Professional English
Business: General

Steve Flinders
Series Editor: Nick Brieger
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To the student

Do you work in business and use English in your job? Or are you a business student? Whatever your background, if you need to improve your business English, the tests in this book will help. They will check your knowledge of basic business words and essential business expressions so that you can understand and communicate more effectively and confidently.

There are eight sections in the book. The first section tests your ability to talk about yourself and your role: to say who you are and what you do. The other seven sections each cover a different area of business – from organization and different areas of business-to-business language and communication. You can work through the book from beginning to end, or you can work first on the tests which are most important to you.

Many tests also have tips (advice) on language and language learning, and information about business. Do read these explanations and tips: they are there to help you.

To make the book more challenging and more fun, many different kinds of test are used, including gap-filling, word families, multiple choice and crosswords. There is a key at the back of the book so that you can check your answers; and a word list to help you revise key vocabulary.

Your vocabulary is an essential resource for effective communication. It is important to remember that the more words you know, the more you can say and the more you can understand. These tests can help you check what you know and develop your knowledge of new concepts and terms in a structured and systematic way. This book can help you significantly increase your business vocabulary.

Steve Flinders
The full series consists of:

Test Your Professional English: Accounting  Alison Pohl
Test Your Professional English: Business General  Steve Flinders
Test Your Professional English: Business Intermediate  Steve Flinders
Test Your Professional English: Finance  Simon Sweeney
Test Your Professional English: Hotel and Catering  Alison Pohl
Test Your Professional English: Law  Nick Brieger
Test Your Professional English: Management  Simon Sweeney
Test Your Professional English: Marketing  Simon Sweeney
Test Your Professional English: Medical  Alison Pohl
Test Your Professional English: Secretarial  Alison Pohl
Complete each of the following sentences with in, on or for. There are two possible answers for number 2. You can then make similar sentences about yourself and your job.

1. Olga Blanc is _______ computers.

2. She has been working _______ a big computer company for five years.

3. She is based _______ Paris.

4. She works _______ the external communications department.

5. At the moment she is working _______ the design of the company’s website.

6. She is responsible _______ the development of an important part of the site.

7. She is very interested _______ Website design.

8. She depends _______ the web and on personal contacts for new ideas.

9. She spends one or two hours every day on the Web getting information _______ all the latest developments.

10. She is happy because there is a big demand _______ good website designers at the moment.

- Tenses at work
  You use the present simple to talk, for example, about where you work or what you do: I work ...
  You use the present continuous to talk about current projects: I am working ...

- External communications means how the company communicates with the outside world. Internal communications means how people inside the company communicate with each other.
1. I work for a **company** called Kwikshoe.
2. Our main **products** are sports shoes.
3. Kwikshoe is a world **leader** in the tennis shoe sector.
4. It has a national market **share** of 23%.
5. It has 2,500 **employees** in this country.
6. It has seven **subsidiaries** in five different countries.
7. Its main **customers** are young people and people who do sport.
8. Its main **customers** are in Britain and the USA.
9. Its main **shareholders** are banks and pension funds.
10. Its **turnover** last year was $1.2 billion.
11. Its **profit** last year was $16 million.
12. Its **price** today is $57.

If you are the number one in a market, sector or region, you can say:

*We are the leader in the ... sector ...*

*We are the biggest ... in the market.*

If you are the number two or three, you can say:

*We are a leader in the provision of ...*

*We are the second / third / fourth biggest ... in the region.*
Lorenza Müller is telling her partner about her day at the office. Match the beginning of each sentence on the left (1–13) with a phrase on the right (a–m). You can then make similar sentences to talk about your day at work.

1. I looked at ___ a. the monthly figures to Mr Kazoulis.
2. I wrote ___ b. an appointment with a client.
3. I made ___ c. the minutes of the meeting.
4. I went to ___ d. a representative of the safety committee.
5. I took ___ e. the company magazine.
6. I fixed ___ f. three or four replies.
7. I met ___ g. two or three telephone calls.
8. I had ___ h. the office Christmas party with Cynthia.
9. I read ___ i. a $10 million deal.
10. I discussed ___ j. my e-mails.
11. I presented ___ k. lunch with Tom in Accounts.
12. I negotiated ___ l. tired but happy.
13. I came home ___ m. the weekly departmental meeting.
SECTION 1

The people you talk to

Choose one word or phrase from the box to complete each sentence.

boss Chief Executive Officer colleague customer
director investor leader manager opposite number
- owner shareholder supplier

My name's John Power. Power Enterprises belongs to me. I'm the (1) __________ owner ___. I also manage the company myself. I'm the (2) _____________.

