спеціалістів, з'явитися на ринку, змінити хід подій, зняти телевізійну рекламу, удосконалювати розробки, одержувати прибуток, виставити фактуру-рахунок на велику суму, надати докладний опис, проводити аналіз технічної здійсненності, ознайомити з історією продукту, скаржитися, рівень інфляції, знизити витрати, брати відповідальність за щось.

Exercise 6. Find the word from your active vocabulary for each definition:

- a situation when a company or organization doesn't have enough workers, or has fewer workers than usual
- an amount of money that is given back to you if you are not satisfied with the goods or services that you have paid for:
- the difference between what it costs a business to buy or produce something and what they sell it for
- to assume control or responsibility
- to give support to an opinion of what a particular type of person or thing is like
- to make a new product, book etc available for sale for the first time
- to make small changes to the project in order to improve it and make it more suitable or effective
- to reduce the amount of money that you have to pay in order to buy, do, or produce something
- to stop employing someone because there is no work for them to do
- to tell someone about the history of some event or project

Exercise 7. Match the two halves of these sentences:

You sent	to make small changes to products
We reserve the right	the damage in transit
Would you like us	what happened and let you know.
I'm afraid we are not responsible for	to repair it?

I'm sorry about this,	the wrong quantity
I'll find out	but it's not our fault.
We'll send	the order right away.

Exercise 8. Translate into English using your active vocabulary:

1. Я б хотів поскаржитися на помилку, яка була допущена на стадії аналізу технічної здійсненності. Це наша провина. Товар був розроблений командою провідних спеціалістів, але через нестачу персонала, випробування проводилися в короткі терміни і розробки не були вдосконалені. Я вважаю, що нам доведеться покласти проект на полку. – Я іншої думки. Ми перейменуємо продукт, помістимо рекламні оголошення в газети і журнали, зробимо телевізійну рекламу і товар все-таки зможе поступити в продаж.

2. Ви вислали нам рахунок на велику суму, а товар був пошкоджений при транспортуванні. Ви – серйозна компанія і повинні полагодити товар! Якщо ви цього не зробите, я залишаю за собою право зажадати компенсації. – Я зараз же подивлюся, що можна зробити.

3. Коли ви збираєтеся запустити виробництво нового цифрового аудіоплеєра? – Спочатку ми повинні провести попереднє вивчення його економічної доцільності. Потім, якщо на стадії випробувань не буде труднощів, то ми запропонуємо його потенційним покупцям. – Але ж є ще і стадія розробки креслень і характеристик, стадія удосконалення конструкції, нарешті, стадія виготовлення!

4. Наші постачальники вислали нам рахунок на 90,000 замість 9,000. – Не хвилюйтеся, давайте це обговоримо. Бажаєте чашку кави?

5. У зв'язку з кризою рівень інфляції перевищив наші очікування. Через це нам доведеться відкласти пуск у виробництво нашого нового спектру товарів: пральних порошків. Щоб все ж таки одержувати прибуток від цього проекту, нам потрібно змінити хід подій шляхом зниження витрат і удосконалення розробок. Крім того, потрібно обов'язково зняти з ефіру наш ролик і виготовити нову телевізійну рекламу. Допоможе нам в цьому містер Браун, який очолить проект на даному етапі і допоможе вирішити технічні проблеми. Але перш ніж він приступить до виконання своїх обов'язків, його слід ознайомити з історією даного проекту.

Unit 6 Socializing

PRESENTATION

In the office

1 (T 35) Kevin Donoghue is welcoming a client, Paolo Farneti, to his office. Listen to the conversation. Are these statements true or false?

- | | T | F |
|----------------------------------|--------------------------|--------------------------|
| a This is their first meeting. | <input type="checkbox"/> | <input type="checkbox"/> |
| b Kevin gave Paolo directions. | <input type="checkbox"/> | <input type="checkbox"/> |
| c The trip took two hours. | <input type="checkbox"/> | <input type="checkbox"/> |
| d Paolo wants coffee with cream. | <input type="checkbox"/> | <input type="checkbox"/> |

2 Act out their conversation with a partner. The pictures below will help you remember it.



In the Car

3 (T 36) Kevin is driving Paolo to a restaurant. Listen to the conversation. Are these statements true or false?

- | | T | F |
|--|--------------------------|--------------------------|
| a This is Paolo's first visit to Boulder. | <input type="checkbox"/> | <input type="checkbox"/> |
| b Kevin offers to take Paolo hiking next week. | <input type="checkbox"/> | <input type="checkbox"/> |
| c Kevin plays golf. | <input type="checkbox"/> | <input type="checkbox"/> |
| d Paolo goes skiing once a month in winter. | <input type="checkbox"/> | <input type="checkbox"/> |

4 Imagine you're welcoming a visitor to your home town. Act out a similar conversation. Complete this conversation first.

A Is this your first visit to ¹ _____ ?

B Yes. I'd love to ² _____ .

A I'm going tomorrow. Do you want to come with me?

B That sounds fantastic! By the way, is there a good ³ _____ here?

A Yes, there is. ⁴ _____ interested in sports?

B Yes. I play ⁵ _____ and I go ⁶ _____ . What about you?

A I ⁷ _____ .

In the restaurant

5 Kevin and Paolo are ordering wine in a restaurant. Before you listen, read the conversation below and guess the missing words. Use one word per space.

Server The wine list, sir.

Kevin Thank you. Let's see. What ¹ _____ of wine do you like, Paolo?

Paolo I ² _____ white.

Kevin Do you ³ _____ it dry?

Paolo Yes, I do.

Kevin Then let's have the Chablis. It's usually very good.

Paolo How ⁴ _____ do you come here?

Kevin About once a month, (to the waiter) Excuse me.

Server Yes, sir?

Kevin We'll ⁵ _____ the Chablis, please. Number 63.

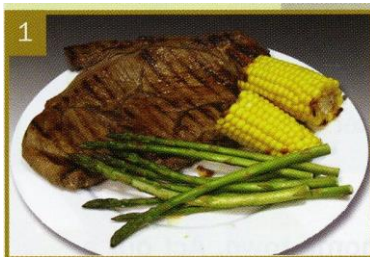
Paolo And I'd ⁶ _____ a bottle of sparkling water too, please.

(T 37) Listen to the conversation and check your answers.

LANGUAGE WORK

Business lunches

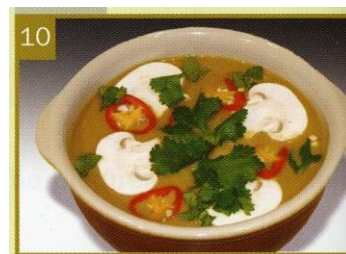
1 Match the dishes on the menu to the pictures.



- Appetizers**
- Coconut Shrimp
King-size shrimp, rolled in coconut, wrapped in bacon, and grilled
 - Yakitori
Honey-grilled chicken served on wooden skewers with soy sauce
 - Garlic Crab
Crab cakes sauteed with whole cloves of garlic

- Soups and Salads**
- Tangy Mushroom Soup
Spicy Thai-style soup with mushrooms, lime juice, and chili peppers
 - Classic Caesar Salad
Romaine lettuce, garlic croutons, and parmesan cheese
 - Gazpacho
Fresh summer vegetable soup with tomatoes, celery, cucumber, and onions, served ice cold





Entrees

Caribbean Salmon

Salmon in a rum sauce on a bed of Jamaican rice and black-eyed peas

Angus Steak

16 oz beef steak served with fresh asparagus and corn on the cob

Sweet and Sour Duck

Served with sweet potatoes and an orange and fig sauce

Vegetable Lasagna

Hand-made pasta with fresh mozzarella cheese, zucchini, bell peppers, and fresh tomato sauce

Desserts

Black Forest Torte

Our famous chocolate cake with whipped cream and cherries

Apple Dream

Apple pie topped with brown sugar, cinnamon, and vanilla ice cream

2 Put these different foods into the right list.

- asparagus
- salmon
- chicken
- apple
- beef
- celery
- corn on the cob
- fig
- bacon
- crab
- scallion
- duck
- lime
- shrimp
- tomato

meat	seafood	poultry	vegetables	fruit

Think of more words to add to each list. What is your favorite meal?

3 Work in small groups. Appoint someone as the server and give them your orders.

- I'll have the Caesar salad.*
- Salmon for me. What about you, John?*
- I'd like the duck.*
- Mushroom soup, please and I'd like the vegetable lasagna to follow.*
- What do you suggest?*

Offers

1 Look at the words in bold type in these sentences.

- Would you like **a** cookie? (a + single countable noun)*
- Would you like **some** wine? (some + uncountable noun)*
- Would you like **some** grapes? (some + plural countable noun)*

Take turns offering food and drink.

OFFERING		SAYING YES		SAYING NO
Would you like Do you want How about	a ... ? some ... ?	Thanks. Yes, please.		No, thanks. Some ... ? It looks great, but
		I'd love	one. some.	



2 You can make uncountable nouns countable by using *a ... of...* .



wine—a glass of wine

bread—a piece of bread

Find the uncountable nouns in the pictures. Make them countable. Use phrases like *some cake* or *a piece of cake*.

Pronunciation

(T 38) Listen to this conversation, then practice reading it with a partner.

- Customer** I'll have some chili and a chicken sandwich, and some fresh strawberries served with sugar.
- Server** So that's a some chili and a chicken sandwich, and some fresh strawberries served with sugar?
- Customer** Uh ... can I change the fresh strawberries served with sugar?
- Server** Sure.
- Customer** Give me a piece of cherry pie with some chocolate syrup.
- Server** So that's some chili and a chicken sandwich and a piece of cherry pie with chocolate syrup?
- Customer** Yeah!

Interests and routines

1 Work in pairs. Find out about your partner's interests.

What	kind type	of	books movies music	do you like?
------	--------------	----	--------------------------	--------------

I like ...	I don't like ...
I love ...	I hate ...

detective stories novels biographies history books science fiction others?	musicals thrillers comedies westerns horror movies others?	jazz pop music classical music folk music rock music others?
---	---	---



2 Look at the pictures above.

a Put the sports above with the correct verb in the table below.

play	go	do

b Think of some more sports. Which verbs do they go with?

c What sports do other students take part in? Ask them.

Do you	play squash? go cycling? do aerobics?	Yes, I do. No, I don't. Do you?	Where do you	play? go? do it?
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3 Find out about a partner's routine. Ask how often they:

- 1 entertain customers or clients. 4 attend meetings

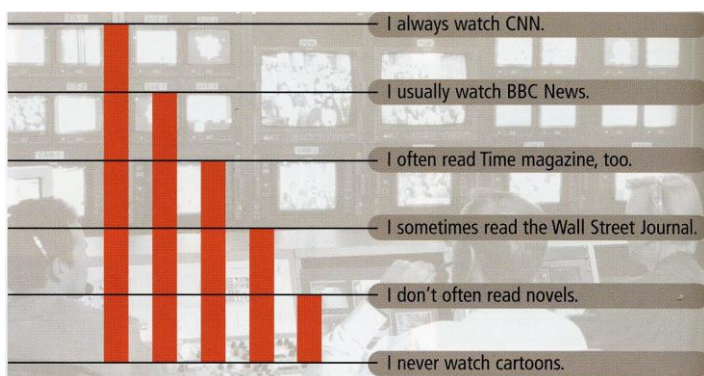
- 2 use English at work. 5 travel overseas on business.
 3 work overtime. 6 go jogging.

How often do you ... ?

Every	day.	Once a	week.
	two weeks.	Twice a	year.
	month.	Three times a	

4 Find out about the person sitting next to you.

- ◆ What newspapers do they read?
- ◆ What magazines and journals do they read?
- ◆ What TV programs do they watch?



Chatting

1. Work with a partner. Do this quiz and test your social English.

Find out with this quiz. Decide which replies are possible.

(More than one reply may be OK.)

- | | |
|---|---|
| <p>1 "Hello. How are you?"
 a I'm very fine, thank you.
 b Not too bad.
 c Fine, thanks. How are you?</p> | <p>5 "Why are you learning English?"
 a For talking to my customers.
 b For to talk to my customers.
 c To talk to my customers.</p> |
| <p>2 "Did you have a good trip?"
 a Yes, thanks.
 b Yes, of course.
 c Well, I had a few problems.</p> | <p>6 "Is Thursday convenient?"
 a What means <i>convenient</i>?
 b What does <i>convenient</i> mean?
 c Could you explain me <i>convenient</i>!</p> |
| <p>3 "Would you like a tour of the factory?"
 a Yes, I will.
 b Yes, I would.
 c No.</p> | <p>7 "I'm sorry about that."
 a You're welcome.
 b No problem.
 c Don't worry about it.</p> |
| <p>4 "Do you want to buy some?"
 a Well, I'm interesting.
 b Well, I'm interested.
 c Yes, I want.</p> | <p>8 "Thank you very much."
 a It doesn't matter.
 b You're welcome.
 c It was a pleasure.</p> |

2 When you meet people for the first time, it's nice to find that you have things in common. Work with a partner. Do you both play golf? Find five things you have in common.

3 You go to a reception at an international conference in New York. Talk to the other participants. Think of different replies.



4 Match these replies to the right comment.

- a. Sure. Top me up!
- b. Yes, it is. I didn't expect all this traffic,
- c. Thanks, but I'd like to walk,
- d. Cheers!
- e. That's right. I'm from Brazil,
- f. OK. See you tomorrow,
- g. It's Ed. Ed Tanner,
- h. Yes it is, isn't it?
- i. Don't worry. I'll have orange juice instead,
- j. The Sheraton. It's not far from here,
- k. Really good, thanks.
- l. Thanks. They look delicious.

SKILLS WORK

Speaking

You are having lunch with an overseas visitor to your company. You need to keep the conversation going.

- ◆ What subjects are easy to talk about?
- ◆ What subjects are interesting to talk about?
- ◆ What subjects would you avoid talking about? Cross them off the list.

◆ What other subjects do you enjoy talking about? Add them to the list.

easy interesting

the work/business you are doing together

your jobs

your families

your home towns

sports

your hobbies and interests

the weather

items in the news

movies

your vacations

politics

religion

love

Find a colleague and compare your lists. Find a subject you both find interesting and have a conversation.

Reading

1 Read the letter. What can consumers receive if they complete the survey?

2 Work with a partner. Ask questions to get the information you need and fill out the form for your partner.

*How many glasses of soda do
you drink each week?*

*How many cats do you have?
Do you enjoy ... ?*

Do you have a dog?

3 The survey questions were written for American consumers. Did any of them surprise you? What questions might be different in a consumer survey in your country?

Dear Consumer,

The manufacturers of some of the best-known national brands want to know what you think. Please take a few minutes to complete the survey. Your answers will help manufacturers decide what products are offered and how they are sold.

In return, you will receive free samples, coupons, and special offers. You'll also earn a chance to win a Caribbean cruise, a Macintosh Powerbook, or a Toshiba 27" color TV in our special sweepstakes.

Please let us have your reply as early as possible.

Sincerely, Nora Bernard

Research Project Coordinator

1 In an average week, I drink this many glasses or cans of soda:

0 1-2 3-8 9-12 13+

2 The following pets live at my home:

Dog Cats Birds

3 Someone in my household enjoys:

<input type="checkbox"/> Baseball	<input type="checkbox"/> Gardening
<input type="checkbox"/> Basketball	<input type="checkbox"/> Golf
<input type="checkbox"/> Camping/Hiking	<input type="checkbox"/> Hunting/Shooting
<input type="checkbox"/> Cooking	<input type="checkbox"/> Interior decorating
<input type="checkbox"/> Cycling	<input type="checkbox"/> Skiing
<input type="checkbox"/> Drawing or painting	<input type="checkbox"/> Tennis
<input type="checkbox"/> Exercise (fitness)	<input type="checkbox"/> Travel
<input type="checkbox"/> Fishing	<input type="checkbox"/> Using the internet
<input type="checkbox"/> Football	<input type="checkbox"/> Woodworking

4 I/We listen to the following music:

<input type="checkbox"/> Rock	<input type="checkbox"/> Pop	<input type="checkbox"/> Jazz
<input type="checkbox"/> Country	<input type="checkbox"/> Classical	<input type="checkbox"/> Latin

5 How often do you or your household members travel?

	Business trips	Pleasure trips
Once a month or more	<input type="checkbox"/>	<input type="checkbox"/>
Once every 2 to 4 months	<input type="checkbox"/>	<input type="checkbox"/>
Once or twice a year	<input type="checkbox"/>	<input type="checkbox"/>
Less often than that	<input type="checkbox"/>	<input type="checkbox"/>

6 Where do you/they travel?

	Business trips	Pleasure trips
U.S.A. and Canada	<input type="checkbox"/>	<input type="checkbox"/>
Caribbean and Mexico	<input type="checkbox"/>	<input type="checkbox"/>
Europe	<input type="checkbox"/>	<input type="checkbox"/>
Other places	<input type="checkbox"/>	<input type="checkbox"/>

7 What types of causes do you support financially?

Animal welfare	<input type="checkbox"/>
Environment and wildlife	<input type="checkbox"/>
Political – conservative	<input type="checkbox"/>
– liberal	<input type="checkbox"/>
Arts or cultural	<input type="checkbox"/>
Religious	<input type="checkbox"/>
Children's	<input type="checkbox"/>
Health	<input type="checkbox"/>

8 Please indicate the occupation of the male and female members of your household:

	M	F
Full-time homemaker	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>	<input type="checkbox"/>
Professional or technical	<input type="checkbox"/>	<input type="checkbox"/>
Sales or marketing	<input type="checkbox"/>	<input type="checkbox"/>
Tradesman or laborer	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

Vocabulary

Nouns

asparagus – спаржа

bacon – бекон

beef – яловичина

biscuit – сухе печиво

cause (*an organization, belief, or aim that a group of people support or fight for*) – справа

celery – селера

cinnamon – кориця

clove – 1. (*cloves*) гвоздика (прянощі)

2. (*of garlic*) – зубок часнику

cream – вершки

coffee – кава

crouton – грінка (у супі або в салаті)

cucumber – огірок

fig – інжир

gazpacho – холодний овочевий суп

garlic – часник

herbs – трави

homemaker – господар (господиня), батько (мати) родини

labourer – некваліфікований) робочий., чорноробочий

lamb – молода баранина

lettuce – салат-латук

musical – мюзикл

mushroom – гриб

novel – роман

pork – свинина

poultry – домашня птиця

plaice – камбала

quiz – вікторина

raspberries – малина

salmon – лосось, сьомга

sauce – соус

scallion (*Am.*) / spring onion (*Br.*) – зелений лук

server – 1. (*Am.*) / waiter, waitress (*Br.*) – офіціант

2. лопатка і вилка (для салату, риби)

shellfish – молюск

shrimp (*Am.*) / prawn (*Br.*) – креветка

skewer – рожен, шампур

sole – палтус

strawberries – полуниця

sweepstakes – тоталізатор

Word Combinations

apple pie – яблучний пиріг

a pitcher / piece / slice / glass / bottle / loaf / bowl of sth – глечик, шматок, скибочка, стакан, пляшка, буханець, миска ч-н

bell pepper (*Am.*) / pepper (*Br.*) – паприка, солодкий перець

black-eyed pea – спаржева квасоля

brown sugar – цукор-сирець або частково рафінований цукор

(business) executive – *працівник керівної ланки*
business / pleasure trip – *відрядження / розважальна поїздка*
chili pepper – *чилійський стручковий перець*
consumer survey – *опит споживачів*
corn on the cob – *відварна кукурудза в качанах*
designer clothes – *одяг на замовлення*
detached house – *окремий будинок, особняк*
detective stories – *детективний роман*
history books – *історичні книги*
horror movies – *фільми жахів*
lime juice – *сік лайма*
parmesan cheese – *сир пармезан*
science fiction – *наукова фантастика*
sparkling water – *газована вода*
vanilla ice cream – *ванільне морозиво*
whipped cream – *збиті вершки*
wine list – *карта вин*

Verbs

bake – *пекти*
boil – *варити*
chargrill – *готувати на вугіллі, на мангалі*
fry – *смажити*
grill (Br.) / broil (Am.) – *готувати на грилі*
microwave – *готувати в мікрохвильовій печі*
poach – *варити яйця без шкаралупи в кип'ятку*
roast – *запекати*
sauté – *смажити в олії*
simmer – *варити на повільному вогні*
steam – *варити на пару*
stir-fry – *смажити в розжареній олії, постійно помішуючи*
top sb up – *докладати, досипляти, доливати*

Verb Phrases

attend meetings – *відвідувати збори*
do aerobics – *займатися аеробікою*
go hiking – *ходити в похід*
go jogging – *бігати підтюпцем*
order food at a business lunch – *замовити їжу за бізнес-ленчем*
play squash – *грати в сквош*
travel overseas on business – *їздити за кордон по справах*
welcome an overseas visitor – *зустрічати іноземного гостя*
work overtime – *працювати надурочно*

Adjectives

average – *середньостатистичний, звичайний*
convenient – *зручний, пригожий*
delicate – *тонкий, вишуканий*
king-size – *королівський, крупний*
mashed – *розім'ятий, розтертий*
overseas (esp. Br.) – *іноземний*
rare – *з кров'ю (про м'ясо)*

routine – *повсякденний, буденний*
smoked – *копчений*
sour – *кислий*
tangy – *з гострим запахом або різким смаком*
topped (with) – *покритий чимось*
well-done – *добре приготований*

Pay special attention to the spelling

Caribbean – *карибський*
syrup – *сироп*
zucchini (Am.) / courgette (Br.) – *кабачки, цукіні*

Collocations

Wine

red / rosé / white / sparkling (syn. fizzy) – *червоне / рожеве / біле / ігристе*
chilled – *охолоджене*
mature / young – *витримане / молоде*
fine / quality / vintage / varietal (ant. generic) – *тонке / якісне / марочне / сортове*
(*виготовляється з одного сорту винограду, назва якого звичайно привласнюється вину*)/*тонке / якісне / марочне / сортове* (*виготовляється з одного сорту винограду, назва якого звичайно привласнюється вину*)
dry / semi dry / sweet / table / dessert / fortified – *сухе / напівсухе / солодке / столове / десертне / кріплене*
dandelion / elderberry / rice – *з кульбаб / бузини / рисове*
mulled wine – *глінтвейн*
plonk (Br.) – *дешеве вино, вино поганої якості*

Useful comments

Would you like a cookie? – Thanks. Yes, please. – *Бажаєте печива? – Так, будь ласка.*
How about some wine? – No, thanks. It looks great, but... - *Не бажаєте вина? – Ні, дякую. Виглядає чудово, але...*
What kind of books (movies, music) do you like? – *Які книги (фільми, музика) вам подобаються?*
How often do you...? – *Як часто ви...?*
I'd love one! – *Із задоволенням!*
It looks lovely! – *Виглядає чудово!*
Let me give you a ride back to your hotel. – *Дозвольте підвезти вас до готелю.*
Many happy returns (of the day)! – *Всього найкращого!*
Please let us have your reply as early as possible. – *Будь ласка, надішліть вашу відповідь якомога швидше.*
Sorry, I didn't catch your name. – *Вибачте, я не дочув ваше ім'я.*
Your health! – Cheers! – *Ваше здоров'я! – Будьмо!*
You should try these! They are very good. – *Ви повинні це скуштувати. Це дуже смачно.*
Which hotel are you staying in? – The Sheraton. – *У якому готелі ви зупинилися?*

PRACTISE YOUR VOCABULARY

Exercise 1. Fill in the missing letters:

- asp_rag_s, Cari__ean, s_rup, m_t_re, zu__ini, sk__er, _elery, c__amon, p__ltry, r__tine, conv_n_ent, po_ch, cr__ton, qu_lity, micro_ave, de__ert, squ_sh, st_am, garli_, str_wber_y
- s__ence fi_tion, deta__ed house, go jo__ing, we_c__me a visit_r, m_lled__ine, l__me j__ice, chi__i pe__er, spa__ling water, cons_mer s__vey, __ine list

Exercise 2. Match ways of cooking with their definitions:

bake	grill (food, typically meat or fish) quickly at a high heat
boil	cook using a microwave oven
chargrill	cook small pieces of food quickly by moving them around continuously in very hot oil
fry	cook food slowly in the water that is boiling very gently
grill (Br.) / broil (Am.)	cook bread and cakes in an oven
microwave	cook an egg in or over gently boiling water, without its shell
poach	cook something in a little hot oil or fat
roast	cook in oil
sauté	cook using a grill
simmer	cook in hot water
steam	cook meat or vegetables in an oven
stir-fry	cook something in steam

Exercise 3. Match the verbs in column A with their Ukrainian equivalents in column B:

steam	готувати на вугіллі
fry	запекати (пиріг)
grill	пекти
roast	варити яйце без шкаралупи
poach	смажити
simmer	варити
boil	смажити на розжареній олії, поміщуючи
stir-fry	варити на повільному вогні
bake	варити на пару

Exercise 4. Match the words in column A with the words in column B making up your active word combinations:

black-eyed	wine
vanilla	sugar
brown	shrimp
parmesan	ice cream
corn	pea
mature	cheese
king-size	on the cob
work	meetings
go	jogging
attend	overtime

Exercise 5. Give Ukrainian equivalents of the following words and word combinations:

- a) plonk, convenient, lettuce, musical, novels, celery, gazpacho, cinnamon, asparagus, scallion
b) mashed potatoes, sour syrup, red wine, overseas visitor, smoked salmon, go hiking, rare bacon, topped with whipped cream, average customer, go hiking, detective stories, do aerobics, detached house, well-done apple pie, wine list, a bottle of vintage wine, cloves of garlic, consumer survey, routine life, business trip, wooden skewers, garlic croutons, tomato sauce, business lunch, bell pepper, travel overseas.

Exercise 6. Give English equivalents of the following words and word combinations:

- а) селера, господар, холодний овочевий суп, грінка, свинина, камбала, робочий, сухе печиво, кориця, малина, гриби, дешеве вино, запікати (пиріг), готувати на вугіллі, смажити в олії
б) королівські креветки, соус з інжиру, зелений лук, дерев'яні шампури, яблучний пиріг, опит споживачів, солодкий перець, фільми жахів, миска ч-н, особняк, ванільне морозиво, газована вода, наукова фантастика, карта вин, відварна кукурудза в качанах, відрядження, збиті вершки, частково рафінований цукор, розтерта спаржа, іноземний гість, повсякденне життя, вишуканий смак, кисла полуниця, добре приготований бекон, копчений лосось, детективний роман, сироп з інжиру, охолоджене вино, рожеве ігристе вино, витримане вино, глінтвейн, бігати підтюпцем, зустрічати іноземного гостя, ходити в похід, працювати надурочно
с) Ви повинні це скуштувати. Будьмо. Із задоволенням. Виглядає чудово! Всього найкращого! У якому готелі ви зупинилися? Які книги вам подобаються? Не бажаєте вина? Бажаєте печива? Дозвольте відвезти вас до готеля.

Exercise 7. Find the word from your active vocabulary for each definition:

1. a drink that has bubbles of gas in it.
2. a person, usually a woman, who works at home cleaning and cooking etc and does not have another job.
3. a set of questions that you ask your clients in order to find out about their opinions or behavior.
4. a small square piece of crisp bread that is served with soup or on salad.
5. a Spanish-style soup made from tomatoes and other vegetables and spices, served cold.
6. a strong tasting onion with a small white round part and a long green stem, usually eaten raw.
7. an animal that lives in water and can be eaten as food, for example crabs, lobsters, and oysters.
8. cheap wine, often of poor quality.
9. cream that has been beaten until it is thick.
10. good quality wine made in a particular year.
11. meat that has only been cooked for a short time and is still red.
12. someone whose job is to bring you your food in a restaurant.
13. the activity of taking long walks in the mountains or country.
14. used when you lift a glass of alcohol before you drink it, in order to say that you hope the people you are drinking with will be happy and have good health.
15. wine that has been heated with sugar and spices.

Exercise 8. Look at the lists and underline the word that is different from the others. Then explain why.

prawn lobster crab veal

The other three are types of shellfish

1	roast	fry	<u>steak</u>	grill	Ways of cooking
2	mashed	frozen	french-fried	baked	Ways of cooking potatoes
3	peach	potato	melon	raspberry	Fruit
4	<u>pea</u>	salmon	sole	plaice	Fish
5	lamb	pork	bacon	ham	Meat pig

6	cream	margarine	butter	milk	Dairy products
7		sprouts (брюс.капустя)	carrots	bread	Vegetables
	cauliflower				
8	medium	rare	well-done	cooked	Meat

Exercise 9. Complete the conversation:

A. Mr. Chang?

B. Yes, that's right. You must be Mr. Ito.

A. Yes. Good _____.

B. Good to meet you, too.

A. Is this _____ to Tokyo?

B. Yes, I've always wanted to come, but I never had the chance.

A. Good, I can show you around. Did you _____?

B. Yes, it was fine, thanks. No delays or problems.

A. Good. Let me take your case. The car's just outside. Did you _____?

B. No, I wasn't hungry.

A. Well, what should we do? Would you like to go to _____?

B. The hotel, I think. I'd like a shower. We can eat later, if that's OK.

A. That's fine. What _____? We have a good choice of restaurants here – French, Italian, and Japanese, of course.

B. I'd like to _____.

A. Good. I'll drop you off now and come and pick you up again at about eight.

Exercise 10. Find the word from your active vocabulary for each definition:

1. Cover the fish completely with the m_____ potatoes and smooth over with a fork.
2. Cut the sausages in half through the middle and push each half on the end of a wooden s_____.
3. He ordered a bottle of s_____ w_____ to the main meal, because he was driving.
4. I choose a b_____ of fruit for dessert, although there were nearly a dozen choices.
5. I like my steak r_____, but this time they've overcooked it.
6. Our c_____ is just, and we are prepared to give our lives for it.
7. Our w_____ told us about the day's specials.
8. Please send in your suggestions quickly so that the programme could be launched before I leave on a b_____ t_____.
9. Scatter the 3 split g_____ c_____, fennel, onion and fennel seeds over the rabbit.
10. Superb apple pie with sultanas and c_____, interspersed with crusty bread sandwiches of every description.
11. The beef was carved into s_____ so thin you could almost see through them.
12. The third development, the Lanterns, built to a more conventional design, was being completed during the c_____ s_____ stage.
13. They found several b_____ of oil in his car of the same brand as one found at the starting point of the fire.
14. Why should popular opinion hold that brown bread or b_____ s_____ are so much healthier than the refined, white versions?

15. Women felt they were being asked to fulfill two contradictory roles, that of the h_____ and the successful businesswoman, simultaneously.

Exercise 11. Match the comments with a suitable reply:

- | | |
|--------------------------------------|----------------------------------|
| 1. Another drink? | a. Taiwan. |
| 2. Where do you come from? | b. Not too bad, thanks. |
| 3. Thank you very much. | c. Yes, we met last week. |
| 4. Hello, Steve! How are things? | d. Just a few words. |
| 5. Milk? Sugar? | e. No, thanks, I'm driving. |
| 6. Can you speak Japanese? | f. Yes, there's a very good one. |
| 7. Do you know Mr. Davis? | g. A little milk, please. |
| 8. Is there a golf course near here? | h. You're welcome. |

Exercise 12. Match these comments to when you would say them:

- | | |
|--------------------------------------|---|
| 1. Many happy returns! | a. When meeting someone for the first time. |
| 2. Excuse me? | b. When you've made a mistake. |
| 3. I'm really sorry. | c. When someone is going away. |
| 4. Happy New Year! | d. When someone has had a baby. |
| 5. No, thanks, I'm just looking. | e. On someone's birthday. |
| 6. Have a good trip. | f. When someone thanks you. |
| 7. Pleasure to meet you. | g. When someone offers you some cake. |
| 8. I'd love some, but I'm on a diet. | h. When a salesclerk offers to help you. |
| 9. Don't mention it. | i. On January 1st. |
| 10. Congratulations. | j. When you didn't hear what someone said. |

Exercise 13. Read the descriptions of customs in the U.S., and match them to these topics:

- a. Greetings
- b. Being polite
- c. Enthusiasm
- d. Punctuality
- e. A confusing phrase
- f. A warning for smokers

1. _ "Time is Money" is a famous phrase in the U.S., and being on time is very important in business. Socially, too, it's rude to be very late. If you are invited to a meal at someone's home, arrive about 10 minutes after the agreed time, but no later. If you are going to be later, phone, explain, and apologize.
2. _ People shake hands briefly but firmly in business situations, but at social events they are very informal. They frequently greet you only with a casual "How are you?" or just "Hey" or "Hi." In large-groups, some people may say nothing when you arrive, and people don't usually shake hands on leaving.
3. _ Many people in the U.S. take a very negative view of smoking in public. In a lot of places, smoking is not allowed, and some people don't want you to smoke in their homes. If you need a cigarette, you may be expected to go outside. Never smoke anywhere without asking permission.
4. _ A positive attitude is highly valued in America, and people like to show enthusiasm. They often start conversations by paying compliments: "I love your accent. Where are you from?"
5. _ "Please" and "Thank you" are very important in the United States. Even if you are paying someone to do something, you should always say these words.

6. _ At the end of a conversation or social event, Americans often say "See you later." This can cause confusion because it does not really mean they will see you later. It is just an expression like "Goodbye."

Exercise 14. Translate into English using your active vocabulary:

1. Добрий вечір. Чим можу допомогти? – Які м'ясні страви у вас є? - У нас є яловичина, свинина, баранина під соусом з травами, а також домашня птиця, але я вам рекомендую сьомгу під інжирним соусом. А на десерт - полуницю зі збитими вершками.
2. Що ви замовите на перше? – А що ви пропонуєте? – У нас є холодний овочевий суп, і копчений лосось, приправлений спаржею з лимоном. І чи не бажаєте малину на десерт?
3. Бажаєте печива? – Із задоволенням. Воно виглядає апетитно і має ніжний смак.
4. Дослідження показують, що середній працівник керівної ланки носить одяг на замовлення і живе в окремому будинку.
5. Перевагу яким книгам ви віддасте? – На дозвіллі я люблю читати наукову фантастику і детективи. Нещодавно я прочитав роман Бредбері «Вино з Кульбаб» - це просто чудово! А ви чим захоплюєтеся? – У мене дуже багато повсякденних турбот, щоб читати книги, оскільки я багато працюю наднормово. Крім того, я займаюся бігом, а вечорами відвідую заняття з німецької мови.
6. Чи не бажаєте подивитися мюзикл? – Так, звичайно. – У суботу Вам зручно? – Так, але я хотів би запросити мого іноземного партнера.
7. Скажіть, як готувати їжу, щоб в ній збереглися всі вітаміни? – Для того, щоб продукти не втратили своїх корисних властивостей, краще всього уникати жаріння. Якщо це овочі, то прагніть їсти їх сирими, варити на пару або на повільному вогні. Що стосується м'яса, то його можна готувати на вугіллі або грилі, а ще запекати в духовці. – А як ви відноситеся до приготування блюд в мікрохвильовій печі? – Це, безумовно, дуже зручно, але зовсім не корисно. – Так що ж мені відмовитися від всього, що я люблю? Навіть від яєць, зварених без шкаралупи? – Ну чому, яйця можете їсти, а ще спробуйте пекти свій хліб і печиво, це не тільки корисно, але і дуже смачно. – Тільки цього мені тільки не вистачало!
8. Перевагу якому вину ви віддасте? – Все залежить від ситуації. Звичайно, якщо є можливість, то я п'ю марочне червоне вино. – Кріплене? – Що ви, тільки сухе і витримане, це ознака класу. У жарку погоду я віддаю перевагу охолодженому ігристому вину, а взимку, коли за вікном завірюха, я кутаюся в плед і п'ю глінтвейн. – Ну, добре, а якщо можливості немає? Купуєш дешево? – Так за кого ви мене маєте?! У такому разі я вибираю молоде сортове вино.

SPEECH PRACTICE

Task 1. A Put these words into eight categories. Then add one more word to each group.

squid	mix	sole	parsley	mushrooms	spicy	prawn	lobster	lamb	slice	grill
cod	fry	chilli-powder	beef	cut	stew	corn	overcooked	salty	ham	pepper
	spinach	crab	chicken	peas	tuna	bake	coriander	trout	bland	add

Meat	_____	_____	_____	_____	_____
Fish	_____	_____	_____	_____	_____
Sea-food	_____	_____	_____	_____	_____
Vegetables	_____	_____	_____	_____	_____

Herbs and spices	_____	_____	_____	_____	_____
Taste	_____	_____	_____	_____	_____
Preparation	_____	_____	_____	_____	_____
Cooking method	_____	_____	_____	_____	_____

B Describe four local dishes to foreign visitors. First make some notes.

	Name of dish	Description
Starter		
Main dish 1		
Main dish 2		
Dessert		

Ask questions about each other's dishes.

What exactly is it? ► It's a type of... It's made of... You mix together...
 How is it cooked? ► It's fried/baked in the oven/grilled/eaten raw
 What does it come with? ► It's served with ...

Task 2. A Below is part of a dialogue in a restaurant. Try to guess the missing words.

A: Shall we (1) o_____ now?
B: Fine. What would you (2) r_____ ?
A: Can I suggest the seafood rice?
B: What exactly is it?
A: It's a local (3) sp_____ made from rice, tomatoes and two or three different (4) k_____ of seafood. If you want a side-salad, you'll have to order one (5) sep_____
B: Okay. That sounds fine.
A: And I'll (6) h_____ the beef and vegetables with sweet and sour (7) s_____
A: Cheers! (8) H_____ to our new project!
B: I'll drink to that! Cheers!
A: (9) E_____ your meal. Mmm, this is very good. How's your seafood rice?
B: Very good. Could you (10) p_____ the salt, please?
A: (11) H_____ you are. Some more wine?
B: No thanks, I'd (12) b_____ not.

B: Well, I really must get back to my hotel now.

A: Oh, so soon?

B: I'm afraid so. I have to get up early in the morning.

A: Waiter, can we have the (13) b _____ please?

B: Let me pay for this.

A: No, no, I (14) i _____. You're my guest. It's (15) o _____ me.

B: Well, thank you for a most (16) e _____ evening.

A: Not at all, it was my pleasure.

B Match the words in the box below with the definitions. Then use the words to complete sentences 1-3.

a plate	a cooked food of a particular kind
a dish	b one of the parts of a meal
a course	c a flat, circular object, used to put food on

1. What would you like for your first _____ ?
2. This is a regional _____, it's made with potatoes, cream and pieces of fish.
3. Be careful! The _____ is very hot!

C Work with a new partner. You will need a menu. Have a conversation in a restaurant without using your notes.

Task 3. Work with a partner. Look at the things you might say during a business lunch. In each pair of sentences, only one is correct. Score out the incorrect sentence each time. Then roleplay the three stages of the conversation with one of you reading the odd numbers and the other the even ones.

1A So, shall we take a drink at the bar while we wait for our table?	1B So, shall we have a drink at the bar while we wait for our table?
2A OK. Do you mind if I just have a mineral water?	2B OK. Do you care if I just have a mineral water?
3A Mineral water, sure. Gassy or flat?	3B Mineral water, sure. Still or sparkling?
4A On second thought, I'll have a martini.	4B On second thoughts, I'll have a martini.
5A Good idea. I think I'll join you.	5B Good idea. I think I'll copy you.
6A Great place, by the way. Do you go here often?	6B Great place, by the way. Do you come here often?
7A Quite often. Ah, looks like our table's ready. After you.	7B Quite often. Ah, looks like our table's ready. Behind you.
8A Wow! What a fantastic view of the city!	8B Wow! What a fantastic sight of the city!
9A Isn't it? Now, this is the main menu and those are the particulars.	9B Isn't it? Now, this is the main menu and those are the specials.
10A OK. So, what do you recommend?	10B OK. So, what do you guarantee?
11A Well, you could attempt the rabbit. That's very good here.	11B Well, you could try the rabbit. That's very good here.
12A Actually, I'm not that keen for rabbit.	12B Actually, I'm not that keen on rabbit.
13A Well, the veal is also a speciality.	13B Well, the veal is also a specialism.
14A Mmm, that sounds good.	14B Mmm, that sounds well.
15A So, are you ready to order?	15B So, are you ready to command?
16A Yeah, I'm going to have the fillet - I like a	16B Yeah, I'm going to have the fillet - I like

good bloody steak.	a good rare steak.
17A OK. And shall we have a bottle of red of the house?	17B OK. And shall we have a bottle of the house red?
18A A whole bottle? What about this afternoon's meeting?	18B A whole bottle? How about this afternoon's meeting?
19A Good point. Let's just have a pair of glasses, then.	19B Good point. Let's just have a couple of glasses, then.
20A Fine. Well, I think this morning's presentation went very well.	20B Fine. Well, I think this morning's presentation came very well.
21A Mmm, let's hope this afternoon is just as successful.	21B Mmm, let's hope this afternoon is just so successful.

Task 4. You are going to have a meal together in a restaurant. You will need a menu for each table.

- Choose one person to be the waiter.
- Study the boxes below to see how your conversation might develop.
- Start the activity outside the room. The waiter will show you to your table.

Preparing to order

- Look through the menu
- Ask your colleagues about the dishes
- Drinks
- Call the waiter when you are ready to order

I'd recommend the ...

It's a type of... It's made with ...

I think I'll have the..., please.

During the meal

- Talk about your city and country
- Talk about your free time and interests
- Talk about your home and family
- Talk about the food

Enjoy your meal!

How's your...?

Would you like some more wine?

- Yes, please./No thanks, I'm fine.

End of the meal

- Start a 'leaving' dialogue
- Ask for the bill - one person offer to pay
- Refer to the future and say goodbye

Well, I must get back now.

- Oh, so soon?

Can we have the bill, please? Do you take VISA?

Can I have a receipt?

Thank you for a very enjoyable evening.

- Not at all, it was my pleasure.

Waiter

- Ask if the guests are ready to order
- Take the order. Find out what they'd like to drink
- During the meal check everything is satisfactory

Are you ready to order now?

What would you like?... And for you, Sir/Madam?

Anything to drink?

So, that's ... (repeat the order)

Is everything satisfactory? Can I get you anything else? (during the meal)

Task 5. 1 *Categorise the phrases and expressions a-w according to the following functions. Three have already been done for you.*

Opening a conversation	Directing a conversation	Showing interest	Closing a conversation
b	c		a

- | | |
|--------------------------------|---|
| a. Is that the time? | m I'm afraid I'll have to be going. |
| b. Hello again. | n I couldn't help noticing... |
| c. That reminds me... | o While we're on the subject of... |
| d. Really? | p I understand you... |
| e. It was nice talking to you. | q By the way, ... |
| f. Excuse me,... | r You're ..., aren't you? |
| g. I see. | s Right. |
| h. We haven't met. I'm... | t Talking of... |
| i. Will you excuse me? | u Funny you should say that because... |
| j. Uh huh. | v You must be... |
| k. I must just... | w (name) asked me to give you her regards |
| l. Long time no see. | |

2 *Imagine you are at a conference reception. Walk round the classroom and improvise a brief conversation with as many people as you can. Use the phrases and expressions in 1.*

Task 6. A *Look at each situation and think of two ways of rewriting the negative language.*

I can't stand this food!

Can't you read? You can't smoke in here!

I don't have a clue as to who you are.

I'm so fed up with this dull conversation!

I'm just not in the mood to go out with you.

I heard you got fired last month.

B *Roleplay the following situations, using as much polite language from 1 as you can.*

Situation 1

Student A

You are the sales manager at a meeting with an important client. The negotiation for a valuable new contract is going very well but then you spill coffee on the client's white shirt. What can you say to apologise and to make amends?

Student B

You are a client negotiating an important contract at a meeting with the sales manager. You're about to sign when the sales manager spills coffee on your white shirt. It's an expensive designer label and one of your favourites. What do you say?

Situation 2

Student A

You are a guest at a dinner with a VIP client. The restaurant is noisy and smoky and you think the food and service are awful. You want to get out of the place as quickly as possible. How can you politely excuse yourself?

Student B

You are the host of a dinner at your favourite restaurant. One of your guests looks uncomfortable and approaches you about leaving early. It bothers you that he/she wants to leave, but you can't force him/her to stay. How can you handle the situation diplomatically?

Situation 3

Student A

You applied for job with another company with higher pay and better promotion prospects. You didn't get the job because you failed a test in the interviewing process. How can you explain this to your colleague?

Student B

You see your colleague in the canteen. You've heard he/she applied for a better job, but didn't get it. How can you diplomatically ask what happened?

Unit 7 Meetings

PRESENTATION

Three managers discuss recruiting sales representatives (reps) for their new Mexican sales organization.

1 (T 39) Listen and note their reaction to the alternatives. Write F if they are for them and A if they are against them.

	Mark	Carlos	Nancy
recruit new Mexican sales reps			
transfer U.S. sales reps			

2. (T 39) Listen again and complete these minutes of the meeting.

THE NEW MEXICAN SALES ORGANIZATION

Alternative 1

Take on new Mexican sales representatives and ¹ _____ .

Alternative 2

Teach our U.S. sales reps Spanish and ² _____ .

The advantage of Alternative 2 is the U.S. sales staff already have ³ _____ .

The disadvantage is it takes ⁴ _____ .

The disadvantage of Alternative 1 is that it takes a year to ⁵ _____ .

On the other hand, it is a Mexican ⁶ _____ so we should employ Mexican ⁷ _____ .

3. Match these phrases from the conversations to the correct box below.

- a. I don't agree.
- b. Why don't we ... ?
- c. Any views on this?
- d. I think we should ...
- e. I don't think we should ...
- f. We need to discuss ...
- g. What do you think?
- h. The important thing here is ...
- i. How do you feel about that proposal, ... ?
- j. We can either ... or ...
- k. It's a waste of time.

(T 39) Now listen to the conversations again and check your answers.



NANCY

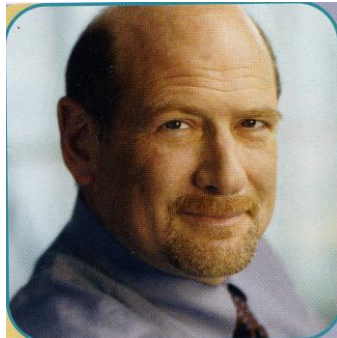
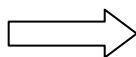
1 Introduces the subject



2 Presents the alternatives



3 Asks for an opinion

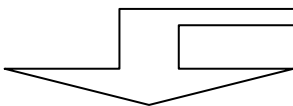


MARK

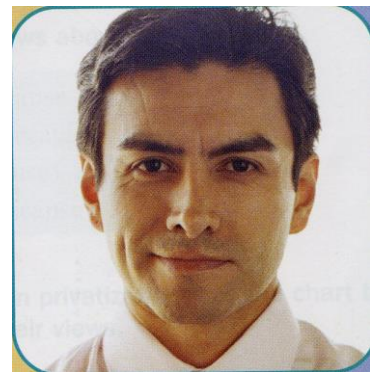
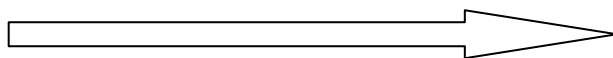
4 Makes a point



5 Makes a proposal



6 Asks for a reaction

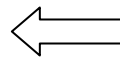


CARLOS

7 Disagrees



8 Suggests an alternative

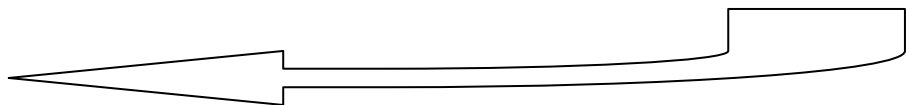


9 Rejects the suggestion



10 Asks for an opinion

11 Gives an opinion



LANGUAGE WORK

Recommending action

1 Recommend action in these situations. Begin your sentences with: *I think we should ...* or *I don't think we should ...*

- 1 You have a machine that is old and often breaks down.
- 2 Your market share is falling.
- 3 One of your suppliers often sends you invoices with several mistakes on them.
- 4 The company's main warehouse is too small.
- 5 Your main competitors are cutting their prices by 20%.
- 6 An employee is often absent from work. He says he's sick but you don't believe him.