I'm John Power's sister. I sit on the Board of his company. I'm a (3) ___________.

I'm Mr Power's secretary.
He's my (4) _____________.

I hold equity in this company.
I am a (5) _____________.

John Power is a friend of mine. I have put some of my own money into Power Enterprises. I'm an (6) _____________.

I buy things from this company.
I'm a (7) _____________.
This company buys things from me. I'm a (8) ____________.

I'm the head of a team in the technical department. I'm a team (9) ____________.

I have lunch every day with the woman at the desk next to mine. She is my (10) ________________.

I'm the marketing director of Power Asia Pacific. Jim Poom is the marketing director of Power Europe. He's my (11) ________________.

I work for Power Enterprises. I head a department of about 50 people. I'm a (12) ________________.

There is not a big difference between customers and clients and sometimes both can be used. In general, people in shops are usually customers, while businesses and professional people like lawyers and accountants have clients.

Boss is an informal word, not something you will see on an organization chart. The terms superior and subordinate were once used to talk about people above and below you in the organization, but they are less common today.
You have just agreed your pay with the Board. Fill in the missing words in the sentences below.

- benefits
- bonus
- car expenses
- health insurance
- income
- pension
- rise
- salary
- stock
- option
- vouchers

1. Your base __________ will be $500,000 per year.
2. When you are 65, you will get a __________ of $400,000 per year.
3. But you will get many other __________ as well.
4. A __________ plan gives you shares in the company which you can sell at a profit if the price goes up.
5. You have an expensive company __________.
6. You have unlimited travel and entertainment __________.
7. You get free __________.
8. You get free luncheon __________ which you can use in most restaurants in the city.
9. And you get a special __________ if the company's sales go up by more than 15% in the year.
10. So your total __________ next year could be more than a million pounds. Even so, you are thinking about asking for another __________ soon!

One of the benefits...
Tony Johansen tells us about his professional life but some of the letters are missing from the key words. Fill in the missing letters, Take care with the correct form of the verb. You can then make similar sentences about your own professional life story.

1. I guess my **career** so far has not been very typical.

2. My first **job** was with Flat Earth Mechanics.

3. I **started** with them in 1975.

4. It was just after I had **left** school.

5. My first job was in the office but I soon **moved** to the sales department. I knew then that I was born to be a salesman!

6. In 1980 I was **promoted** to the position of sales manager.

7. But soon after that, the company went through a bad period and most of us were **made redundant**.

8. It took me two weeks to find another job and at the beginning of 1981 I **joined** Round Earth Mechanics.

9. This was a much more successful company and in 1990 I was **appointed** to the post of national sales manager.

10. Things have been fine since then although I was almost **fired** once for paying my sales people too much commission.

11. I have no plans to **retire** before I’m 60.

12. If someone **offers** me a better job, I will think about it seriously!
Match the parts of the computer (a–k) with the following terms (1–11).

1 keyboard
2 screen
3 CD-ROM drive
4 printer
5 mouse
6 disk drive
7 disk
8 monitor
9 scanner
10 loudspeakers
11 web camera
What do you keep on your desk and in your office? Match the items (a–o) with the correct terms (1–15).

1. ring binder
2. envelopes
3. plastic sleeves
4. Post-its
5. scissors
6. headed paper
7. waste paper bin
8. stapler
9. staples
10. in-tray
11. filing cabinet
12. hanging file
13. paper clips
14. ruler
15. hole punch
You arrive at the **main gate**.

You show your **identity card**.

The **security guard** lets you go through.

You enter the **main building**.

You walk to the **reception desk**.

You give your name to the **receptionist**.
You have an _________ with Mr Power at 9.

You _________ your name in the visitors' book.

You pin your _________ to your coat.

You find the _________.

You go to the top _________.

Mr Power's _________ meets you.

She takes you to Mr Power's _________.

Mr Power says, 'Hi, we have a _________.'

British English speakers take the lift. American English speakers take the elevator.
10 Places

Match the places (a-k) with the correct business locations (1-11).