3. Now tell some partners your views on privatization. Use the chart to make sentences and then ask for their views.

What do you think?

How do you feel about this?

Do you have any views on this?

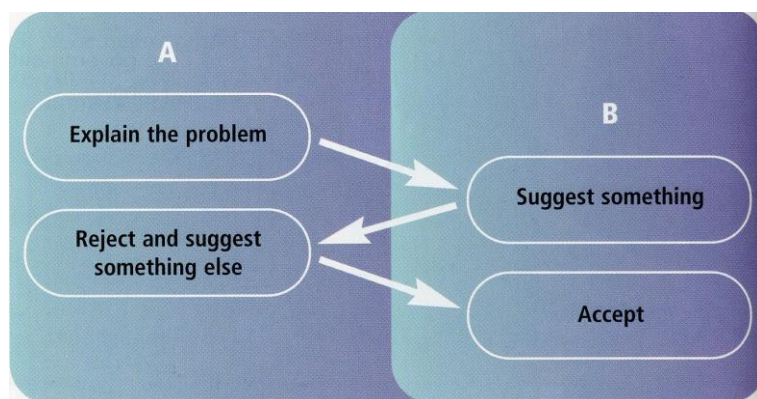
I think	we should	privatize nationalize	telecommunications, the railroads, industries like water and electricity, the army, the police force.
I don't think	we should have there should be	private	schools. hospitals. prisons.

Making suggestions

1. Study these ways of making suggestions.

MAKING SUGGESTIONS	ACCEPTING	REJECTING
Why don't we ... ?	That's a good idea.	Yes, but ...
Should we ... ?	Yes, let's do that.	That's a good idea, but...
We could ...	Great.	I'm not sure about that.

Practice the phrases with a colleague. Suggest solutions to the problems below. Follow this pattern:



1. You need to improve your staff's English. What can you do?
2. Your company's results show an unexpected \$500,000 profit on international currency deals. Suggest things to do with the money.
3. You need to think of a name for your new brand of toothpaste. Suggest some alternatives.
4. You work for a bank. You want to attract more young customers between the ages of 5 and 18. How can you do it?
5. Your company was founded 100 years ago. You want to mark the occasion. Suggest ways to celebrate.

Justifying decisions

1. We use *going to* to talk about things we plan to do in the future.

It takes five hours to drive to Fukuoka, so I'm going to fly.

Complete these sentences in a similar way. Use *going to* or *not going to* and the words in parentheses.

- 1 They have one meeting in Bangkok on Tuesday afternoon and another on Wednesday morning so they ... (hotel overnight).
- 2 His flight left late, so he ... (on time).
- 3 I have my car with me, so I ... (a drink).
- 4 She can't attend the meeting, so she ... (her assistant instead).
- 5 Sales are down, so you ... (good results this year).
- 6 The last time we parked there we got a ticket, so we ... (somewhere else).

2. Your company wants to improve the quality of its product/service. Your boss wants you to organize regular meetings to discuss ways to achieve this objective. Decide how the meetings should be run.

Choose a or b, or invent your own answer.

- 1 Are you going to:
 - a invite staff from all levels of the organization?
 - b just invite managers?
 - c. _____

- 2 Are you going to:
 - a. decide who should attend?
 - b. ask for volunteers
 - c. _____

- 3 Are you going to:
 - a. meet face-to-face?
 - b. meet in web conferences?
 - c. _____

- 4 Are you going to:
 - a. hold the meetings once a week?
 - b. hold the meetings once a month?
 - c. _____

- 5 Are you going to:
 - a. hold the meetings during office hours?
 - b. hold the meetings in the evenings or on weekends?
 - c. _____

6. Are you going to:

- a. keep the meetings short?
 - b. allow the meetings to go on as long as necessary?
 - c. _____
-

Justify your decisions to a colleague.

- A *Why are you going to ... ?*
- B *I'm going to ... because ...*
I'm not going to ... because ...

Problem solving

1. Simo Hattari needs English for his work, but he has a problem.



"Everyone at work has the same problem as me. We don't get enough opportunities to practice speaking English. I can watch a lot of English programs on Finnish TV, so my listening is pretty good, but I'd really like to speak more."

Do you have a similar problem? What do you think Simo should do?

- A *I think he should talk to his colleagues about this problem. They should arrange to speak English to each other sometimes.*
- B *They should try holding meetings in the company in English.*
- C *I don't think they should do that. It's too difficult. I think he should try to meet some English and American people.*

2. Read some more people's problems. (Do you have similar problems yourself?) What do you think they should do?



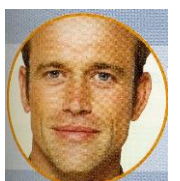
1 "When foreign visitors come to our office, I can't understand them. I ask them to speak slowly, but it's still difficult. My English teacher says my pronunciation is difficult to understand too, but I think my main problem is listening. I need more practice."



2 "I have a very busy working day, and often I'm still in the office at eight or nine at night. But English is our company language, so I have to learn it. I study for half an hour every night when I get home. The trouble is I'm not making fast enough progress."



3 "My teacher says people can learn a language at any age, but I'm not sure that's true. My memory is the problem. I'm getting old and I find it difficult to remember new English words."



4 "I'm nervous about speaking English on the telephone. It's difficult when you can't see the person you're talking to. There are lots of long pauses while I think of what to say."



5 "I have to attend meetings that are held in English with our suppliers. I know what I want to say, but I can't find the right words. I often have to use ten words instead of one. My vocabulary is too small. I need to learn more words."

Now read how the people plan to solve their problems. Match these solutions to the correct problem. Are they going to do any of the things you suggested? Do you think they are good solutions?

- a "Before I make a call, I'm going to make a note of what I want to say. I can look up any words I don't know in a dictionary. I'll feel more confident."
- b "I'm going to get up half an hour earlier in the mornings and study English then. I think better first thing in the morning. It's 'quality' time."
- c "I'm going to rent DVDs of American movies. The pictures will help me understand what's happening, and I can look at the subtitles if I need to. My teacher thinks it's going to improve my pronunciation, too."
- d "I'm going to start reading more. There's an English newspaper I can buy that has some words translated. I'm going to start with that, and I'll write down new words that look useful and test myself on them."
- e "I have a book called How to Improve Your Memory, and there are several good techniques in it. They're things like using rhymes and dreaming up funny mental pictures. I think I can use them in my English lessons. I'm also going to review what we learn more often."

SKILLS WORK

Listening and writing

1. (T 41) Listen to part of a meeting and complete these notes.

<i>Proposal:</i>	<i>Special catalog for multimedia products</i>
<i>Action plan:</i>	
<i>Person responsible:</i>	
<i>Review date:</i>	

2. (T 42) Now listen to another part of the meeting and complete these notes.

<i>Proposal:</i>
<i>Action plan:</i>
<i>Person responsible:</i>
<i>Review date:</i>

3. (T 41-42) Listen again if necessary, and supply alternative words in these sentences. Use phrases from the meeting.

1 We need to the

calculate w_____ o_____

 costs.

2 Could you handle
d_____ w_____ that, Juan?

3 Could you tell us about it?
f_____ u_____ i_____ ?

4 Customers be connected
g_____ t_____ can't after six
o'clock.

5 Do you want hire
t_____ o_____ to more
sales staff?

6 Makiko, can organize
t_____ c_____ o_____ you
it?

Speaking

1. Your company must reduce its running costs by \$1,000,000. How are you going to save the money? Look at the proposals and decide.

A	B	C
		Estimated savings
1	Cut the research and development budget: by 5% by 10%	\$400,000 \$800,000
2	Cut the staff training budget: by 10% by 20%	\$200,000 \$400,000
3	Cut the advertising budget: by 10% by 20%	\$350,000 \$700,000
4	Stop all donations to charity:	\$100,000
5	Lay off the company security staff and outsource the work:	\$150,000
6	Close the company health center:	\$100,000
7	Cancel the plans to buy: new production equipment a software upgrade	\$200,000 \$350,000

2. Hold a meeting with some colleagues. Discuss the proposals one by one and decide what to do.

If you decide to make a cut, decide who is responsible for taking action, and by when.

Who is going to be responsible for this?

Can you deal with that?

Could you take care of this?

How soon can you do it?

Good. Can we discuss this again next Monday, then?

Vocabulary

Nouns

advantage – перевага; вигода, користь

agenda – порядок денний

alternative – альтернатива, вибір, варіант

charity – добродійність, благодійність

currency – валюта (національна грошова одиниця якоїсь країни)

decision – рішення

disadvantage – не вигідне становище; збиток, шкода; недолік, вада

meeting – зібрання, нарада, засідання

minutes – протокол наради, зібрання

review – перегляд, перевірка, контроль

savings – заощадження; зекономлені кошти

subject – тема, питання, предмет розмови

upgrade – 1) підйом, зростання; поліпшення; 2) модернізація, оновлення, удосконалювання

Word combinations

action plan – план, програма дій

administrative assistant – офісний працівник (узагальнююча назва для секретарів, офіс-менеджерів, адміністраторів і т.п.)

employment agency – кадрове (рекрутінгове) агентство, агентство (бюро) з найму (працевлаштування), служба зайнятості

office hours – робочий час (якоїсь організації), службовий час

on the one hand – з одного боку

on the other hand – з іншого боку

productivity bonus – премія за підвищення продуктивності праці

running costs – експлуатаційні витрати, поточні видатки, виробничі витрати

security staff – охоронці, співробітники служби безпеки

trial period – 1) випробний термін; 2) пробний період (період, протягом якого щось випробується, напр., новий товар; часто безкоштовно для споживача)

Verbs

accept – погоджуватися, припускати, визнавати; вважати прийнятним, додатним

agree (ant. disagree) – погоджуватися; домовлятися (про щось); відповідати

cancel – скасовувати, відміняти, анулювати; робити недійсним

cut – скорочувати, знижувати, зменшувати, урізати

estimate – 1) оцінювати, приблизно підраховувати; 2) вважати, давати оцінку

handle (syn. deal with) – поводитися; справлятися (з чимось); мати справу з, займатися

hire – 1) наймати (в американському варіанті англійської мови: про найм персоналу незалежно від виду зайнятості; в британському варіанті англійської: лише про найм на тимчасову, сезонну роботу); 2) наймати, орендувати, брати напрокат

improve – поліпшувати; удосконалювати; поправляти, налагоджувати
justify – виправдовувати; обґрунтовувати; підтверджувати
outsource – здійснювати аутсорсинг (залучати сторонніх осіб для виконання внутрішніх завдань компанії)
promote – висувати, просувати, підвищувати (просувати когось на вищу посаду)
reject – відкидати, відхиляти, відмовлятися
rent – 1) орендувати, брати під оренду; брати напрокат; 2) здавати під оренду; давати напрокат
review – переглядати (рішення і т.п.)
suggest – пропонувати, радити

Verb phrases

achieve an objective – досягти мети
ask smb. for an opinion – питати чиєїсь думки
attend a meeting – відвідати зібрання
be down (ant. be up) – знижуватися, зменшуватися, погіршуватися
calculate (syn. work out) the costs – підраховувати витрати
cover the costs – покривати видатки
depend on – залежати від
do a mailing – організувати поштову розсилку
hold a meeting – провести зібрання
keep a meeting short – не затягувати зібрання, провести зібрання за короткий час
lay off – звільняти (як правило тимчасово); скорочувати
make a point – викласти свою точку зору; висловити міркування, думку
make a proposal (syn. make a suggestion) – подати думку; внести пропозицію
make progress – досягти успіху
mark an occasion – відзначати подію
save the money – заощаджувати гроші
stay overnight – ночувати, залишатися на ніч
take action – вживати заходів

Adjectives, adverbs

absent – відсутній
basically – по суті, в основному
extra – додатковий
face-to-face – віч-на-віч
on time – вчасно
once a week/month – раз на тиждень/місяць

Phrase bank

Any views on this? – Чи є якісь думки з цього приводу?
As I see it,... – Як мені здається,...; На мою думку,...
As you know,... – Як ви знаєте,...
Can we break for lunch? – Чи можемо ми зробити перерву на обід?
Can you deal with that? – Чи можете ви зайнятися цим?
Could you fill us in? – Чи можете ви ввести нас у курс справи?
Could you take care of this? – Чи можете ви зайнятися цим?
Does everyone agree? – Всі згодні?
Good. Can we discuss this again next Monday, then? – Добре. Тоді можемо ми ще раз обговорити це наступного понеділка?
Great.(syn. Excellent) – Відмінно; чудово
How do you feel about that proposal,...? – Що ви думаєте про цю пропозицію,...?

How soon can you do it? – *Як скоро ви можете це зробити?*
 I (don't) think we should... – *Я думаю, нам (не) слід...*
 I'm not sure about that. – *Я в цьому не впевнений.*
 Is there any other business? – *Чи є ще питання (справи)?*
 It's a terrific idea. – *Це чудова ідея.*
 It's a waste of time. – *Це марно.; Це марне витрачання часу.*
 Let me hear your thoughts on this. – *Я хочу почути ваші думки з цього приводу.*
 Should we...? – *Чи слід нам...?*
 That's a good idea. – *Це гарна ідея.*
 The important thing here is... – *Тут є важливим...*
 The next item on the agenda is... – *Наступне питання на порядку денному...*
 The trouble/problem is... – *Біда/проблема у тому, що...*
 We can either...or... – *Ми можемо або... або...*
 We could... – *Ми могли б...*
 We have no choice. – *У нас немає вибору.*
 We need to discuss... – *Нам треба обговорити...*
 What do you think? – *Як ви вважаєте?*
 Who is going to be responsible for this? – *Хто візьме на себе відповідальність за це?*
 Why don't we...? – *Чому би нам не...?*
 Yes, let's do that. – *Так, давайте так і зробимо.*

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

agenda	справлятися з
outsource	варіант, альтернатива
alternative	приваблювати
outsource	перегляд
handle	здійснювати аутсорсинг
attract	валюта
upgrade	протокол наради
review	порядок денний
minutes	зростання, модернізація
currency	здійснювати аутсорсинг

Exercise 3. Make up your active verb phrases:

cover	a meeting
achieve	the money
hold	action
make	off
save	a meeting short
take	the costs
lay	a decision
keep	an objective

Exercise 4. Match the words in column A with the words in column B making up your active word combinations:

office	assistant
--------	-----------

trial	costs
administrative	plan
employment	bonus
running	staff
action	hours
productivity	agency
security	period

Exercise 5. Give Ukrainian equivalents of the following words and word combinations:

- advantage, disadvantage, meeting, minutes, accept, agree, decide, cancel, postpone, reject, hire, handle, estimate, cut, justify, invite, hire, cut, instead;
- once a week, on time, make a proposal, make progress, make a point, make an occasion, cover the costs, calculate the costs, achieve an objective, hold a meeting, attend a meeting, take action, be down, stay overnight, employment agency, trial period, on the one hand, on the other hand, running costs
- Can you deal with that? How soon can you do that? Could you fill us in? It's a waste of time. I'm not sure about that. Any views on that? Does everyone agree? Who is going to be responsible for this? How do you feel about that proposal?

Exercise 6. Give English equivalents of the following words and word combinations:

- по суті, відсутній, тема, думка, протокол наради, заощадження, пояснювати, погоджуватися, залучати, оцінювати, справлятися, пропонувати, удосконалювати, здійснювати аутсорсинг, скорочувати, виправдовувати,
- звільняти, вживати заходів, покривати видатки, не затягувати зібрання, підраховувати витрати, викладати точку зору, досягти успіху, внести пропозицію, рекрутингова агенція, офісний працівник, виробничі витрати, план,
- Чи можемо ми зробити перерву на обід? Відмінно! Чи є ще питання? Це чудова ідея. Чи є якісь думки з цього приводу? Наступне питання на порядку денному... У нас немає вибору. Так, давайте так і зробимо. Я хочу почути ваші думки з цього приводу.

Exercise 7. Choose the right words in italics to complete the conversation:

Jane We need to *argue/discuss* the LT60 – the quality issue. *Basic/basically*, we have 2 alternatives. We can either accept a wastage rate of 10%, *or/and* we can delay the schedule and redesign the component. *Any/some* view on this, Mark?

Mark The important thing is timing. The customers can't wait any longer. It's 90% OK. I *think/propose* we should go ahead with production.

Jane How do you *think/feel* about that, Tom?

Tom *I/I'm* disagree. Waste costs money. We need zero defects.

Mark But we don't have time. *Aren't/Don't* you agree, Jane?

Jane I'm sorry, but I think Tom *has/is* right. I don't think we should start production until the design is OK.

Exercise 8. Complete the following sentences with appropriate words from the list:

agenda	casting vote	consensus	minutes	circulate
apologies	chairperson	items	arising	conduct

1. In all formal meetings and most informal meetings, there is a _____ whose job it is to _____ the business of the meeting and to ensure that the meeting's objectives are achieved.
2. It is helpful in both formal and informal meetings to have an _____, listing the points that are to be discussed. It is usual to _____ this in advance so that participants can prepare adequately for the meeting.
3. If there are too many _____ on the agenda, it is inevitable that the meeting will be over-long and so less effective.
4. After formal meetings, the secretary writes up the _____, an official record of the discussion that has taken place.
5. If you cannot attend a meeting, it is customary to send your _____ to the chairperson, who reads out the names of any absentees at the beginning of the meeting. After naming absentees, the chairperson may ask if there are any matters _____ out of the minutes of the last meeting.
6. When decisions must be taken, the chairperson hopes there will be a _____ on what should be done. Otherwise, a vote must be taken and sometimes the votes for and against are equal. If this happens, the only way to break the deadlock is for the chairperson to give his or her _____.

Exercise 9. Complete the chairperson's closing comments with the words in the box. There are two words you don't need to use:

account	decision	implications	promise	conclusions
discussion	issues	opinion	study	topic

Well, colleagues, I think we've had a very constructive (a) _____ this afternoon, and a number of very important (b) _____ have been raised. But it's getting late, and I can see that we're not going to come to a (c) _____ today. I don't think that presents a problem because any decision we take will have far-reaching (d) _____ and it's important not to jump to any (e) _____ at this early stage. Before the next meeting we need to carry out a detailed (f) _____ of all the options involved, and circulate it amongst everyone present. And if I can express my own (g) _____, I think that the report needs to take into (h) _____ the financial costs as well as the marketing aspects of the project. Well, unless there's any other business, I think we can finish there.

Exercise 10. Fill in the gaps with the correct phrases and sentences from the list below:

Can we get back to the main point? Should we get started? Can we move on? Do we all agree? I didn't follow what you said. What do you mean by... Let's turn to... ...we need to discuss...

1. OK, everyone's here. _____?
2. A Our training budget is less than 5% of the extra 2.5% tax that comes on top of the original 15% on the 18,300 brochures at \$2.47.
 B I'm sorry, _____.

3. It seems that a price increase of 5.4% is the best solution. _____? Good.
4. A By the way, I saw Pete the other day. He bought a new car last weekend. Did you know? He told me...
B _____?
5. OK. We all agree on that item. _____?
6. Fine. We can offer a commission of 12%. _____ the next item on the agenda.
7. There are three items on the agenda. Firstly, _____ the problem of late payments.
8. A There are some unusual things happening in the Finance Department.
B _____ unusual?

Exercise 12. Complete the passage using the correct words from the box. Do you agree with the writer? Check the ideas you agree with:

Action	agenda	attended	copies	decisions
Meeting	nothing	responsible	should	

DON'T LET MEETINGS WASTE YOUR TIME

How many unnecessary or ineffective meetings have you _____? Meetings are important in most businesses, but often they are a waste of time. We have all been to meetings where ten people take two hours to achieve almost _____.

Here are some tips to make meetings work more efficiently:

Most meetings _____ not last more than 45 minutes. People start to lose concentration after this time. Moreover, a time limit encourages people to prepare properly and to focus on the topics during the _____.

A meeting should have a clear purpose. A written _____ should be prepared with input from the people who are going to attend. Everyone should get a copy in advance. Bring extra _____ to the meeting, because some people will forget theirs.

Every meeting should have someone who is _____ for making sure that each point on the agenda is discussed in the available time.

Another person should be responsible for taking notes of _____ and action points and the names of people who have agreed to take _____.

Exercise 13. Match the two halves of these sentences:

Any views	fill us in?
Could you	can you do it?
How do you	a waste of time
Let me	any other business?
It's	on this?
How soon	about that
I'm not sure	hear your thoughts on this.
Is there	feel about this proposal?

Exercise 14. Translate into English using your active vocabulary:

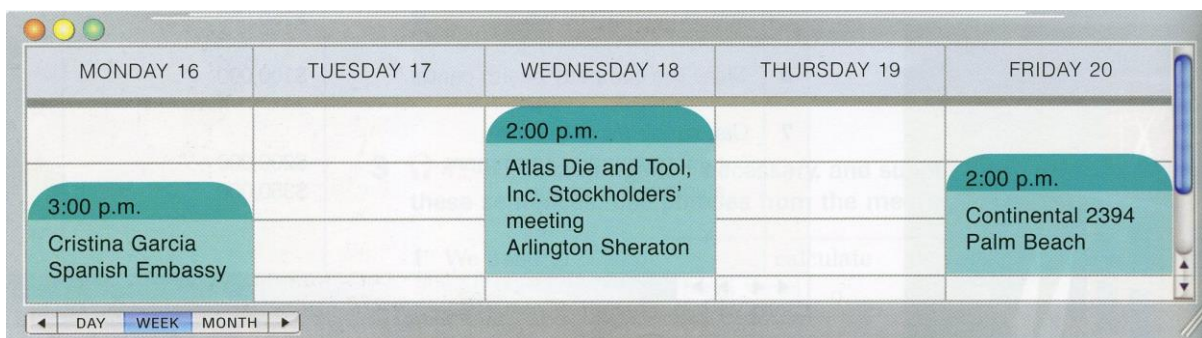
1. План дій наступний: нам необхідно підраховувати збитки раз на тиждень і звільняти винних.
2. Я б рекомендував вам відмовитися від ідеї просувати ваших знайомих по службових сходах.

3. Кількість присутніх на зборах за останній час зменшилося. Необхідно приймати заходи. Що ви думаєте із цього приводу?
4. Не треба затягувати збори, нам ще треба організувати поштову розсилку.
5. Наступний пункт порядку денного - наймання торгівельних представників. Хоча замість цього ми можемо запросити викладачів для технічних тренінгів.
6. Ви робите успіхи. Не могли б ви ввести в курс справи наших офісних працівників?
7. Я дізнався, що служба зайнятості займається наймом охоронців, які могли б ночувати в офісі за додаткову премію. Ви не могли б цим зайнятися?
8. Я вважаю за прийнятне, що заощадження треба витратити на добродійність. Як ви вважаєте?
9. По суті, я вже виклав свою точку зору. Тепер ви повинні зайнятися цим.
10. Можливо, нам доведеться скоротити експлуатаційні витрати. Але з іншого боку, ця тема вимагає перегляду. – Я згоден з вами.
11. Тільки ви повинні вирішити, чи слід здійснювати аутсорсинг або ж треба відмовитися від цієї ідеї.
12. Я пропоную переглянути вирішення менеджера компанії і не звільняти наших співробітників. Є які-небудь думки із цього приводу?

Unit 8 Making Arrangements

PRESENTATION

1. (T 43-45) Listen to three telephone calls Alan Wilson received and fill in the details in his datebook below.



2. Listen to the three calls again and answer these questions.

(T 43)

1 Patrick invites Alan to play golf. What does he say?

2 At the end of the call he confirms the arrangement. What does he say?

(T 44)

3 Geeta invites Alan to her office to see some plans. What does she say?

4 Why can't Alan go on Friday?

5 At the end of the call she confirms the arrangement. What does she say?

(T 45)

6 Cristina suggests an alternative date for the meeting. What does she say?

7 Why can't Alan meet her on the 18th? What does he say?

3. After the last phone call, Alan picked up the phone and made another call. Who did he call and what did he say?

LANGUAGE WORK

Schedules, plans, and arrangements

1. We often use the simple present tense to talk about schedules. Work with a partner, asking and answering questions.

A *When does the train to Boston leave?*

B *It leaves at 11:20.*

The train to Boston	leaves arrives	11:20 a.m. 3:45 p.m.
The meeting	starts finishes	3:00 p.m. 5:15 p.m.
The bank	opens closes	9:30 a.m. 3:30 p.m.

2. Now look at the conference program and ask about:

- ◆ the regional performance reports.
- ◆ shuttle buses to the airport.
- ◆ Mange Tout Restaurant.
- ◆ the roof-top barbecue.
- ◆ Highlights hairdressers.
- ◆ bus tours of the city.

SHUTTLEBUS	IAMT Conference	MANGE TOUT
<p>SHUTTLEBUSES to the AIRPORT</p> <p>Riverside Hotel offers a regular daily service to Newark and JFK.</p> <p>Buses leave from the main entrance at 7:00 a.m., 10:00 a.m., 1:00 p.m., 4:00 p.m., and 7:00 p.m. Please allow 30 minutes for your trip to Newark and one hour for JFK.</p>	<p>PROGRAM for JULY 22nd</p> <p>9:30 a.m. Regional performance reports:</p> <ul style="list-style-type: none"> • East Asia • Western Europe • Southeast Asia <p>Marlborough room Conference suite 6th floor</p> <p>12:30 p.m. Lunch Pete's Steak House</p> <p>2:30 p.m. Regional performance reports:</p> <ul style="list-style-type: none"> • North America • Central and South America • Eastern Europe <p>Marlborough room Conference suite 6th floor</p> <p>8:00 p.m. –midnight Roof-top barbecue with the "Hill Runners Jazz Quartet" Riverside Hotel roof garden</p>	<p>RESTAURANT</p> <p>FRENCH CUISINE</p> <p>Lunch 12 noon–2:30 p.m. Dinner 7:00 p.m.–11:00 p.m.</p> <p>The restaurant is located in the Florence Arcade on the ground floor. Patrons are requested to reserve a table in advance. (201) 248-2600</p>
<p>Highlights</p> <p>UNISEX HAIRDRESSERS</p> <p>9:45 a.m.–5:30 p.m. Florence Arcade Riverside Hotel (201) 248-1970 No appointment necessary</p>		<p>BUS TOURS OF THE CITY</p> <p>Twice daily tours 10:30–12:30 2:30–4:30 \$16 adult \$10 child Please sign up at reception</p>

3. Look at the itinerary below. Ask and answer questions about Mr. Gruber's schedule.

A *When is he arriving?*

B *At nine o'clock.*

A *What's he doing first?*

B *He's meeting the overseas sales manager in the conference room.*

**ITINERARY FOR THE VISIT OF MR. H. GRUBER
TO THE NEW BRUNSWICK PLANT**

25 JULY

9:30	Arrival
9:35-10:15	Meeting with the overseas sales manager (conference room)
10:15-10:45	Coffee with the CEO and COO
10:45-11:45	Demonstration of the N4 prototype
11:45-12:40	Meeting with the managing director and marketing director (boardroom)
12:40-2:30	Lunch with the overseas sales manager (Stage Left restaurant)
2:30-3:30	Tour of the New Brunswick plant
3:30-4:00	Final discussions with the overseas sales manager
4:00	Car to Newark Airport
6:00	Flight LH 413 to Munich

We often use the present continuous tense to talk about future plans and arrangements.

Making appointments

1. Put these sentences in the correct order to make a short conversation.

- ___ You, too. Goodbye.
- ___ Hi, Grace. This is Paul Martin.
- ___ I'm tied up on the 26th. How does the 28th look?
- ___ It's the meeting on June 25th. I have a conflict.
- ___ No problem. Do you want to reschedule?
- ___ One is fine.
- ___ Paul! Good to hear from you. What's up?
- 1 Grace Tsai.

- ___ You're welcome. See you on the 28th. Take care.
- ___ Thank you for being so flexible.
- ___ Yes, please. Can we make it the 26th instead?
- ___ Yes, that works for me. One o'clock?

(T 49) Listen and check your answers.

2. Supply alternative words for these phrases. Use words from the conversation.

- 1 What's

new? u_____ ?

- 2 I need to the

move r_____

 meeting date.

- 3 I have

something else I must do. a c_____ .

- 4 I'm

busy t_____ u_____

 on Friday.

- 5 How

about the 28 th ? d_____ the 28 th l_____ ?
--

- 6 Friday

is good w_____

 for me.

3. Complete these sentences with words from the box.

make cancel hold have postpone

- 1 My name is Scott Wilson, and I _____ an appointment with Dr. Bernejo at 2:30.
- 2 Let's _____ the meeting on April 10th.
- 3 The meeting was scheduled for Friday, but he wants to _____ it until next week.
- 4 Mary's sick today, so we need to _____ all her meetings and appointments.
- 5 Stop by any time. You don't need to _____ an appointment first.

Invitations

1. You are entertaining a foreign visitor from your parent company. Ask if they want to:

- ◆ come to the monthly marketing meeting.
- ◆ give a talk at the meeting.
- ◆ meet the production manager.
- ◆ see the new packaging machinery.
- ◆ come to a party.

Use the phrases in the following table:

INVITING	SAYING YES	SAYING NO
Would you like to ... ?	Thank you. I'd like that.	I'd love to, but ...
Do you want to ... ?	That would be great.	I'm sorry, but ...

2. Look at these phrases and the ones above. Which ones are more informal?

INVITING	SAYING YES	SAYING NO
Do you feel like ... -ing?	That's a good idea.	I can't, because ...
How about ... -ing?	Yeah, great.	I'm afraid ...

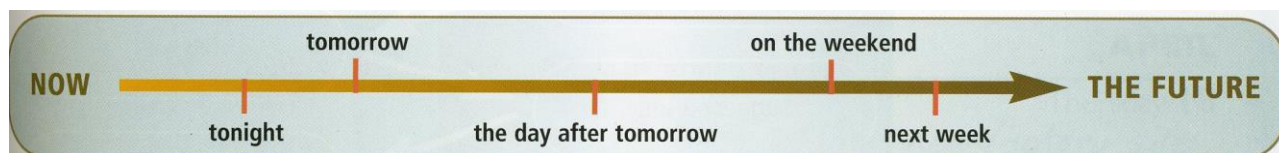
3. Ask a colleague about their future plans. If they are free, invite them to do something with you.

A *Are you doing anything special tonight?*

B *No, not really. I'm just going home and watching TV.*

A *How about coming out for a meal?*

B *That's a good idea.*



Here are some ideas of things to do. Can you think of any more?



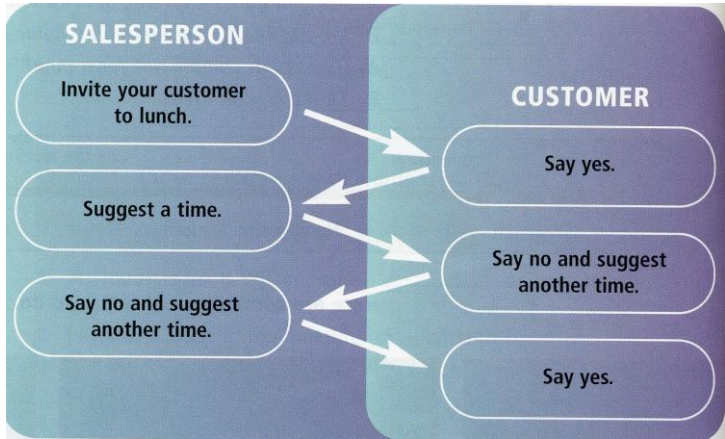
Setting a time

1. Study these phrases for setting a time.

SUGGESTING A TIME	
How about	2 o'clock on Thursday?
Let's say	
Are you free at	

How does 4:30 look? Does 4:30 work for you?	
SAYING YES	SAYING NO
Yes, that's fine. Yes, that works for me.	I'm afraid I can't make that. I'm tied up then.

Practice the phrases in pairs. Use the pattern below



Now practice again. The sales person should invite the customer to:

- ◆ visit a local tourist spot. ◆ go out for a drink.
- ◆ go out for dinner.

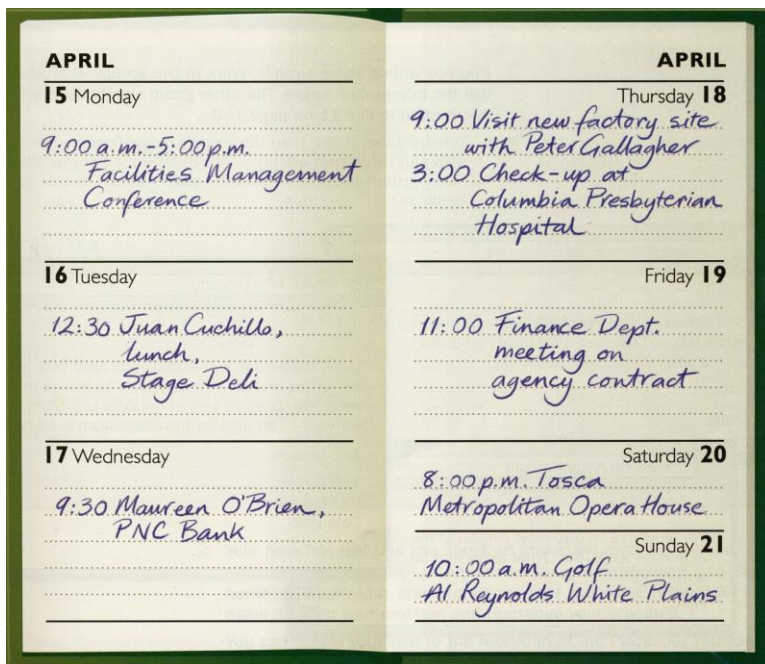
2. You want to arrange a meeting with the people sitting next to you. Arrange a time and place that suits everyone.

ASKING FOR SUGGESTIONS			
What	time	is good	for you?
	day	works	
Where do you want to meet?			

CONFIRMING
OK, Thursday at ten.
See you on Thursday at ten.

3. Work in pairs. One person should look at the information below and the other should look at the information in File 13 (see Information Files).

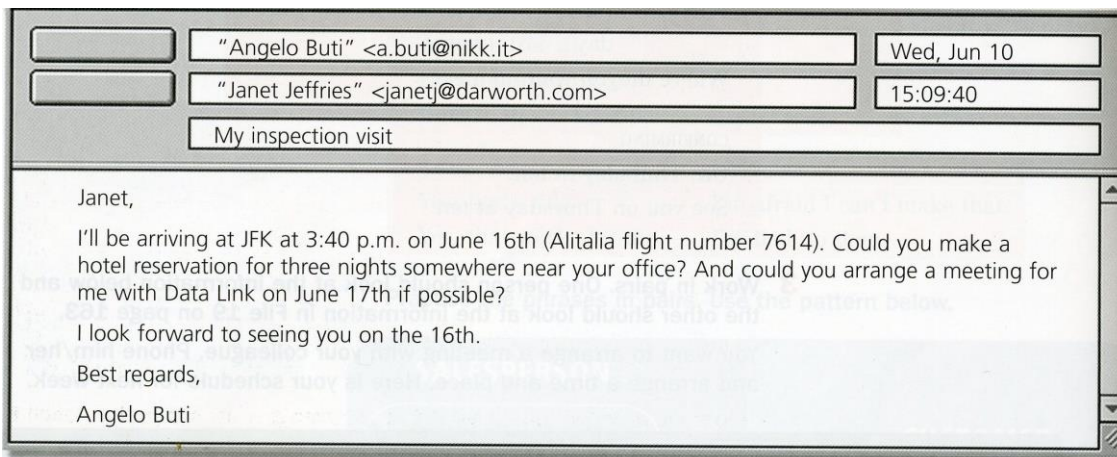
You want to arrange a meeting with your colleague. Phone him/her and arrange a time and place. Here is your schedule for next week.



SKILLS WORK

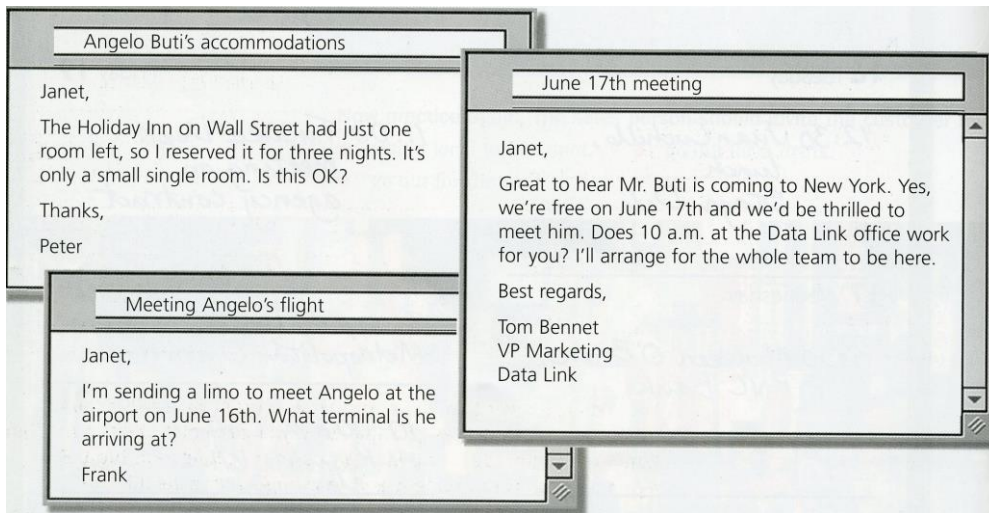
Writing

1. Read this e-mail. What is it about?



2. Practice writing some e-mails. Work in two groups. One group should use the information below. The other group should use the information in File 14 (see Information Files).

a You are Janet. First, read the e-mails below from people you work with and then write a reply to Mr. Buti's e-mail above. (One person in the group should write and the others should dictate and check spellings.)



b You will receive another e-mail from the other group. Write a reply.

Speaking

Work with a partner. One person should use the information below and the other should use the information in File 15 (see Information Files).

1. You are visiting your U.S. head office for three days next week. You have two lunch-time meetings, but you also want to arrange meetings with the people on this list.

<i>Names</i>	<i>Times needed for meeting</i>
John	3 hours (must see him on Monday morning)
Indira	2 hours
Delphine	3 hours
Simon	4 hours (factory tour)
Liz	2 hours (Wednesday if possible)

Phone your colleague in the U.S. and arrange your schedule. Pencil in the times.

DECEMBER		
MONDAY 21	TUESDAY 22	WEDNESDAY 23
9–10 a.m.	9–10 a.m.	9–10 a.m.
10–11 a.m.	10–11 a.m.	10–11 a.m.
11 a.m.–noon	11 a.m.–noon	11 a.m.–noon
noon–1 p.m. <i>Lunch with Dave Czernovicz (Commerce Bank)</i>	noon–1 p.m. <i>Reception at Plaza</i>	noon–1 p.m.
1–2 p.m.	1–2 p.m.	1–2 p.m.
2–3 p.m.	2–3 p.m.	2–3 p.m.
3–4 p.m.	3–4 p.m.	3–4 p.m.
4–5 p.m.	4–5 p.m.	4–5 p.m.

2. Your boss has just told you about an important meeting at head office. You must change your plans so you can catch the 6 a.m. flight home on Wednesday morning. Phone your colleague in the U.S. again. Explain your problem and rearrange your schedule.

You can cancel your visit to the reception at the Plaza, but you can't cancel your appointment with Dave Czernovicz.

Vocabulary

Nouns

accommodation – *приміщення, квартира, кімната, житло*
arrival – *прибуття; приїзд*
boardroom – *зал засідань ради директорів*
datebook – *щоденник, записна книжка*
flight – *авіарейс*
inn (syn. hotel) – *готель*
itinerary – *маршрут; план, програма*
patron – *постійний покупець, клієнт*
reception – *стійка адміністратора (у готелі, установі)*
schedule – *а) графік, програма, план; б) розклад (на транспорті)*
terminal – *термінал аеропорту*

Word combinations

bus tour of the city – *автобусна екскурсія містом*
conference room (syn. conference suite) – *конференц-зал*
ground floor (AmE – first floor) – *перший поверх (нумерація поверхів у Великобританії починається з другого)*
parent company – *основне господарське товариство; головна компанія; материнська компанія; компанія-засновник; компанія, що має контрольний пакет акцій іншої компанії*
shuttle bus – *маршрутка (автобус, що здійснює рейси між двома пунктами)*
single room – *одномісний номер (пор. double room – двомісний номер)*
social event – *неофіційна зустріч; світський раут*
day after tomorrow – *післязавтра*
tourist spot – *туристична принада*

Verbs

postpone – *відкласти, відстрочити*
rearrange – *змінювати, переробляти*
request – *прохати, звертатися з проханням*
reschedule (syn. move) – *змінювати графік (розклад, план); переносити на інше число (раніше заплановану подію)*
suit (syn. be convenient for) – *влаштовувати, бути зручним*

Verb phrases

arrange a meeting – *домовитися про зустріч*
confirm the arrangement – *підтвердити домовленість*
give a talk at the meeting – *виступити з промовою на зборах*
make a hotel reservation – *забронювати номер у готелі*
make an appointment with smb – *призначити зустріч, домовитися про зустріч; записатися на прийом*
make an arrangement with smb. – *домовитися, умовитися (з кимось)*

pick up the phone – *зняти слухавку, підійти до телефону*
 reserve in advance – *резервувати, бронювати, замовляти заздалегідь*
 schedule a meeting for – *призначити зустріч на (якусь дату і час)*
 set (syn. arrange) time and a place – *призначити час і місце*
 sign up – *записатися (для участі у чомусь)*

Adjectives, adverbs

afterwards – *згодом, пізніше*
 alternative – *альтернативний (один із кількох можливих)*
 flat – *монотонний, невиразний (про голос)*

Phrase bank

Are you doing anything special tonight? – *Ви зайняті сьогодні ввечері?*
 Are you free ...? – *Чи вільні ви...?*
 Can we make it the 26th instead? – *Чи можемо ми замість цього (зустрітися) 26го?*
 Do you feel like ... smth./doing smth? – *Як щодо...?; Ви не проти...?; Бажаєте...?*
 Good/Nice to hear from you – *Радий вас чути*
 How about ... smth./doing smth? – *Як щодо...?*
 How does the 28th look? – *Як щодо 28го?; Вас влаштовує 28е?*
 I'd love to, but ... – *я б із задоволенням, але...*
 if possible – *якщо можливо*
 I have a conflict – *У мене вийшла накладка*
 I look forward to seeing you ... – *З нетерпінням очікую на нашу зустріч*
 I'm afraid I can't make that – *Нажаль я не можу (у цей час)*
 I'm sorry, but... – *Мені шкода, але...*
 I'm tied up – *я зайнятий*
 It's ... here – *говорить..., це... (у телефонній розмові)*
 Let's say ...? – *А що як?; а як щодо...?*
 No appointment necessary – *без попереднього запису*
 No problem – *звичайно; як хочеш; без проблем*
 Please allow 30 minutes for your trip... – *Прийміть до уваги, що дорога займає 30 хвилин*
 ... say 10 oclock? – *... скажімо, о 10 годині?*
 See you on Thursday at ten – *До зустрічі/Зустрінемося у четвер о 10*
 Take care – *всього найкращого*
 Thank you for being so flexible – *Дякую за розуміння; дякую, що пішли мені назустріч*
 That works for me – *Це мене влаштовує*
 That would be great – *Це було б чудово*
 What's up? – *у чому справа?; що трапилось?*
 What time/day is good/works for you? – *Який час (день) вас влаштовує?*
 Would you like to ...? – *Бажаєте...?*
 Yeah, great – *Так, чудово*
 Yes, that's fine – *Так, добре*

PRACTISE YOUR VOCABULARY

Exercise 1. Match the words in column A with their Ukrainian equivalents in column B:

alternative	маршрут
boardroom	влаштовувати
inn	зал засідань
terminal	альтернативний
schedule	термінал

itinerary	готель
accommodation	прохати
request	розклад
suit	приміщення

Exercise 3. Match the words in column A with their synonyms in column B:

itinerary	graph
reply	come
schedule	change
arrive	route
rearrange	be convenient for
suit	answer

Exercise 4. Match the verbs in column A with their phrases in column B to make up your active verb phrases:

confirm	a meeting for
reserve	an appointment
make	a time and place
schedule	the arrangement
set	in advance

Make up 5 sentences with these verb phrases.

Exercise 4. Match the word combinations in column A with their Ukrainian equivalents in column B:

social event	конференц-зал
conference room	туристична принада
shuttle bus	головна компанія
tourist spot	неофіційна зустріч
parent company	одномісний номер
single room	маршрутка

Exercise 5. Give Ukrainian equivalents of the following words and word combinations:

- postpone, leave, arrive, request, arrive, reschedule, tonight, afterwards, flat, accommodation, inn, itinerary, flight, weekend, reception, terminal, patron, boardroom, limo, datebook, reply, invitation,
- bus tour of the city, single room, tourist spot, day after tomorrow, parent company, ground floor, conference room, shuttle bus, sign up, set time and a place, give a talk at the meeting, make an arrangement with smb., pick up the phone, reserve in advance, confirm the arrangement, make a hotel reservation, arrange a meeting,
- I have a conflict. Are you free? How does the 10th look? I'm looking forward to seeing you. Nice to hear from you. No problem. Thank you for being so flexible. Take care. That works for me. What's up? No appointment necessary.

Exercise 6. Give English equivalents of the following words and word combinations:

- a) прибуття, відповідь, зал засідань, приміщення, кінець тижня, маршрут, стійка адміністратора, лімузин, щоденник, авіарейс, термінал, постійний покупець, план, готель, запрошення, прохати, змінювати графік, влаштовувати, відкласти, прибувати, відправлятися, сьогодні ввечері, альтернативний, згодом, монотонний,
- b) призначити зустріч, умовитися, бронювати заздалегідь, призначити час і місце, зняти слухавку, виступити з промовою на зборах, підтвердити домовленість, призначити зустріч на, записатися, домовитися про зустріч, автобусна екскурсія, перший поверх, післязавтра, головна компанія, маршрутка, неофіційна зустріч, туристична принада, конференц-зал, одномісний номер,
- c) З повагою. Нажаль я не можу. Мені шкода, але... Я зайнятий. Прийміть до уваги, що дорога займає 30 хвилин. Це було б чудово. Який час вас влаштовує. Радий вас чути.

Exercise 7. Find the word from your active vocabulary for each definition:

- a) a place to stay
- b) an arrangement to meet smb. at a particular time
- c) a room where the group of people who control a company meet
- d) a plan for a visit or trip, showing places, dates, times, and people to see
- e) to delay, to put smth off to a later date
- f) a booking
- g) a timetable

Exercise 8. Fill in the gaps using necessary words from your active vocabulary:

1. Could you make a h____ r____ for three nights somewhere near your office? And could you a____ a m____ for me with Data Link. I look f____ to hearing from you. B____ r____.
2. What t____ are you arriving at? – Terminal N3.
3. I've got an important meeting on Wednesday morning. Could you r____ my s____? I can't c____ or p____ Howthis meeting.
4. What time w____ for you? – 3 o'clock, please.
5. How about coming out for a meal? – That's a good i____, but I'm t____ up. I'm giving a t____ at the m____ tonight, so I have to prepare.
6. I have a c____, I want to p____ the meeting. – No p____, what time w____ for you? – Thursday at ten. That w____ for me. Thank you for being so f____.
7. I can suggest an a____ date for the meeting. How does Tuesday 11 l____?

Exercise 9. Translate into English using your active vocabulary:

1. Радий Вас чути. Як щодо партії в шахи наступного тижня? – Прекрасна ідея. – Як щодо 26 липня о 11 годині? Вам личить? – Боюся, в цей час у мене не вийде, у мене важлива зустріч, яку я не можу відкласти або відмінити, якщо можливо, давайте домовимося на інший день. – А який день Вам личить? – Як щодо 25 липня годинника в 12, нормально? – Без проблем. Зустрічаємося 25 о 12 годині. Всього хорошого.
2. Я хотів би перенести нашу зустріч на інше число, скажімо, на 2 грудня замість 15 листопада. Ви вільні в цей час? – Та, я не буду зайнятий, чекаю зустрічі. – Спасибі, що пішли мені на зустріч.
3. Привіт, радий чути. Що-небудь трапилося? – Та, у мене накладка, мені шкода, але я не зможу прийти. Ми можемо замість цього зустрітися 10го числа? – Я вільний, можемо заздалегідь зарезервувати столик. – Це мені личить. А після вечері підемо в кіно, ОК? Поки, до зустрічі.

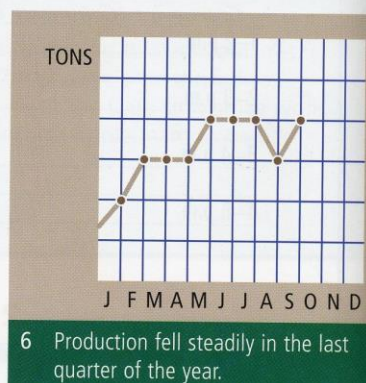
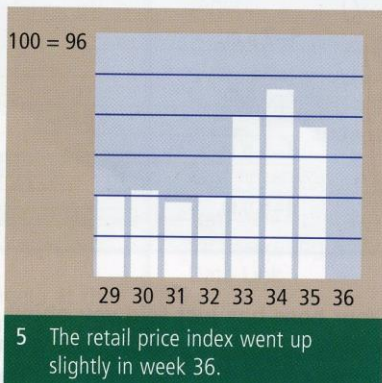
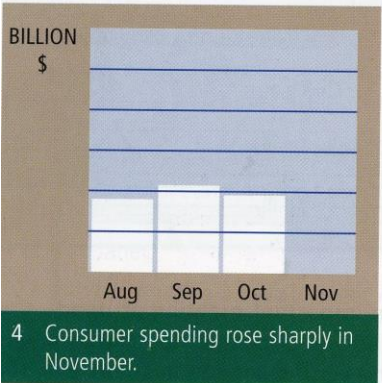
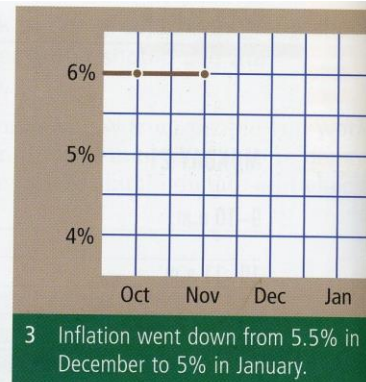
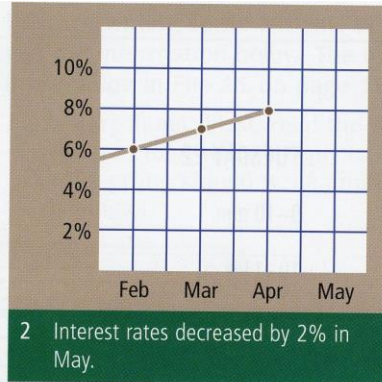
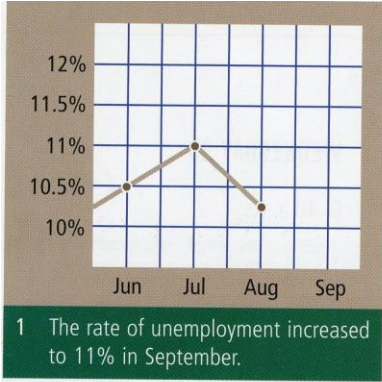
4. Здрастуйте, я хочу підтвердити домовленість про зустріч. – Слухаю Вас. – Ми домовлялися з містером Брауном на середу, 5 березня на 12 годин. Нічого не помінялося? – Містер Браун приїжджає в середу о 10 годині, поки він свої плани не мініав, чекає Вас в 12, столик в ресторані вже заброньований. У мене до Вас прохання, якщо ваші плани поміняються, не полінуєтеся підняти трубку і передзвонити мені.
5. Згідно моєму єжедневнику делегація прибуває о 11 годині, авіарейсі Ва345, термінал 8, хто поїде їх зустрічати? Ольга? – Я не можу, я зайнята. – Добре, я зустріну сам. Приймемо їх в конференц-залі на першому поверсі, потім фуршет, після цього проведемо зустріч з представниками головної компанії. Ось мій план дій.

Unit 9

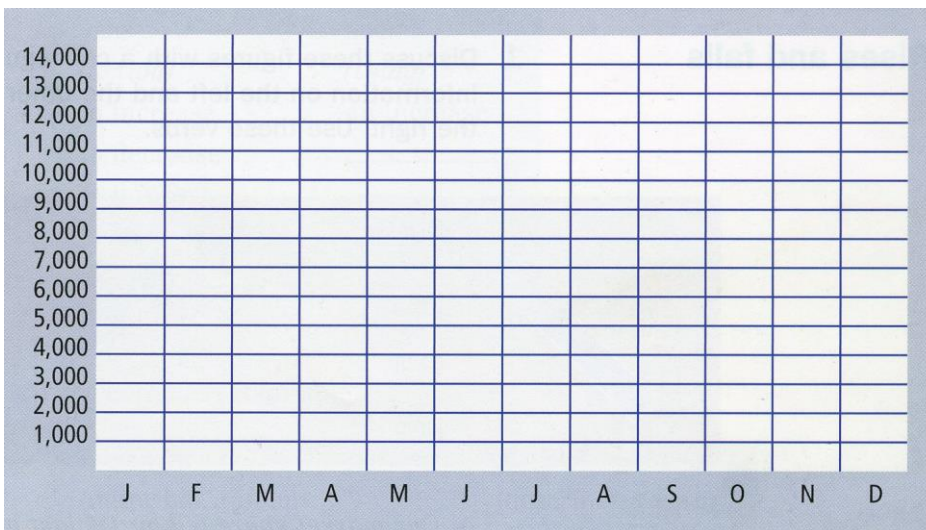
DESCRIBING TRENDS

PRESENTATION

1. Complete these graphs.



2. (T 50) Listen to a sales manager describing her company's sales figures and complete the graph.



3. (T 50) Listen again and say why these things happened.

1. Sales increased in March.
2. Sales fell in May.
3. Sales rose in July.
4. Sales increased in September.
5. Sales went down in November.

3. Complete these sentences about the sales figures. Use a preposition (to, from, by, at, etc.).

1. Sales stayed _____ 6,000 in February.
2. They rose _____ 7,000 in March _____ 8,000 in April.
3. They decreased _____ 3,000 in May.
4. They fell _____ 4,000 in June.
5. They increased _____ 5,000 _____ 6,000 in August.
6. They increased _____ 7,000 between August and October.
7. They remained steady _____ 7,000 in December.

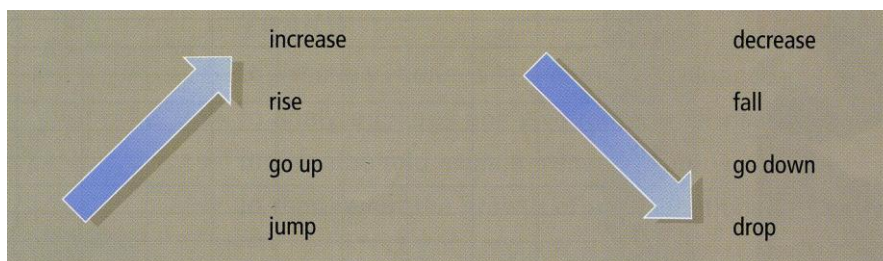
4. Complete these sentences with the correct preposition.

1 We	invested	a lot of money	_____ the business.
2	spent		_____ training courses.
3	wasted		_____ unnecessary equipment.
4	made		_____ our overseas investments.
5	saved		_____ our energy bills.
6	gave		_____ charity.
7	borrowed		_____ the bank.
8	owed		_____ our suppliers.

LANGUAGE WORK

Rises and falls

- 1. Discuss these figures with a colleague. One person should use the information on the left and the other should use the information on the right. Use these verbs.**



A *Our market share fell by 1% last year.*

B *Yes, but on the other hand, our turnover increased by 8%.*

Our market share	-1%	Our gross revenues	+8%
Distribution costs	+18%	Prices of raw materials	-4%

The number of new contracts	-6%	Spending on research and development	+9%
Earnings from investments	-3%	Debts to our suppliers	-4%
The number of employees	-4%	Productivity	+6%
Sales to the EU	-2%	Sales to South America	+5%
Salaries	+8%	Our staff turnover	-20%
Spending on Training	+15%	Customer complaints	-16%

2. Write six sentences describing increases and decreases in your company's figures. (You can invent statistics you don't know.)

Gross revenues increased by five million euros last year. The number of employees went up by five percent.

Describing Changes

1. Complete these tables.

VERB (action)	NOUN (thing)
to increase	an increase
to decrease	_____
to improve	_____
to recover	_____
to jump	_____
to fall	_____

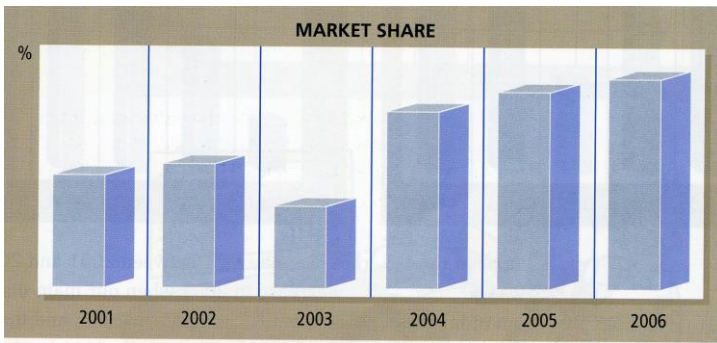
Now complete this table.

ADJECTIVE (describes a noun)	ADVERB (describes a verb)
slight	slightly
sharp	_____
dramatic	_____
steady	_____

Which adjective describes:

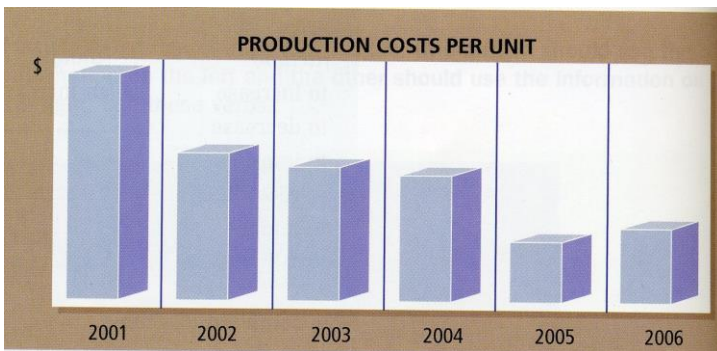
- 1 a sudden, very large change?
- 2 a sudden, large change?
- 3 a very small change?
- 4 a regular change (not sudden)?

2. Study the graph and use each adjective once to complete the description.



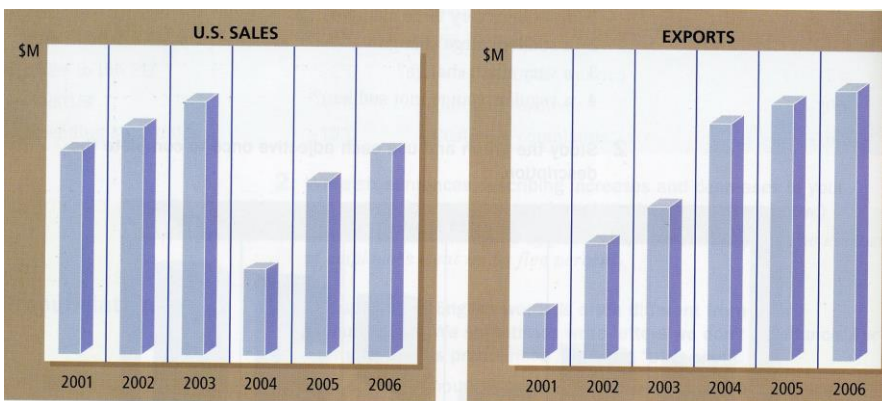
We had a 1_____ increase in market share in 2002, followed by a 2_____ decrease in 2003, when we sold a brand. But a successful new brand launched in 2004 meant there was a 3_____ recovery that year, and a 4_____ increase in 2005 and 2006, too.

3. Now use each adverb once to complete this description.



Our production costs fell 1_____ in 2002 when we implemented new ERP software, and they continued to decrease 2_____ for the next three years. They went down 3_____ in 2005 when we added supply chain management software but rose 4_____ in 2006 because of a new labor agreement.

4. Now use each adverb and adjective once to complete this description.

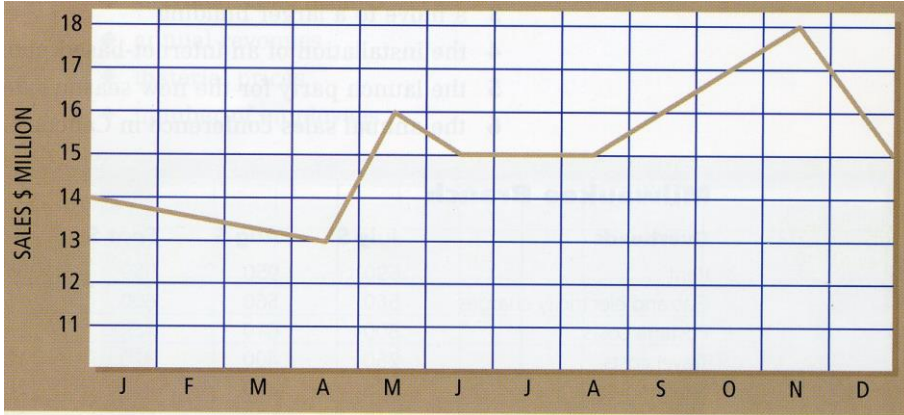


Sales in the U.S. rose 1_____ between 2001 and 2003. There was a 2_____ decrease in 2004 when our main distributor went out of business. Sales rose 3_____ in 2005, and the 4_____ improvement in 2006 brought us back to the 2001 level. There was a 5_____ rise in exports in 2002. They went up 6_____ in 2003 when we began to break into the Chinese market. They rose 7_____ in 2004 when we signed the new distributor agreements and there was a 8_____ increase in 2005 and 2006.

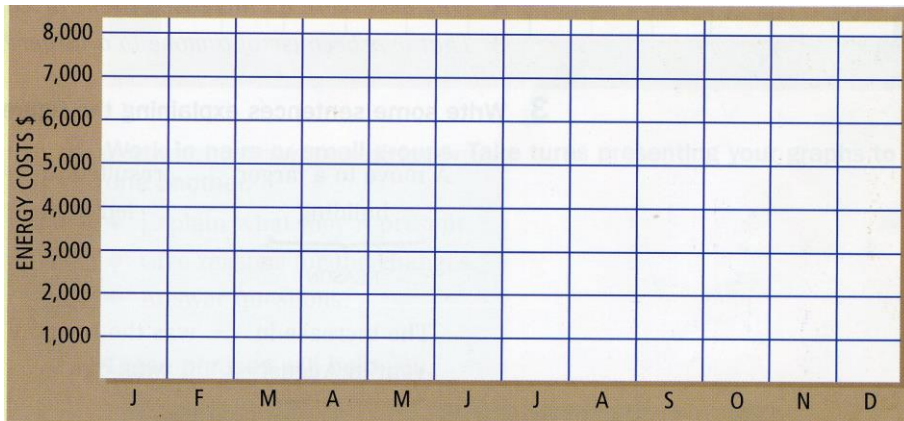
Describing graphs

Work in pairs. One person should use the information below and the other should use the information in File 16 (see Information Files P.255).

The graph below shows a company's sales over a twelve-month period. Describe it to your partner. They should draw it.



Now listen to your partner's description of the energy costs of another company over a period of twelve months. Draw the graph.



Giving reasons

1. Look at the figures below. In which month did these events happen?

	month
1. a direct mailing	<i>September</i>
2. a spell of cold weather	
3. a move to a larger building	
4. the installation of an internet-based phone system	
5. the launch party for the new season's designs	
6. the annual sales conference in Cancún	

Milwaukee Branch

Overheads	July \$	Aug \$	Sept \$	Oct \$	Nov \$	Dec \$
Rent	690	950	950	950	950	950
Gas and electricity charges	560	560	600	1,300	700	900
Postage costs	600	610	1,500	590	630	580
Travel costs	250	400	320	12,800	590	280
Telephone charges	460	490	280	280	290	270
Entertainment costs	640	520	500	490	2,100	650

2. Work with a partner. Ask and answer questions about the figures.

A *Why was there an increase in rent in August?*

B *That was because of a move to a larger building.*

3. Write some sentences explaining the figures.

A move to a larger building	resulted in	an increase in rent in August.
REASON	led to	RESULT
The increase in rent in August	was the result of	a move to a larger building.
RESULT	was due to	REASON

4. Study the sentences below. Which are reasons and which are results? Link them with one of the phrases above.

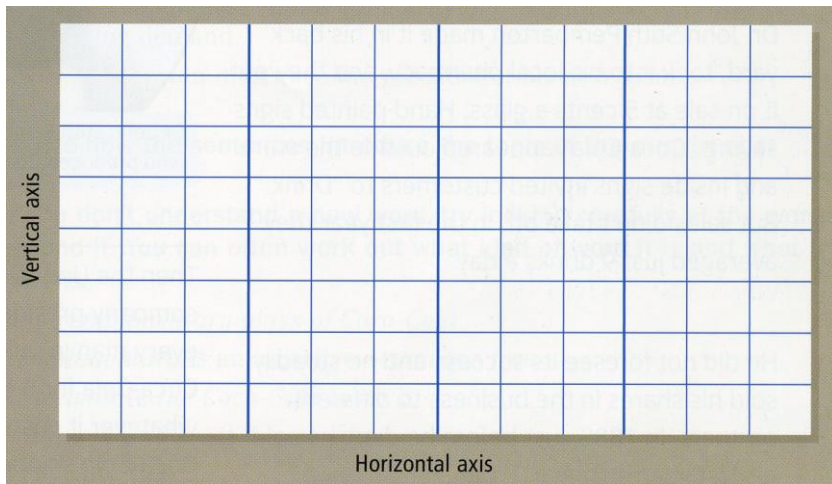
- The factory automation _____ an increase in productivity.
- The staff reductions _____ the factory automation.
- The large pay raise _____ a decrease in staff turnover.
- The cost savings _____ the new ERP system.
- The big orders from Japan _____ a recovery in sales.
- The shorter delivery times _____ the new distribution system.
- The increase in competition _____ a decrease in our market share.
- The higher distribution costs _____ the increase in gas prices.

SKILLS WORK

Speaking

1. Draw a graph representing something connected with your work, for example:

- ◆ seasonal sales trends.
- ◆ annual revenues.
- ◆ material prices.
- ◆ number of employees.



2. Work in pairs or small groups. Take turns presenting your graphs to one another.

- ◆ Explain what they represent.
- ◆ Give reasons for the changes.
- ◆ Answer questions.

These phrases will help you

This graph shows...	As you can see...
This led to...	This resulted in...
This was due to...	This was the result of...
Are there any questions?	

Reading

1. What do you know about the Coca-Cola Company? Do you know the story of:

- ◆ the inventor of Coke?
- ◆ the famous Coca-Cola contour bottle?
- ◆ the secret formula?
- ◆ Coke and World War II?
- ◆ "New Coke"?

THE STORY OF COKE

1	Dr. John Smith Pemberton made it in his back yard, took it to his local pharmacy, and they put it on sale at 5 cents a glass. Hand-painted signs saying "Coca-Cola" appeared	distinctive package. In 1916, they introduced the first bottle with the famous Coca-Cola shape.	30
5	outside the store and inside signs invited customers to "Drink." But sales didn't take off. In the first year they averaged just 9 drinks a day.	Then the United States joined the war, and the company president gave an order "to see that every man in uniform gets a bottle of Coca-Cola for 5 cents, wherever he is and whatever it costs the company." As a result,	35
10	He did not foresee its success and he steadily sold his shares in the business to different partners. In 1888, just before he died, he sold	Coca-Cola shipped 64 bottling plants overseas during the war. And when the war ended, they were ready to expand around the	

	his last shares to Asa G. Candler, a businessman from Atlanta.	world. From the mid 1940s until 1960, the number of countries with bottling plants nearly doubled.	40
15	He distributed thousands of coupons for a complimentary glass of Coca-Cola and he promoted the drink with souvenir fans, calendars, clocks, and novelties. Sales rose dramatically and, by 1892, they were ten times their 1888 level.	This was the first change in the secret formula since 1886. In pre-launch tests, consumers preferred the new taste. But the tests couldn't measure their feelings for the brand. Coca-Cola had a special place in their hearts and they didn't want a change. For the first time in history, sales of Coca-Cola fell. The company responded quickly and marketed the original formula again as Coca-Cola classic. Sales climbed back up again, and continued to grow.	45
20	Coca-Cola had to develop a bottling system and set up plants. The first bottling plant opened in Vicksburg, Mississippi in 1894 and over the next 25 years, the number of plants rose from two to over a thousand. Other soft drink companies tried to imitate the Coca-Cola taste so the company kept the drink's formula secret and searched for a		50
25		It's the most powerful brand in history. And if you're not sure what the world's top selling soft drink is by now; "Coke is it."	55

2. The first sentence in each paragraph of this article is missing. They are all listed below. Read the article and decide where each sentence goes.

1. Asa Candler had a talent for marketing.
2. In the 1980s, in the U.S.A. and Canada only, the company launched a new taste for Coke.
3. In 1941, there were bottling plants in 44 countries.
4. Coca-Cola was invented in Atlanta, Georgia on May 8, 1886.
5. So today, millions of people all over the world drink Coke.
6. The huge increase in the popularity of the drink led to problems meeting demand.
7. Dr. Pemberton didn't see the potential of his new drink.

Notice how the sentences introduce the topic of the paragraphs.

3. If you don't understand a new word, try looking carefully at the words around it. You can often work out what kind of word it is and what it means.

... a complimentary glass of Coca-Cola ...

Complimentary is an adjective—it means *free*.

...to imitate the Coca-Cola taste ...

Imitate is a verb—it means *copy*.

Look at the story again and try to guess what these words mean.

- a. signs (line 4)
- b. take off (line 6)
- c. shares (line 9)
- d. coupons (line 13)
- e. bottling plant (line 21)
- f. shape (line 30)
- g. overseas (line 37)
- h. expand (line 38)

- i. brand (line 46)
- j. responded (line 49)

4 Work with a colleague. Ask and answer questions about the story of Coca-Cola. Use these words.

Who ... ? When ... ? Why ... ? Where ... ? What... ? How ... ?

VOCABULARY

Nouns

coupon – купон (талон, що надає право на придбання певного товару зі знижкою; зазвичай його вирізають із рекламних оголошень, упаковок товару тощо)

debt – борг; заборгованість; боргове зобов'язання

dip – падіння (зазвичай про швидке падіння, що іде за підйомом (напр., про ціни, криву графіка, що відображує ці ціни))

distributor – дистриб'ютор, агент з продажу (незалежна організація оптової торгівлі, що закупає товари за свій рахунок і згодом продає ці товари всім зацікавленим покупцям, включаючи інших оптовиків, роздрібних торговців, кінцевих споживачів); розповсюджувач

earnings – заробіток, дохід, прибуток, надходження

export – 1) вивезення, експорт, експортування (вивезення за кордон товарів для продажу на зовнішніх ринках); 2) стаття (предмет) експорту (експортований товар або послуга); 3) об'єм експорту (підсумкова вартість вивезених товарів)

graph – діаграма, графік, схема; крива

inflation – інфляція (зростання загального рівня цін або цін окремої групи товарів; зазвичай викликане збільшенням грошової маси або несприятливими змінами умов пропозиції)

installation – установа, інсталяція (програмного забезпечення); розміщення, монтаж, збирання

jump – різке підвищення, зростання; стрибок

level – рівень; ступінь

multinational – багатонаціональна (міжнародна) корпорація

novelties – дрібні дешеві товари (галантерея, косметика, сувеніри)

overheads – накладні видатки (витрати) (напр., витрати на оренду приміщень, електроенергію, канцелярські товари та інші видатки на господарче обслуговування виробництва і керівництва)

productivity – 1) продуктивність праці (вироблення продукції розрахунку на одного працівника); 2) результативність (продуктивність, ефективність) виробництва (об'єм виробленої продукції за одну робочу годину)

quarter – квартал, чверть року

recovery – відновлення, пожвавлення, підйом (після спаду)

rent – орендна плата

spell – короткий проміжок часу, строк, термін, період чогось

spending (*syn.* **expenditure**) – видатки, витрати

wholesaler – оптовий торговець, оптовик (велике комерційно-посередницьке підприємство, що реалізовує товари іншим перепродавачам, роздрібним торговцям або великим промисловим і комерційним установам, а не кінцевим споживачам)

Word combinations

consumer spending – споживчі видатки (загальні видатки домогосподарств на споживчі товари і послуги; являють собою частину національного продукту)

cost saving – зниження собівартості
decrease (syn. fall, drop) in smth – зменшення, зниження, скорочення, спад
direct mailing – пряма (поштова) розсилка (розсилання поштових повідомлень безпосередньо на адреси ймовірних клієнтів)
distribution costs – витрати (вартість) обігу (розподілу, збуту) (напр., видатки на завантаження, транспортування, зберігання, рекламу тощо)
energy costs – витрати на енергію, енерговитрати (витрати на усі види енергоресурсів, споживаних компанією, у тому числі на електроенергію, газ, тверде паливо, нафту і пару)
ERP (enterprise resource planning) software – планування бізнес-ресурсів (програмне забезпечення, що об'єднує усі ресурси підприємства, необхідні для його роботи, включаючи планування замовлень, фінанси тощо)
entertainment costs (syn. entertainment expenses, hospitality costs) – представницькі видатки (пов'язані з офіційним прийомом і обслуговуванням представників інших організацій)
factory automation – автоматизація підприємства (заміна ручної праці машинною, переведення на автоматизовану працю)
gas and electricity charges – плата за газ і електроенергію
holiday orders – передсвяткові замовлення
increase (syn. rise, growth) in smth – зростання, ріст; збільшення; підвищення
interest rate – відсоткова ставка; ставка відсотка (плата за кредит у відсотковому вираженні до суми кредиту)
labor agreement – трудова угода
per unit – (з розрахунку) на одиницю
postage costs – поштові видатки
production costs – собівартість; витрати виробництва, виробничі витрати (основними компонентами виробничих витрат є прямі витрати праці, матеріалів, накладні виробничі витрати; виробничі витрати можуть бути основою для визначення ціни пропозиції)
rate of unemployment – рівень безробіття (відношення загальної чисельності безробітних до чисельності економічно активного населення (робочої сили) країни або регіону)
raw materials – сировина
retail price index – індекс роздрібних цін (щомісячний показник зміни роздрібних цін на споживчому ринку)
sales campaign (syn: marketing campaign , advertising campaign , promotion campaign) – кампанія зі збуту (рекламна кампанія з організації та стимулювання збуту)
sales conference – нарада зі збуту (обговорення результатів продажів і побудова планів збуту)
soft drink – безалкогольний напій
staff reduction – скорочення штатів
staff turnover – плинність робочої сили (кадрів, персоналу) (кількість працівників, що залишили організацію з власного бажання або за рішенням адміністрації; звільнення через скорочення штатів у даному показнику не враховуються)
supply chain management – керування постачальниками (відношеннями з постачальниками, поставками, ланцюжком поставок) (сукупність заходів з планування і контролю за діяльністю усіх компаній, залучених до системи виробництва і доставки продукції: постачальників сировини, виробників, дистриб'юторів тощо)
telephone charge – плата за телефонні розмови
travel costs (syn. travel (travelling) expenses) – дорожні (відрядні) витрати (витрати робітника під час ділової подорожі)

Verbs

to average – в середньому дорівнювати (становити, складати)
to continue – продовжувати
to double – подвоювати(ся), зростати удвічі

to follow – іти слідом, наслідувати, впливати
to foresee – передбачати
to imitate – наслідувати; імітувати; копіювати
to market – 1) продавати, реалізувати, розповсюджувати, збувати; знаходити ринок збуту; виставляти на продаж; 2) здійснювати маркетинг, позиціонувати, просувати
to recover – покращуватися, знов зростати (після спаду)
to ship – перевозити; відправляти, транспортувати (вантаж)

Verb phrases

be due to (syn. be the result of, result from) – відбуватися завдяки; унаслідок; у результаті; через
be N times one's (2009, January, last year's, etc) level – перевищити (січневий, торішній, 2009 року тощо) рівень у N разів
break into a foreign market – увірватися до зарубіжного ринку, захопити частину зарубіжного ринку
bring/get smb back to the (2009, January, last year's, etc) level – повернути до рівня 2009 року (січневого, торішнього тощо)
climb back up again – знов поповзти вгору (про показники)
cut into one's market share – захопити частину чиєїсь долі ринку
decrease (syn. fall, go down, diminish, reduce, drop) by/to – знижувати(ся); скорочувати(ся); зменшувати(ся) на/до
expand around the world – розповсюджувати (діяльність) по всьому світу
give reasons – пояснювати причину
go out of business – припинити діяльність; ліквідувати підприємство
go over the numbers – зробити стислий огляд показників
have a slow start – мати спочатку невисокі показники
increase (syn. go up, grow, rise) by/to – зростати; збільшувати(ся); підвищувати(ся) на/до
jump by/to – підскакувати; різко підвищуватися на/до
keep smth secret – тримати у таємниці
level off – вирівнюватися
meet demand – задовольняти попит
owe to – бути винним, заборгувати
promote smth with – просувати, створювати рекламу (товару або організації для того, щоб збільшити продажі або сприяти популярності)
put on sale at 5 cents a glass – виставити на продаж за ціною 5 центів за склянку
result in (syn. lead to) – призводити до чогось, бути причиною, спричиняти, викликати
save on – заощаджувати на чомусь
search for – шукати, розшукувати
sign the agreement – підписувати угоду
stay at (syn. remain steady/stable at) – залишатися незмінним (стабільним) на якомусь рівні
take off – злітати, швидко зростати (про ціни, продажі)
waste on – даремно витратити (гроші, енергію); марнувати (час)

Adjectives, adverbs

complimentary (syn. free) – безкоштовний
distinctive – відмінний, характерний
dramatic – різкий, істотний, суттєвий, значний (про зміни)
dramatically – істотно, суттєво, різко
sharp – різкий
sharply – різко

slight – легкий, невеликий, незначний

slightly – злегка, трохи

stable – незмінний, постійний, стабільний

steadily – неухильно, постійно

steady – незмінний, постійний, неухильний

top selling – найпопулярніший (такий, що займає лідируючі позиції за об'ємами продажів на ринку серед конкурентів)

PRACTISE YOUR VOCABULARY

Exercise 1. Fill in the missing letters.

- c_ _pon, de_t, d_p, de_re_se, d_strib_tor, e_rnings, e_port, gr_ph, gr_ _th, incr_a_e, infl_t_on, inst_ll_tion, j_mp, m_lt_national, no_elties, o_erh_ads, prod_ctiv_ty, qu_rter, rec_very, sp_ll, exp_ndi_ure, w_oles_ler
- c_ns_mer sp_nding, c_st sa_ing, dire_t m_ _ling, distr_bu_ion co_ts, en_rg_ c_sts, ente_pri_e res_ur_e plan_ing, ent_rt_inment exp_n_es, hosp_tal_ty costs, fa_tory a_tomat_on, ga_ and el_ctri_ity char_es, hol_day o_ders, int_r_st r_te, lab_r agr_ _ment, p_r un_t, post_ge costs, pr_du_tion costs, rat_ of un_mplo_ment, r_w m_teri_ls, r_tail pri_e inde_, s_les c_mpai_n, sa_es conf_ren_e, so_t dr_nk, st_ff red_ _tion, sta_f t_rno_er, s_pply ch_in mana_em_nt, tele_ _one ch_rge, tra_el e_pen_es
- av_r_ge, contin_ _, d_mini_h, d_ _ble, f_ll_w, for_se_, im_t_te, ma_ket, re_over, r_du_e, sh_p
- c_mpl_ment_ry, d_stin_tive, dr_mati_a_ly, sh_rp, sl_g_tly, st_ble, st_ad_ly, top s_ _ling

Exercise 2. Match the words in column A with their Ukrainian equivalents in column B.

1.	complimentary	a)	заробіток, дохід, прибуток
2.	overheads	b)	передбачати
3.	average	c)	відмінний, характерний
4.	wholesaler	d)	значне падіння
5.	rise sharply	e)	продовжувати
6.	waste on	f)	квартал, чверть року
7.	double	g)	відбуватися завдяки; унаслідок
8.	owe to	h)	перевозити; транспортувати
9.	recovery	i)	оптовий торговець
10.	remain steady	j)	трохи зростати
11.	foresee	k)	різко підвищуватися
12.	graph	l)	безкоштовний
13.	distinctive	m)	залишатися незмінним
14.	ship	n)	в середньому дорівнювати
15.	earnings	o)	накладні витрати
16.	grow slightly	p)	бути винним, заборгувати
17.	quarter	q)	відновлення, пожвавлення
18.	be due to	r)	подвоювати(ся)
19.	dramatic fall	s)	графік
20.	continue	t)	даремно витратити

Exercise 3. Match the words in column A with the words in column B making up your active word combinations.

1.	consumer	a)	mailing
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2.	cost	b)	rate
3.	direct	c)	automation
4.	distribution	d)	secret
5.	enterprise resource	e)	turnover
6.	entertainment	f)	orders
7.	factory	g)	campaign
8.	give	h)	spending
9.	holiday	i)	index
10.	interest	j)	expenses
11.	internet-based	k)	costs
12.	keep	l)	management
13.	labor	m)	drink
14.	14. meet	n)	planning
15.	15. raw	o)	phone system
16.	16. retail price	p)	saving
17.	17. sales	r)	agreement
18.	18. soft	s)	demand
19.	19. staff	t)	materials
20.	20. supply chain	u)	reasons

Exercise 4. Match the words in column A with their synonyms in column B.

1.	spending	a)	hospitality costs
2.	decrease	b)	marketing campaign
3.	entertainment expenses	c)	remain stable at
4.	increase	d)	expenditure
5.	sales campaign	e)	lead to
6.	travel costs	f)	fall, drop
7.	be due to	g)	free
8.	result in	h)	go up, grow, rise
9.	stay at	i)	result from
10.	complimentary	j)	travelling expenses

Exercise 5. Match the definitions with the suitable words from your active vocabulary.

1. A voucher entitling the holder to a discount for a particular product *c* _____
2. An agent who supplies goods to stores and other businesses that sell to consumers *d* _____
3. Sales of goods or services to other countries, or the revenue from such sales *e* _____
4. A company operating in several countries *m* _____
5. A period of three months regarded as one fourth of a year, used esp. in reference to financial transactions such as the payment of bills or a company's earnings *q* _____
6. A distributor that sells goods in large quantities, usually to other distributors *w* _____
7. The basic material from which a product is made *r* _____ *m* _____
8. A nonalcoholic drink, esp. one that is carbonated *s* _____ *d* _____
9. Advertise or promote something, or offer for sale *m* _____
10. Give publicity to a product, organization, or venture so as to increase sales or public awareness *p* _____
11. Try to find something by looking or otherwise seeking carefully and thoroughly *s* _____
12. Use or expend carelessly, extravagantly, or to no purpose *w* _____

13. Given or supplied free of charge *c* _____
14. Good and services bought by households in the satisfaction of their needs and wants
c _____ *s* _____
15. Software system for identifying and planning the resource needs of an enterprise, including product planning, materials and parts purchasing, inventory control, distribution and logistics, as well as planning for finance and human resources *e* _____ *r* _____
p _____
16. Percentage of total workforce who are unemployed and are looking for a paid job
u _____ *r* _____
17. A general increase in prices in an economy and consequent fall in the purchasing value of money *i* _____

Exercise 6. Match the definitions with the necessary words from your active vocabulary.

1.	Cost or expense incurred in moving goods from the point of production to the point of consumption	a)	earnings
2.	Money owed by one person or organization to another	b)	retail price index
3.	A diagram showing the relation between variable quantities, typically of two variables, each measured along one of a pair of axes at right angles	c)	rent
4.	Money obtained in return for labor or services	d)	To ship
5.	A measure of the output of an organization or economy per unit of input (labour, raw materials, capital, etc.)	e)	To save
6.	A regular payment for the use of property or land, or a sum paid for the hire of equipment	f)	graph
7.	The amount charged for a loan, usually expressed as a percentage of the sum borrowed	g)	labor agreement
8.	An index of the prices of goods and services in retail shops purchased by average households	h)	distribution costs
9.	Become aware of something beforehand; predict	i)	take off
10.	Transport goods on a ship or by some other means	j)	direct mailing
11.	Have an obligation to pay or repay something, esp. money in return for something received, or be under a moral obligation to give someone gratitude, respect, etc.	k)	To foresee
12.	Avoid the need to use up or spend (money, time, or other resources)	l)	debt
13.	Become successful or popular (of an enterprise)	m)	dip
14.	Direct marketing method in which carefully targeted prospects (chosen on the basis of age, income, location, profession, buying pattern, etc.) are presented with custom tailored offers for goods or services via ordinary mail or email	n)	interest rate
15.	Small and temporary drop in a price	o)	To owe
16.	Written, legally enforceable contract for a specified period (usually one year), between the management of an organization and its employees represented by an independent trade union	p)	productivity

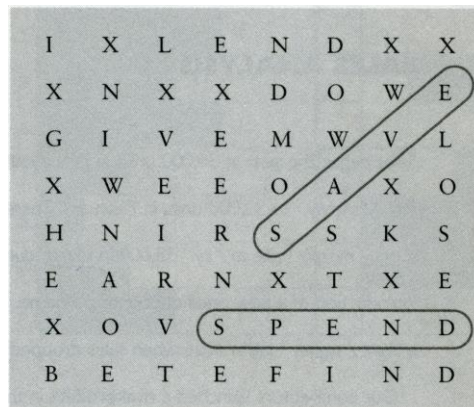
Exercise 7. Give Ukrainian equivalents of the following words and word combinations.

- a) coupon, debt, decrease, dip, drop, earnings, expenditure, export, fall, graph, growth, increase, inflation, installation, jump, level, move, multinational, novelties, overheads, productivity, quarter, recovery, rent, rise, spell, spending, wholesaler;
- b) as a result, biggest competitor, consumer spending, cost saving, direct mailing, distribution costs, energy costs, ERP (enterprise resource planning) software, entertainment costs, factory automation, gas and electricity charges, holiday orders, hospitality costs, interest rate, internet-based phone system, labor agreement, per unit, postage costs, production costs, rate of unemployment, raw materials, retail price index, sales campaign, sales conference, soft drink, staff reduction, staff turnover, supply chain management, telephone charge, travel costs, year over year comparison;
- c) average, continue, decrease, diminish, double, drop, fall, follow, foresee, go down, go up, grow, imitate, increase, jump, market, recover, reduce, rise, ship
- d) be due to, be N times one's (2009, January, last year's, etc) level, break into a foreign market, bring smb back to the (2009, January, last year's, etc) level, climb back up again, cut into one's market share, expand around the world, give reasons, go out of business, go over the numbers, have a slow start, keep smth secret, lead to, level off, make money from, meet demand, owe to, promote smth with, put on sale at 5 cents a glass, remain steady, result from, result in, save on, search for, sign the agreement, stay at, take off, waste on
- e) complimentary, distinctive, dramatic/dramatically, sharp/sharply, slight/slightly, stable, steadily/steady, top selling

Exercise 8. Give English equivalents of the following words and word combinations.

- a) відновлення, зростання (3), короткий проміжок часу, інфляція, рівень, дрібні дешеві товари, експорт, накладні витрати, орендна плата, продуктивність праці, різке підвищення, квартал, заборгованість, графік, оптовий торговець, установа, заробіток, зниження (3);
- b) сировина, плата за газ і електроенергію, споживчі витрати, скорочення штатів, пряма (поштова) розсилка, витрати обігу, трудова угода, планування бізнес-ресурсів, індекс роздрібних цін, представницькі витрати, кампанія зі збуту, автоматизація підприємства, плинність робочої сили, відсоткова ставка, (з розрахунку) на одиницю, поштові витрати, виробничі витрати, унаслідок, рівень безробіття, нарада зі збуту, передсвяткові замовлення, безалкогольний напій, зниження собівартості, керування постачальниками, енерговитрати, плата за телефонні розмови, дорожні (відрядні) витрати;
- c) продовжувати, імітувати, виставляти на продаж, зменшуватися (6), різко підвищуватися, передбачати, в середньому дорівнювати, подвоювати(ся), покращуватися, транспортувати (вантаж), зростати (4);
- d) увірватися до зарубіжного ринку, повернути до рівня 2009 року, знов поповзти вгору (про показники), призводити до чогось (2), задовольняти попит, тримати у таємниці, захопити частину чиєїсь долі ринку, залишатися незмінним (3), розповсюджувати (діяльність) по всьому світу, пояснювати причину, заощаджувати на чомусь, відбуватися унаслідок (2), припинити діяльність, зробити стислий огляд показників, перевищити (січневий, торішній, 2009 року) рівень у N разів, вирівнюватися, заборгувати, просувати, виставити на продаж за ціною 5 центів за склянку, розшукувати, підписувати угоду, мати спочатку невисокі показники, злітати (про ціни, продажі), даремно витратити;
- e) істотний/істотно, різкий/різко, характерний, невеликий/трохи, постійний/постійно, безкоштовний, найпопулярніший.

Exercise 9. a) We can *spend* money and we can *save* it. But we can do a lot of other things with money too. Find 14 more verbs we can use with the word *money* in the square. You can read some from left to right, some from top to bottom and some diagonally.

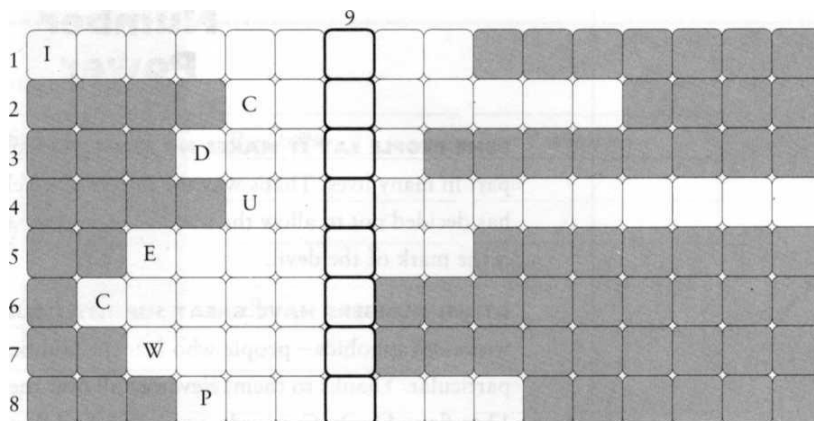


b) Complete the sentences with a word from the list below.

borrowed made gave invest owed saved spent wasting

- In 1990 the group _____ £4m from investments in overseas companies.
- The accountants advised us to repay 15% of what we _____ to the banks.
- The shareholders criticized the board for _____ so much money on unnecessary trips abroad.
- The company _____ £5,000 to a local school to set up a computer department.
- My stockbroker suggested I should _____ in a South East Asia Unit Trust.
- The government _____ over £3.5m on a research and development project.
- The government _____ £6.5 billion from the IMF for a construction project.
- We _____ £323,500 in administrative costs by reducing the number of office staff.

Exercise 10. Complete the puzzle and find the key word in 9 down.



Across

- The rate of _____ shows how fast prices are rising. (9)
- _____ spending increases when the public has more money. (8)
- He paid all his _____ and now he has no money left. (5)
- The _____ figures show how many people are out of work. (12)
- Goods, which are sold abroad, are classified as _____. (7)
- There's a fixed _____ of £30 a week for electricity. (6)

7. We pay the staff their _____ on Fridays. (5)
 8. Does the price include _____ and packing? (7)

Down

9. Banks charge their customers _____ on the money they borrow. (8)

Exercise 11. A Choose the correct words in italics to complete this report.

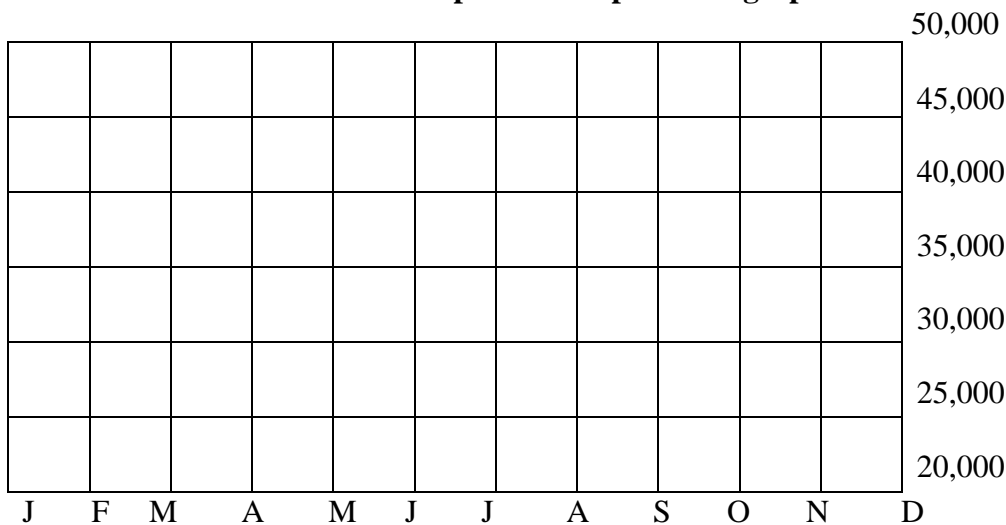
SALES ANALYSIS

Sales began the year at 30,000 units in January and increased *slight / slightly* ¹ to 32,000 units in February. There was a *sharp / sharply* ² rise *to / by* ³ 38,000 in March *due / led* ⁴ to the introduction of a new price discounting scheme. This was followed by a *slight/slightly* ⁵ fall in April when sales dropped to 36,000 units.

Our competitors launched a rival product in the spring and this resulted *in / from* ⁶ a *dramatic / dramatically* ⁷ fall to 25,000 in May. But we ran a summer advertising campaign and sales increased *steady / steadily* ⁸ *to/by* ⁹ 2,000 units a month throughout June, July and August until they stood *in / at* ¹⁰ 33,000 in September.

The *dramatic/dramatically* ¹¹ rise to 45,000 in October resulted *in / from* ¹² the launch of our new autumn range. But then we experienced problems meeting demand and sales fell *sharp / sharply* ¹³ in November and remained *steady/steadily* ¹⁴ *at/by* ¹⁵ 39,000 in December.

B Use the information in the report to complete this graph.



Exercise 12. Fill in the gaps in the extract using the words from the box below and name the famous brand.

doubled	expand	sale	imitate	distinctive	promoted	top selling
complimentary	soft drink	take off	secret	novelties	inventor	searched for

This world-famous ¹ _____ was first made at the end of the 19th century. However its ² _____ didn't see the fabulous success of his creation: although he put it on ³ _____ only at 5 cents a glass, sales didn't ⁴ _____ and he sold all his shares. The new owner of the brand ⁵ _____ new marketing methods. He ⁶ _____ the drink with different souvenirs and ⁷ _____ and distributed thousands of coupons for a ⁸ _____ glass. This led to a huge increase in the popularity of the drink and a dramatic rise in sales. Numerous competitors tried to

9 _____ its taste so the company kept the drink's formula ¹⁰ _____ and developed a ¹¹ _____ bottle shape. The number of bottling plants grew steadily and after World War II the company started to ¹² _____ around the world. As a result, over the next 20 years the number of countries with bottling plants nearly ¹³ _____. Nowadays it is the world's ¹⁴ _____ soft drink and its popularity is still growing.

Exercise 13. Translate into English.

1. Цей графік демонструє доходи з продажів нашої компанії за останній рік. Всім добре видно? Добре, дозвольте мені зробити для вас стислий огляд цих показників. Як бачите, ми мали не дуже високі результати на початку минулого року. Продажі не “злетіли”. У січні і лютому вони залишалися незмінними на рівні 6.000 одиниць. Навесні ми провели нараду зі збуту, щоб обговорити результати продажів, і розпочали нову кампанію зі збуту. Того разу ми вперше застосували метод прямої поштової розсилки для просування нашого товару, що виявилось досить ефективним. Крім того, ми розповсюджували купони, які надавали право на додаткову безкоштовну одиницю товару. У результаті ми отримали невелике зростання до 7.000 одиниць у березні, а у квітні продажі зросли ще на 1.000 одиниць і досягли 8.000. Червневне падіння трапилось через нашого найбільшого конкурента. Вони випустили новий продукт, який захопив частину нашої долі ринку. Це призвело до різкого падіння продажів до 5.000 одиниць у травні, а у червні вони ще трохи знизилися на 1.000. У відповідь ми збільшили знижки оптовикам, що дало нам можливість підписати нові угоди. До того ж ми знизили роздрібну ціну. Продажі знову поповзли вгору і повернулися до 5.000 одиниць у липні, а потім до 6.000 у серпні. Після цього відновлення відбулося суттєве підвищення восени. Продажі підскочили з 10.000 одиниць у вересні до 13.000 одиниць у жовтні, що було викликано передсвятковими замовленнями. Вочевидь цей квартал став для нас найуспішнішим у тому році. У листопаді продажі зменшилися на 6.000 одиниць і залишалися незмінними на цьому рівні до кінця року. У середньому за рік продажі становили близько 8.000 одиниць, що у півтора рази перевищує наш рівень 2009 року.

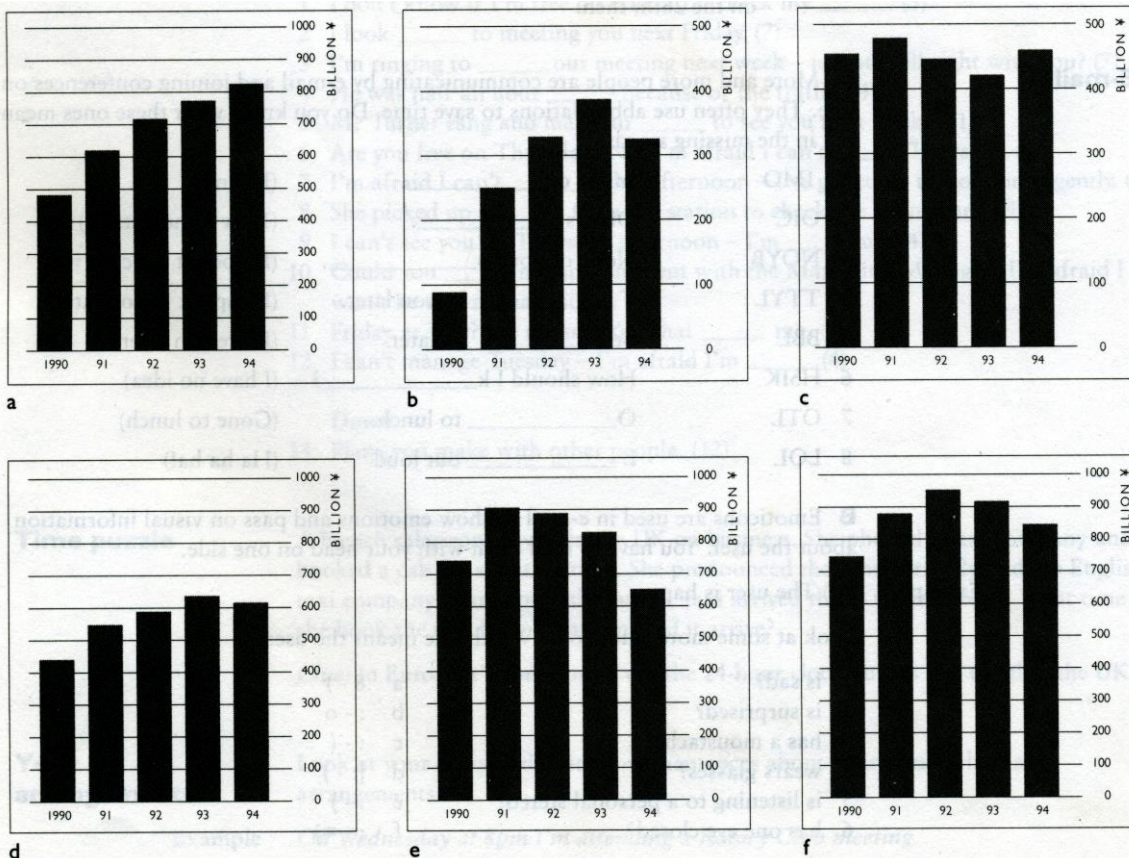
2. Ми – велика багатонаціональна компанія з товарообігом біля \$700 млн на рік. Ми увірвалися до зарубіжного ринку 10 років тому, і з того часу розповсюджуємо нашу діяльність по всьому світу. Наш об'єм експорту неухильно зростає. Ми ніколи не заощаджуємо на сировині і співпрацюємо лише з надійними постачальниками і дистриб'ютерами, щоб задовольнити попит. Минулий рік був дуже важким для нашої компанії через загальні економічні труднощі у світі, яких ми не могли передбачити. Різке зростання інфляції та рівня безробіття призвело до суттєвого зниження споживчих витратків, а отже і наших прибутків. До того ж, зросла відсоткова ставка, унаслідок чого зросла наша заборгованість перед банком. Крім того, один з наших партнерів припинив діяльність, що викликало значне збільшення витрат обігу. За таких обставин компанія повинна була суттєво скоротити витрати. Ми встановили нове програмне забезпечення для планування бізнес-ресурсів і провели скорочення штату і автоматизацію підприємств. Це дозволило нам підвищити продуктивність виробництва і скоротити накладні і виробничі витрати. Зараз наші продажі дещо вирівнялися і ми очікуємо на подальше відновлення наступного року.

SPEECH PRACTICE

Task 1. Read the reports on the sales results of different divisions of Sony and match each one to the correct graph.

1. Music Group sales went up slightly in 1991, then fell slightly in 1992 and 1993. But best-selling record releases by Michael Jackson, Billy Joel, Mariah Carey, Pearl Jam and many other artists led to a recovery in 1994.

2. There was a sharp increase in Audio Equipment sales in 1991 and another increase in 1992. But European market conditions were difficult in 1993 and 1994 and as a result, sales fell.
3. Other sales increased steadily between 1990 and 1994 as a result of the strong performance of semiconductors, telephones and CD-ROM drives.
4. There was a dramatic rise in Pictures Group sales in 1991 and sales continued to increase in 1992 and 1993. But the strong yen resulted in a fall in 1994. In fact, hit films such as Sleepless in Seattle and Philadelphia resulted in a rise in sales on a local currency basis in the US where we achieved a 19% market share.
5. Video Equipment sales rose sharply in 1991 but then fell in 1992 and 1993. The decline in the camcorder market led to a further sharp drop in 1994.
6. Television sales went up in 1991 and continued to rise steadily until 1994 when they dropped slightly. This was in spite of the fact that sales of computer displays and wide-screen TVs were strong.



Task 2. A Write the descriptions in the box on the appropriate lines 1-6.

considerably more than 50%	around 50%	a little over 50%	exactly 50%
almost 50%	a little under 50%	much less than 50%	about 50%
precisely 50%	slightly more than 50%		

- 40% 1 _____
- 48% 2 _____ and _____
- 48% - 52% 3 _____ and _____
- 50% 4 _____ and _____
- 52% 5 _____ and _____
- 60% 6 _____

Some words can express a personal view. Match the words in italics with the meanings.

1 <i>as many as</i> 200 units were sold	a 190 sold. I'm disappointed.
2 <i>only</i> 200 units were sold	b 190 sold. I'm pleased.
3 <i>nearly</i> 200 units were sold	c 200 sold. I'm disappointed.
4 <i>barely</i> 200 units were sold	d 200 sold. I'm pleased.

B Numbers can be written as symbols (10) or words (ten). Match the rules with the examples.

1. Use symbols for dates, large amounts	a) About two hundred employees
2. Use words for ordinals (first, second)	b) There are three main recommendations
3. Use words for two numbers in succession	c) \$100,000 will be paid on 28 August
4. Use words at the beginning of a sentence	d) We will need twenty four-person teams
5. Use words for estimates	e) Twelve countries took part in the talks
6. Use words for numbers below ten	f) This is our third annual report

Task 3. A Work with a partner. Put the parts of the presentation into the correct order. The first one has been done for you.

- The previous month sales had reached a peak at £290m. They now dropped by \$40m.
- Sales had been constant for a month when they soared from \$230m by \$60m to reach \$290m, a new record for the company.
- Sales increased again, by the same amount they had risen the preceding month, which brought them up to \$250m.
- 1 Sales had finished the previous year at \$220m. They started the new year with a rise of \$30m over the first month.
- Sales had remained above the \$200m mark since the beginning of the year, but they now dropped by \$70m to reach £ 190m, the lowest point for the year.
- Sales had reached \$250m. They now fell by \$20m.
- In spite of a \$ 10m drop in the last month we finished \$20m up on the same month in the previous year.
- The most difficult period had now finished and in the following month recovery began. Sales increased by \$30m to reach £220m.
- Sales stabilised at \$250m, the level they had reached the previous month.
- Sales had decreased to \$230m in the preceding month and they levelled off at that figure in the last month of the quarter.
- Sales had reached their worst level for the year and they bottomed out at £ 190m for a month.
- Sales had been steady for a month at £250m. They now increased slightly, picking up by \$ 10m to reach \$260m.

B Complete the graph using the information from section A.

INFORMATION FILES

FILE 1

Use this information to answer your partner's questions.

Name: *Ram Charan*

Age: *65*

Home country: *India*

Headquarters: *He doesn't have an office or own a house. He lives and works in airports and hotels. His assistants Fedex clean clothes to him.*

Travel: *Flies 250,000 miles each week*

Education: *MBA, doctorate*

Job: *Consultant. Writes books about management. Meets with CEOs and senior managers and helps them solve business problems.*

How he gets work: *By word of mouth*

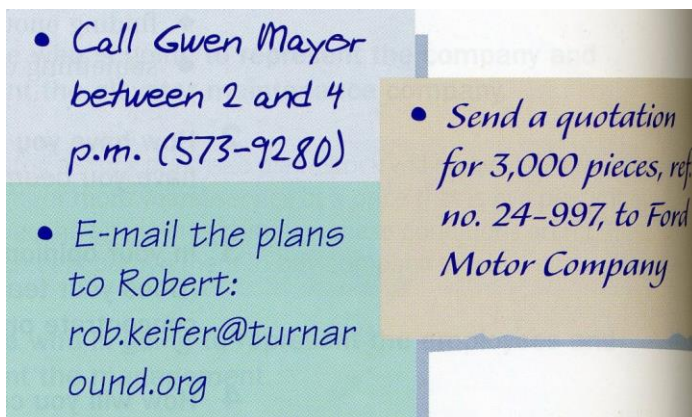
FILE 2

Dictate these telephone numbers to your partner.

560-7218 010-852-3181-0987
212-726-6300 010-81-3-5332-9008
1-908-555-3421 00-66-6634-511-984

FILE 3

Dictate these messages to your partner.



FILE 4

Call a foreign supplier and ask them to:

- supply you with 40 personal digital assistants.
- quote you a price CIF.
- deliver in one month.

- give you a two-year guarantee.
- give you a 20% discount.
- give you 60 days to pay.

FILE 5

Call 1: Call your partner and ask him/her to send you an up-to-date copy of their company's price list. Don't forget to give your name and address.

Call 2: Your partner calls you with a request. Say yes and write down the details.

FILE 6

You are the manager of a shipping company. A customer phones to make inquiries. Use this information to answer their questions.

The dimensions of your trailers are:

length—12 m width—2 m height—2.5 m

Their capacity is 60 m³

The maximum load is 23,500 kg.

You charge \$4,500 to transport a full trailer-load to Seattle. It takes three to four days.

FILE 7

Kicknstick



Sitting at your desk all day can be bad for your health. Why not use these soccer balls to get some exercise at the office? The balls are very soft, so they're suitable for indoor use. Just be careful not to knock the CEO's favorite coffee cup over. The balls come with a goal you can shoot at instead. It's a PVC sheet with Velcro squares, designed to hang on the wall. Take your penalty shot and if your ball sticks, you score the number points above the square. It's perfect for sales team competitions.

- 2 balls
- 1.5 x 1.2m PVC goal (wall fixings included)
- Instruction leaflet
- \$39.99

FILE 8



Pino

Take Pino to work with you and you'll always have a friend in your office. And Pino will be popular with your visitors too, because he's an intelligent robot. Pino

has sensors on his head, hands, and nose, designed to collect information. So if you talk to Pino, he develops.

Age 1—Pino displays basic emotions, sings songs, and talks with other Pinos.

Age 2—Pino displays a full range of emotions, walks, plays games, and responds to sound and light.

Age 3—Pino develops a personality (friendly, shy or naughty).

- Dimensions: 365mm (h) x 182mm (w) x 112mm (d)
- Requires 4xAA batteries (not included).
- Suitable for Ages 8+
- \$49.99

FILE 9

Ant aquarium

Some people have an aquarium for fish in the office, but here's an aquarium for ants. Just put it on your desk, add about 15 ants, and replace the lid. The blue gel is home and food for the ants. They will create a network of tunnels, and you can watch them working through the walls of the container. It's very relaxing and it's easy to maintain. Most ants live for about 6 months, and it's no problem when they die. Their colleagues carry their dead bodies to the top of the gel for you, so you can throw them away easily.

Aquarium dimensions: 14 x 16.5 x 3 cm

Ants are not supplied but if you can't find your own, you can order them for an extra \$8 (including postage). Price: \$39.99

FILE 10

Sumo suit



Being a Japanese sumo wrestler usually takes years of training and eating and training and eating and training and eating. But now you can experience the excitement of being a sumo wrestler in just minutes.

Wear this sumo suit to your next office party and impress your colleagues. The suit is easy to put on and take off and quick to blow up. Place a fan in a pocket in the back, press a button and the suit inflates in seconds.

- Requires 4 AA batteries
 - Comes with a hat and a fan
 - One size fits all (unless you are already a sumo wrestler)
- \$79.99

FILE 11

Use these notes to answer your partner's questions.

Technology Milestones

1844 Samuel Morse sends the first telegraph message.

1874 Remington starts making typewriters.

1936 The BBC begins a regular television broadcasting service.

1962 Telstar transmits the first TV pictures from Europe to the U.S. through space.
 1964 Sharp launches the first electric calculator.
 1970 Douglas Englebart invents the computer mouse.
 1972 Hewlett Packard introduces the first handheld electronic calculator.
 1979 The Sony Walkman hits the market.
 1981 IBM launches its first PC.
 1984 Motorola starts selling an 800-gram cell phone.
 1999 RIM launches the first BlackBerry.
 2004 Apple launches the iPod mini (and sells them faster than it can make them).

FILE 12

Try to remember what Flora said. Write in the words.

Roger Hello.
Flora _____
Roger Hello, Flora. How are you?
Flora _____
Roger Fine. What can I do for you, Flora?
Flora _____
Roger Oh, no. How many did we send?
Flora _____
Roger I don't know how that happened, but we'll send the other twenty right away.
Flora _____
Roger No problem. They're on the way. Is there anything else you need?
Flora _____

(T 34) Now listen again and check your answers.

FILE 13

Here is your schedule for next week. Your partner calls you.

9 MONDAY	2:00 p.m. Bernice Jardine Space Utilization Services
10 TUESDAY	10:00 a.m.-6:00 p.m. Industrial Lubricants Trade Fair The Javits Center
11 WEDNESDAY	Fly to Chicago 7:55 a.m. UA 453 (return 6:25 p.m. UA246)
12 THURSDAY	1:00 Lunch Melvin Schwartz Wolensky's Steak House
13 FRIDAY	2:00 p.m. Pollution c control meeting
14 SATURDAY	7:50 p.m. Giselle

John F. Kennedy Center
15 SUNDAY

FILE 14

1. You are Angelo Buti. Write another e-mail to Janet. (One person in the group should write and the others should dictate and check spellings.) Use these notes.

You need to change your plans. You're now arriving on June 15th (Delta Air Lines flight 149—arrives JFK 3:40 pm.) Your wife and two children are coming, too, for a family vacation. You want to change the meeting with Data Link to June 16th, so you can fly down to Orlando (Disney World) on the 17th. You want to take your family to a Broadway show on the evening of the 16th. Can Janet suggest one and get you tickets? (Your kids are 8 and 11.)

2 You will receive a message from the other group. Write a reply.

FILE 15

You are expecting a visitor from one of your subsidiaries for three days next week. The visitor wants to meet the people on this list. You contacted them to find out when they are free.

John—Free any day before noon.

Indira—Free all day Tuesday, and Wednesday afternoon

Delphine—Free anytime on Monday or Wednesday. Away all day Tuesday.

Simon—Away all day Monday. Free any time on Tuesday or Wednesday.

Liz—Free 1-3 p.m. Tuesday, and all day Wednesday.

The visitor phones you. Help to arrange their schedule.

Write in the times.

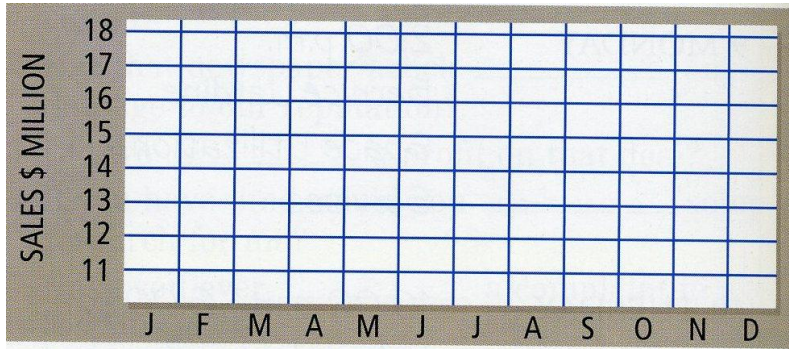
The visitor calls you again with a problem. Help them to change the schedule. Make a note of the changes.

21 MONDAY	9 – 10 a.m.
	10 – 11 a.m.
	11 a.m. – noon
	noon – 1 p.m.
	1 – 2 p.m.
	2 – 3 p.m.
	3 – 4 p.m.
	4 – 5 p.m.
22 TUESDAY	9 – 10 a.m.
	10 – 11 a.m.
	11 a.m. – noon
	noon – 1 p.m.
	1 – 2 p.m.
	2 – 3 p.m.
	3 – 4 p.m.
	4 – 5 p.m.
23 WEDNESDAY	9 – 10 a.m.
	10 – 11 a.m.
	11 a.m. – noon

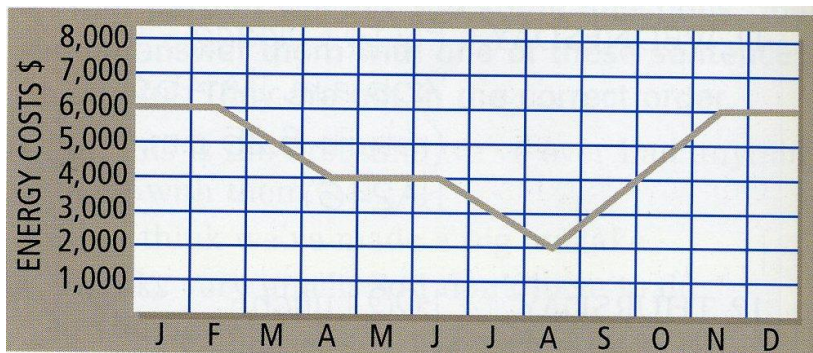
	noon – 1 p.m.
	1 – 2 p.m.
	2 – 3 p.m.
	3 – 4 p.m.
	4 – 5 p.m.

FILE 16

1. Listen to your partner's description of a company's sales over a period of twelve months and complete the graph below.



2. The graph below shows the energy costs of a company over a period of twelve months. Describe it to your partner.



FILE 17

You are a stockbroker. A client calls to find out how their stock has performed this week. Here is your client's portfolio and some of this morning's newspaper headlines. Tell them today's prices and give them advice about what stock to buy more of and what stock to sell.

1. Listen to your partner's description of a company's sales over a period of twelve months and complete the graph below.

	Holding (no. of shares)	Last week's price	Today's price
Nitro Chemicals	500	\$1.86	\$2.00
American Prudence Bank	500	\$2.46	\$3.01
Webb Communications	1,000	\$1.67	\$1.67
Sharp Sportswear	1,500	\$4.27	\$4.31

Nationwide Computers	2,000	\$1.74	\$1.54
Pharmedico Drugs	2,500	\$4.66	\$4.23

When you have finished, turn to File 18 for next week's stock prices.



FILE 18

Next week's stock prices

Nitro Chemicals	\$0.75
American Prudence Bank	\$2.76
Webb Communications	\$1.77
Sharp Sportswear	\$4.35
Nationwide Computers	\$1.74
Pharmedico Drugs	\$4.83

AUDIO SCRIPT

1 MEETING PEOPLE

T 2

A Carlos Velazquez, let me introduce you to Peter Brien.

Peter, this is Mr Carlos Velazquez of Telefonica Moviles, in Argentina.

B Pleasure to meet you.

C Good to meet you, too.

A Peter works for our New York branch. He's responsible for international accounts.

T 3

B Sven! Welcome to L.A. Great to see you again.

A Great to see you, too. How are you doing?

B Just fine. Do you know my colleague, Jim Olsen?

A Sure I do. How are you, Jim?

C Good, thanks. How was your trip?

A Not bad.

C Good. Let's go upstairs and get some coffee.

T 4

A Hey, Bob.

B Hi, Liz. Do you know Jin-ha? Jin-ha, this is Liz, a friend of mine from work.

C Hello.

A Hello. Good to meet you.

C So, Liz, are you an engineer, too?

A That's right. What about you?

C No, I'm in supply chain forecasting.

A Oh, that's interesting. My brother does that, too.

B Hey, I'm off to the sauna. See you later.

C Bye, Bob. So, where does your brother work, Liz?

A Bed, Bath, and Beyond, the retail store.

2 TELEPHONING

T 6

A Galaxy Computer Supplies.

B Is this Karen Hayes?

A No, but I'll get her. Can I say who's calling?

B Juan Lopez.

A Sorry?

B Juan, that's J-U-A-N, Lopez, that's L-O-P-E-Z.

A Thanks. Hold on.

C Hi, Juan. How are you doing?

B Just fine, Karen. How are you?

C Good, thanks. How can I help?

B I'd like to place an order.

C OK, what do you need?

B I'd like six photoconductor units, reference number seven six nine oh five. Do you have them in stock?

C Sure, we do. Anything else?

B No, that's all. This is an urgent order.

C OK. Could you send me a PO number and we'll send them right away?

B Yes. I just wanted to check you have them in stock first.

C No problem.

B I'll send you an e-mail with the purchase order number.

C OK. Take care.

B Thanks, you too.

T 7

A You have reached Galaxy Computer Supplies. If you know the extension number

of the person you are calling, please enter it now.

Otherwise, please hold.

D Hello, how can I connect you?

B Your sales department, please.

D One moment. The line's busy. Can I put you on hold or do you want to leave a message?

B I'll wait.

D The line's free now. I'll put you through.

C Lynne Noon.

B Is this sales?

C It is, yes.

B Good morning. I'm interested in your fire-proof cabinets. Do you have a sales office in Denver?

C I'm afraid we don't, but I can arrange for a visit from one of our reps.

B No, no. That's not necessary. Can I just get a price for twenty BZU cabinets, CIF Denver?

C Sure. I can e-mail it to you. Can I have your name?

B Yes, it's Jill Bosen. I'm with EVP. My e-mail address is jrosen@evp.com. Have you got that?

C J-R-O-S-E-N at E-V-P dot com. Is that right?

B Exactly.

C Can I also take your phone number?

B Yes, it's three oh three, four nine three, six six eight seven.

C Three oh three, four nine three, six six eight seven?

B That's right.

C OK. Let me work out the price and I'll e-mail it to you right away.

B Thanks a lot. Goodbye.

C You're welcome. Goodbye

T 9

One

A Her name is Kate Hiskett.

B Hiskett?

A Yes. It's spelled H-I-S-K-E-T-T.

Two

H Where's the exhibition?

G Shizuoka.

H Could you spell that, please?

G S-H-I-Z-U-O-K-A.

Three

C Their factory is in Gyor.

D Gyor?

C I can't pronounce it very well. It's spelled G-Y-O-R. And there are two dots above the O.

Four

E When you go to Brazil, you have to try a Caipirinha.

F A what?

E Caipirinha. It's a drink. It's spelled C-A-I-P-I-R-I-N-H-A.

Five

J How do you pronounce his name?

K I'm not sure.

J Spell it, then.

K It's D-H-A-N-I-N, new word, S-E-R-I-B-U-R-I.

Six

L It's a city in the mountains in Pennsylvania.

M What's it called?

L Wilkes Barre ... Wilkes Barre.

M Spell it.

L W-I-L-K-E-S, space, B-A-R-R-E.

T 10

Please listen to this message. This is Anne Parker on Monday, January 23rd. It's

11 a.m. and I'm heading out to Chicago, where I'll be in meetings for the next couple of days. You can leave a message after the tone, or if you need me right away, call my cell at 610-555-9988 and I'll get back to you as soon as I can.

T 11

Hi, Anne. This is Terry. I'm afraid I have a conflict for our meeting Thursday. So call me tomorrow and we can reschedule. Uh, no, not tomorrow, I'm in Detroit tomorrow. Try me on Wednesday, first thing in the morning, not later than 11, OK? You can reach me Wednesday at 212-555-7683. Sorry about Thursday. Talk to you soon. Take care, now.

T 12

Hi. This is Lorella Lazzari. I'm a colleague of Mr. Gardini. I'm calling to confirm the arrangements for your visit to Rome. I'll try to reach you tomorrow, but if you need to talk to me before that, it's Lorella Lazzari, that's L-A-Z-Z-A-R-I, and I'm at 39-348-151-0023. Thanks a lot.

T 13

A This is the voice mail system. The person you have called:

B John Crosby

A at extension

C eight two four one

A is not available. To leave a message, speak after the tone.

D Hi, John. It's Rafael. Call me back as soon as you can. Thanks!

T 14

You may replay your message, continue recording it, erase it, speak to an operator, or transfer out of voice mail. To replay your message, press 6. To continue recording, press 4. To erase, press 7. To speak with an operator, press 0. To transfer out of voice mail, press the pound key.

3 ORGANIZATIONS

T 15

We have revenues of over thirty-six billion dollars, and ninety percent of our sales come from overseas markets. We have more than eighty branch offices around the world and our business is very diverse. It's also very dynamic. Currently we're focusing on businesses where we can add the most value. That's financial services and electronics. We have eighty-eight thousand employees worldwide and nearly a quarter of them work in research and development. Product design is very important to us. We research how people use our products, and we put that knowledge into design. It's how we stay ahead of the competition.

T 16

Our headquarters are in Geneva but we have offices in eighteen countries. If there's a war somewhere, an earthquake, a tsunami, or an epidemic, we send medical help. We don't take sides. We just provide medical care and we report what we see. We have more than twenty-

five hundred volunteers—doctors, nurses, logistics experts, engineers—and we also employ fifteen thousand local staff. Our volunteers work with the local staff and provide training. We're a humanitarian organization and we go anywhere people need us. We have volunteers working in more than eighty different countries.

T 17

We have a fifty percent share of our domestic market and we have a worldwide network of over thirteen hundred dealers. As well as motorcycles, we sell parts and accessories, and financial services like credit cards and insurance. Our gross revenues are just over five billion dollars.

We're making three hundred and thirty-nine thousand bikes this year and next year it will be more. Demand is increasing. All kinds of people buy our bikes; blue-collar and white collar workers. Doctors and CEOs buy them. Our average customer is about forty-nine years old, and ten percent of our customers are women. The female sector of the market is growing fast.

T 20

One

Is this mike working? Yes? Great. Good evening, everyone. Thanks for coming. I'm Nora Lewis, the general manager of the Harbor Community Theater. Before I begin, can I ask: is this your first visit to the

Harbor? Please raise your hand if it is. OK. We have some new visitors. Welcome. Let me begin with some background. We're a four-hundred seat theater, and nearly half our audience comes from New Haven. But we attract a lot of people from nearby towns as well. As you can see, twenty-eight percent come from Changford and twelve percent from Eagleville, so we don't just service the city of New Haven, ...

Two

We have twenty-six employees. Have a look at this. Our administrators are responsible for cost control, cash handling, and payroll. Our artistic director plans our program. We have two marketing people, two development people—they find our sponsors. And we also employ two people in our education program.

Then we have our operations team—two production staff, two box office staff, and we have six front of house staff. They deal with the public, show people to their seats, sell food and drinks, and so on.

Now some of these positions are internships. This year we have six interns working with us—young people just starting their careers ...

Three

Are there any questions so far? No? Then let's move on to our education projects. We work closely with schools and colleges in the

community. We put on plays that students are studying and we send actors into schools and colleges to give talks. We organize talks after performances as well, as part of our life-long learning program. This month, we're running workshops on theater technology. These are classes where people can learn about sound, lighting, and special-effect technologies. They run on weekends and we get all kinds of people ...

Four

Let's talk about funding. We're a nonprofit organization, and our two main sources of income are ticket sales and donations. We also earn a little from merchandise—selling CDs, T-shirts, and food and drinks. That amounts to seventy thousand dollars. And then we have rentals. That's when we rent the theater to corporate clients for special events. But we can't earn enough, so donations are very important. We receive gifts from private individuals, companies, and the city of New Haven—one million eight hundred and fifty thousand dollars this year. And as a non-profit, our goal is to break even, so we can't make a loss and we can't make a profit. If we make a profit we have to spend it right away ...

4 EXCHANGING INFORMATION

T 21

This was designed in World War II by the United States

Department of Agriculture. It was originally developed to protect soldiers from insects. Today's version contains no CFC gases and is designed to be environmentally friendly. A famous user is James Bond. He uses one to make a flame thrower in the movie Live and Let Die.

T 22

Originally these were circular. They were first used in the early 1960s to identify railroad cars and keep efficient records of stock in warehouses. Then supermarkets used rectangular versions for point-of-purchase inventory control. Radio frequency identification tags are replacing them today. RFID uses radio waves to identify items in warehouses and shops, and can be used in ID cards.

T 23

These were invented in 1963 by Ermel Freize, a metals expert, after a family picnic. It was a very hot day, and there were cans of cold drinks around but no can opener. Ermel was determined to find a solution to the problem. And this is it. It tears a strip of metal from the can and leaves a hole to drink from. There was a litter problem with the original pull-off type and there were a lot of complaints, but now we use a push-in type.

T 24

Adults and children may like to play with them, but they weren't designed to entertain. They were created by a

teacher named John Spilsbury in 1767 "for the purpose of teaching geography." He stuck maps onto thin pieces of wood and cut out the shapes of different countries. It wasn't possible to make fully interlocking pieces until a century later, when power tools were invented.

T 25

The first version, in the 1950s, wasn't infrared. It was connected to the television by a wire. So there was a wire across the user's living room floor, and it wasn't very safe. The early models weren't very popular and were replaced by ultrasound models in the early 1970s. These were fine for humans, but weren't popular with dogs and cats. Today we use infrared versions to change channels.

T 26

I'm looking for ... we call it a "beamer" in German. It's a thing to show my PowerPoint presentation.

And do you have the thing to control the video player?

It's a big room. Maybe I need something to make my voice louder.

And my power cord isn't long enough. I need something to make it longer.

Is there anything to put my papers on when I'm speaking?

And is there anything to write on?

Sorry to bother you again, but I also need something to write with.

Just one last thing. I can't plug in my laptop. I need a ... uh ...

T 29

Good morning, everyone. Today I'd like to introduce you to the new product in the range next season—a new version of the aerobic cycle—the AC5.

As you know, the previous model, the AC4, was very successful last year. It's popular with sports centers and commercial users, but it doesn't sell well in the domestic sector of the market. The AC5, on the other hand, is designed for the domestic user.

It's lightweight—only 18 kilograms, and it has wheels, so it's easy to move around. It's only 52 centimeters wide and 89 centimeters long, but it has the same high stability and robust construction as all our other aerobic cycles.

It has most of the usual features, too: modern design, comfortable padded handlebar grips, and safety foot straps. It comes with a liquid crystal display meter, to measure speed, distance, and how many calories you're burning. It's 122 centimeters high, and the seat is height adjustable, so the AC5 works for every member of the family.

But the special feature of the AC5 is that it's collapsible.

When not in use, it folds up for easy storage. This will be a strong selling point in the domestic market. And so will the low price!

5 REPORTING

T 30

A Could you fill me in on the background?

B Yes; this project has a long history. The idea was around back in 2000, when I joined the company, but we didn't run a feasibility study until 2002.

A Were the results positive?

B Yes, very positive, and we started designing the prototype at the beginning of 2003. We constructed it that summer and ran tests in the fall. We had some technical problems at that stage.

A Uh-huh. Did you solve them?

B Yes, but it took a long time. We didn't finish till June 2004.

A Mmm. What happened then?

B We prepared detailed drawings.

A How long did that take?

B Six months. Then we sent them to potential customers. There were lots of things the customers didn't like. We began modifying the designs at the end of 2004. It took twelve months.

A Why did it take so long?

B We were very short-staffed, and we had problems with the computer.

A Hmm. What problems?

B That was the year we lost a lot of data on Friday the thirteenth.

A Oh, yes, I remember.

B We were ready to manufacture in the spring of 2006, but by then there were a lot of similar products on the market. The margins were too small, and we couldn't make a profit on it.

A So you had to shelve the project?

B That's right.

T 33

Hello, Roger. It's Flora Sanchez.

I'm fine, thanks. How are you doing?

There's a problem with our order. You sent the wrong quantity.

Sixty. We asked for eighty.

Can you send them today?

No, that's all. Thanks a lot.

T 34

B Hello.

A Hello, Roger. It's Flora Sanchez.

B Hello, Flora, How are you?

A I'm fine, thanks. How are you doing?

B Fine. What can I do for you, Flora?

A There's a problem with our order. You sent the wrong quantity.

B Oh, no. How many did we send?

A Sixty. We asked for eighty.

B I don't know how that happened, but we'll send the other twenty right away.

A Can you send them today?

B No problem. They're on their way. Is there anything else you need?

A No, that's all. Thanks a lot.

6 SOCIALIZING

T 35

In the office

A Paolo, It's great to see you again. Come on in. Can I take your coat?

B Thanks.

A Have a seat. Did you have any trouble finding us?

B No, your directions were excellent.

A How long did it take you?

B Just about an hour.

A How about some coffee?

B Sure, I'd love some.

A And how is Stephania?

B Oh, she's fine. She sends her regards, by the way.

A Cream?

B No, black please.

A Here you go.

B Thanks.

T 36

In the car

B What a wonderful view!

A Yeah, the Rocky Mountains. They are beautiful. Is this your first trip to Boulder?

B Yes. I'd love to go hiking.

A I'm going tomorrow. Do you want to come with me?

B That sounds fantastic. I'd really enjoy that.

A Great.

B Can I ask you something?

A Yes?

B Is there a good golf course in Boulder?

A I think so, but I don't play myself.

B Are you interested in sports?

A No. Not really. What about you?

B I like golf and I go skiing about once a month in winter.

A Oh. Where do you go? In Italy?

B Yes. A small place near Cervinia. It's in the Alps.

T 37

In the restaurant

C The wine list, sir.

A Thank you. Let's see. What kind of wine do you like, Paolo?

B I prefer white.

A Do you like it dry?

B Yes, I do.

A Then let's have the Chablis. It's usually very good.

B How often do you come here?

A About once a month.

{to the server} Excuse me.

C Yes, sir?

A We'll have the Chablis, please. Number sixty-three.

B And I'd like a bottle of sparkling water too, please.

T 38

A I'll have some chili and a chicken sandwich, and some fresh strawberries served with sugar.

B So that's some chili and a chicken sandwich, and some fresh strawberries served with sugar?

A Uh ... can I change the fresh strawberries served with sugar?

B Sure.

A Give me a piece of cherry pie with some chocolate syrup.

B So that's some chili and a chicken sandwich and a piece of cherry pie with chocolate syrup? **A** Yeah!

7 MEETINGS

T 39

A The next item on the agenda is the new Mexican

sales organization. As you know, we're going to open the new sales office in March and so we need to discuss recruiting. Basically we have two alternatives. We can either take on new Mexican sales representatives and train them. Or we can teach our U.S. sales reps Spanish and transfer them. Any views on this, Mark?

B Yes. The important thing here is product knowledge, not language. Our U.S. sales reps already have the product knowledge, and they understand how the company operates. Some of them can speak a little Spanish. Why don't we give them Spanish lessons and transfer them?

A How do you feel about that proposal, Carlos?

C I don't agree. It takes years to learn a language. I think we should employ Mexican staff, and bring them to Chicago for technical training.

B No. It's a waste of time, if they can't speak English.

C What do you think, Nancy?

A I don't know, how long does it take to train a new sales rep, Mark?

B It depends on the rep. Usually about a year.

A Mmm. That is a problem. But I think culture is important here. It's a Mexican branch so I don't think we should employ U.S. nationals. Now I know you're not going to agree with me here, Mark, but as I see it we have no choice ...

T 41

A OK, let's move on to the next item on the agenda.

This is a proposal to print a special catalog for our multimedia products. Let me hear your thoughts on this.

B It's a terrific idea. Right now they're all mixed up with everything else in the main catalog. Nobody notices them.

C I agree. But how much is it going to cost? I'd like to see some figures.

A OK. So we need to work out the costs. Could you deal with that, Juan?

B Sure.

A How soon can you prepare some figures? By Friday?

B Yes, OK.

A Excellent. We can discuss this again next Monday, then.

T 42

A OK. The next item is the sales office telephone lines. This is your proposal, Makiko. Could you fill us in?

C Yes. At present the telephone lines shut down at six o'clock in the evening. Customers can't get through after that. I'd like to keep them open until ten o'clock.

B Do you want to take on more sales staff then?

C Yes, just two or three people at first.

B Are we going to sell enough to cover the extra costs?

C I'd like to try and see.

A It's an interesting idea. Why don't we have a trial period?

B OK.

A Makiko, can you take care of it?

C Yes, of course. I just need to do a mailing to our

customers and we can start next week.

A Good. Well I think we should review this in three months. Does everyone agree?

B Yes, that's fine.

C Yeah, great.

A All right. Is there any other business or can we break for lunch?

8 MAKING ARRANGEMENTS

T 43

Call One

A Alan Wilson.

P Hello, Alan. Patrick here.

A Hello. Good to hear from you.

P Do you feel like playing golf some time next week?

A That's a good idea.

P How about Thursday morning?

A Yes, that's fine. Is ten o'clock OK?

P Yeah. See you on Thursday at ten.

A Fine. Bye.

T 44

Call Two

G Hi, Alan, this is Geeta Amin.

A Ah, Geeta, are the plans ready?

G Yes, they are. Would you like to come and see them one morning next week?

A Sure.

G Does Friday work for you?

A Not really. I'm going to Palm Beach. My flight leaves at two. Um ... how about Tuesday?

G Yes, I'm free on Tuesday.

A Good. How does eleven o'clock look?

G Yes, that's fine.

A Great.

G I'll look forward to seeing you on Tuesday at eleven o'clock, then.

A Thank you for calling, Geeta.

G You're welcome. Bye.

T 45

Call Three

A Alan Wilson.

C Hi, Alan. This is Cristina Garcia. I'm calling about our meeting on the sixteenth. I'm going to have to reschedule it.

A No problem, Cristina.

C Can we make it for the eighteenth instead?

A Uh, no, that won't work. I have a conflict.

C Well the only other time I'm free is Thursday morning—uh ... the nineteenth.

A I have another meeting, but I can move it. So let's say ten thirty on Thursday. Does that work for you?

C Perfect. Thanks for being so flexible.

A Hey, you're welcome.

C See you Thursday at ten thirty. Thanks, Alan.

A See you then. Goodbye.

T 49

A Grace Tsai.

B Hi, Grace. This is Paul Martin.

A Paul! Good to hear from you. What's up?

B It's the meeting on June twenty-fifth. I have a conflict.

A No problem. Do you want to reschedule?

B Yes, please. Can we make it the twenty-sixth instead?

A I'm tied up on the twenty-sixth. How does the twenty-eighth look?

B Yes, that works for me. One o'clock?

A One is fine.

B Thank you for being so flexible.

A You're welcome. See you on the twenty-eighth. Take care.

B You, too. Goodbye.

9 DESCRIBING TRENDS

T 50

A This graph shows the revenues from sales for last year. Can everyone see it? Good, uh ... Lester, could you go over the numbers for us?

B Sure. Um ... as you can see, we had a pretty slow start last year. We sold 6,000 units in January, 6,000 in February ...

C When did the spring sales campaign start?

B In March. You can see that sales rose slightly to 7,000, and then again in April—up to 8,000 units.

C Why did we have that dip in June?

B Ah. That was due to Lodgico.

C Lodgico?

A Our biggest competitor.

B Yeah, Lodgico launched a new product, and it cut into our market share. Sales fell to 5,000 units in May, and we dropped another thousand units in June.

C How did we deal with it?

B We increased our discounts to wholesalers. We got sales back to 5,000 in July and then 6,000 units in August. The dramatic rise came in the next two months. Sales jumped from 10,000 units in September to 13,000 in October.

C Was that because of holiday orders?

B That's right. And when the holiday orders stopped in November, sales went down by 6,000 units. They remained stable at 7,000 until the end of the year. Any more questions?

C Yes. What does the year over year comparison look like?

B OK. Here's last year's graph. Basically, there was a slight improvement in Q1 of this year compared to Q1 of last year—particularly in January and February.

10 PROGRESS UPDATES

T 52

A How far along are you with October's figures? Have you finished them yet?

B Yes, I have.

A How have we done?

B Not bad. Service calls have gone up.

A I thought so. We've been really busy this month.

B We've gone out on 880 calls. Last month's figure was 803.

A Did we make our numbers?

B Well, we've responded to 705 calls within 24 hours. That's 80%. So yes, we've just made our numbers.

A Great.

B But last month we did better.

A Yes but we weren't so busy last month. What about the repairs?

B They're not so good. We're below target.

A How come?

B We took too long. We only completed 732 repairs in 24 hours.

A How far off are we?

B 6.8% below.

A It's not our fault though. We've had trouble getting parts.

B What do you mean?

A Some of the parts we ordered from the warehouse haven't arrived yet.

T 54

A It's five minutes past the hour and here's Business Update with Edward Moss.

B Thank you Sandi. Stock prices fell today as oil prices reached new highs. At the end of a day of active trading, stock markets worldwide closed sharply lower, with the Nikkei dropping over 500 points. The airline industry has been worst hit. Lucy Lambert reports from the International Air Transport Association in Geneva. Lucy.

C With high fuel prices and increased competition, things are already difficult for the airlines. Air traffic is up in China, India, and Russia, but major airlines still can't make a profit. Today's rise in oil prices will lead to more losses and bankruptcies around the world.

D Four of the world's largest food companies today signed an agreement to improve the lives of coffee growers. Nestle, Tchibo, Sara Lee, and Kraft will pay more for coffee, if their suppliers provide better working conditions for their workers. Working conditions have become worse in Brazil, Vietnam, Columbia, and other coffee producing

countries, as a result of low prices. But critics say the agreement won't help. In the long term, the only way to increase coffee prices is to reduce the supply. And finally, the German post office says it's found a way to protect its delivery workers from dog attacks. Deutsche Post has given 79,000 delivery workers courses in dog psychology. The result—an 80% decrease in attacks. In the past, the company gave its workers CS gas, but the dogs attacked before mail carriers could use it. The training courses have been much more successful. Postal workers learn to read a dog's body language, move slowly, and speak in a gentle voice. The biggest mistake is to run away. And now it's time for me to run away, but I'll be back at five past the hour with another Business Update. I'm Ed Moss.

11 PLANNING

T 56

A What will you keep in here?

B A lot of electronic stock—high-value items.

A Will there be only one door?

B Yes, and there won't be any windows.

A Good.

T 57

A How many people will work here?

B Two. One to check the traffic coming in and one to check the traffic going out.

A How much equipment will they need?

B Just a telephone line to the main building.

T 58

B All visitors will report here first.

A Good. There won't be much space, will there?

B Well, there won't be many visitors. We'll only need a desk for the receptionist and three or four chairs.

T 59

B This area will be very busy. A lot of trucks will come in and out of here each day.

A And there are six doors. Security will be a problem.

B I know.

A You should install closed circuit television cameras.

T 60

A You shouldn't put those doors there. They'll open directly onto the parking lot. It'll be easy to steal things from the main storeroom and drive off.

B I know. People will walk out the back of the building and we won't see them.

A You should move the doors.

B I can't. It's the fire regulations.

A What will you do about security, then?

B We'll install alarms.

They'll go off every time the doors open.

T 61

a

A I don't know when I'll get time to get to the post office.

B Do you want me to mail them for you?

A Oh, that would be great. Thanks a lot.

B You're welcome.

b

C It's no good. The battery's dead.

D Should I give you a push?

C That'd be great. Thank you.

c

E Oh no!

F Do you want me to get the door for you?

E Thanks.

F Let me give you a hand.

E No, it's OK. I can handle it.

d

G How annoying. My hands are dirty.

H Can I get that for you?

G Please.

e

J Oh, no! And this is my best suit.

K Oh, let me wipe it off for you.

J No, it's all right. I'll take care of it.

f

L Number 25. Well that's it. I've lost everything.

M Can I buy you a drink?

L No, thanks.

M Well, let me give you a ride home.

L Thank you. I'd really appreciate it.

T 63

A So where will our new office be?

B The Business Park. We plan to move in the fall.

C Do we have a date yet?

B No. We're going to finalize it next month.

A What about the building we're in now? When does the lease end?

B October 1st. We're not going to renew it. We hope to have the new place ready by the middle of September.

C Will we have more space?

B No, the new office will be smaller, much smaller. We're aiming to save money.

C How will everyone fit in?

B A lot of staff will become telecommuters. They'll work from home. And the office will have hot desks.

A So, nobody's going to have their own cube any more?

B That's right. You'll just plug your computer in at any desk.

C Is this definite?

B Yes. We expect to sign the contract this week.

T 64

B We'll be able to save on rent and reduce our overhead. And the staff will love telecommuting.

A A lot of employees work from home when they can. No rush hour traffic.

B Exactly.

A But how will we check that they're working?

B They'll be in daily contact with their supervisor—by phone and e-mail.

C And how will we motivate them?

B They'll have weekly targets. And they'll come into the office for monthly meetings.

C But they'll miss the human contact.

A They won't like hot desks.

B We'll provide desks for 70% of the staff.

A What about the other 30%?

B They won't need desks. People are often away on business trips and annual vacations.

C But it will be difficult to find people if they move from desk to desk.

12 COMPARING INFORMATION

T 65

A Overall sales are about the same as last year. The best seller is ice cream.

B But we've sold less of that than last year. Why's that?

A The market's changing. The cheaper multi-packs and standards are down, but the premiums are up. It's good because our margins are better on the more expensive brands.

B And look at the figures for yogurt!

A Yes, and yogurts have high margins, too.

T 66

A These figures are a little worrying.

B Why?

A Well, you can't see it here, but meat and poultry sales are lower than last year.

B And they account for almost half of our sales.

A Exactly.

B Do we know why?

A It might be part of a trend towards healthier eating. We're selling more vegetables.

B What about pizzas?

A They're doing very well. They're our fastest-growing product line.

T 67

B Pasta dishes are the most popular.

A Yes, they're still our best sellers.

B This is a fast-growth market, right?

A Yes. We're offering a wider range, and consumers are becoming more adventurous. About half our sales are international recipes, now.

B And curries?

A Yes, spicy dishes like curries are doing well. But the market's becoming more competitive, and some prices have come down.

B I'd like to see our market share compared with our competitors on these lines.

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