1 call centre  
2 factory  
3 meeting room  
4 office  
5 open-plan office  
6 reception  
7 research lab  
8 showroom  
9 trade fair  
10 training centre  
11 warehouse

a

b

c

d
# Jobs

Match the business cards (a–l) with the job descriptions (1–12):

1. **I buy all the things that the company needs.**
   - [f]
   - **John Sutton**
     - **Managing Director**

2. **My job is to make sure that the company has a good image.**
   - [b]
   - **Linda Gabbiadini**
     - **Human Resources Director**

3. **My job is to find and test new products.**
   - [c]
   - **Dietrich Hoffmeister**
     - **Finance Director**

4. **I’m in charge of the people who sell our products.**
   - [d]
   - **Alice Hernandez**
     - **Chief Accountant**

5. **I type letters, file papers and make appointments for my boss.**
   - [e]
   - **Li Wan**
     - **Secretary**

6. **I have general responsibility for the whole company.**
   - [f]
   - **Lena Johansson**
     - **Purchasing Manager**
In some cultures, people exchange **business cards** at the beginning of a meeting or a visit. In others, they do it at the end of the meeting.

In some cultures, people present their business cards with one hand. In others, they present the card with two hands.

In some cultures, business cards are usually white. In others, they can be multi-coloured.

What information do you have on your card? What colour is it? When do you give it to another person? Do you know people who do things differently?
Square Hole Engineering Inc. has four white-collar grades and four blue-collar grades. Write the names of all eight grades in the list, from the top (1) to the bottom (8).

White-collar grades

- 1. senior management
- 2.
- 3.
- 4.

Blue-collar grades

- 5.
- 6.
- 7.
- 8.

There are eight **layers** or **levels** in the organization chart of this company. A company with only a few levels has a **flat organization**. A company with a lot of levels is often very **hierarchical** because decisions have to travel through several layers.

**White-collar workers** often work in offices, banks, etc. They work in management or administration.

**Blue-collar workers** often work with their hands, for example on the production line in a factory.
Read this short presentation of the management team of this British company. Then write the correct letters (a–n) in the right places in the organization chart.

At the top of the company, the Chairman of the Board [a] is responsible to the shareholders and the day-to-day running is the responsibility of the Chief Executive Officer (CEO) [b], who also has a seat on the Board.

Five directors form the senior management committee of the company. Going from left to right on the organization chart, we start with the Director of Finance [c], who runs his division with his Deputy [d].

Then we have the Director of Operations [e], who is responsible for production and logistics. The Factory Manager [f] answers directly to him.

Next we have the Director of Marketing [g], who is also responsible for sales so the National Sales Manager [h] reports to him on the activities of the whole sales team, which is divided into two regions, north and south, each managed by a regional sales manager [i; j].

The Director of Human Resources [k] has a Training and Development Manager [l] and a Compensation and Benefits Manager [m], who look after the day-to-day running of her department.

Finally, the Director of Research and Development [n] runs a small but important division of the company. She too reports directly to the CEO.
The organization is in trouble. Match the problems (a–l) with the correct departments (1–12).

<table>
<thead>
<tr>
<th>Problem</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>a One of the robots on the assembly line has stopped working.</td>
<td>e Distribution</td>
</tr>
<tr>
<td>b Cash flow is much worse than I thought.</td>
<td>7 Telephone After-sales</td>
</tr>
<tr>
<td>c There's a national newspaper on the phone. They want to talk about water pollution near the factory.</td>
<td>8 Marketing</td>
</tr>
<tr>
<td>d There's something wrong with the network: all the screens have gone blank.</td>
<td>9 Reception</td>
</tr>
<tr>
<td>e We have ten lorries waiting outside the main warehouse and there's nothing to put in them.</td>
<td>10 Switchboard</td>
</tr>
<tr>
<td>f The unions have just asked for another 10%.</td>
<td>11 Information Technology</td>
</tr>
<tr>
<td>g</td>
<td>12 Quality</td>
</tr>
</tbody>
</table>
If we don't start producing some more useful ideas soon, they'll close down the laboratory.

Last month, there were problems with 0.31% of the bottles. This month I want that figure to be zero.

I'm very sorry, madam. We certainly asked the taxi to be here at three o'clock. I'll call them again immediately.

The latest survey shows that the majority of 18- to 25-year-old women think our perfume smells terrible.

I'm very sorry, sir. I've tried to reach his secretary several times but there's no reply.

If this doesn't work, I'll send an engineer to you this afternoon.

In production and distribution, modern manufacturing is becoming very complex. Parts can come into the factory from many different suppliers and finished goods then have to go to customers. Managing this process is called managing the supply chain.

Making products or providing services of good quality – that is, to a high standard – should be important for every company. Some companies have quality managers. But even if there is a quality manager, quality is everyone's responsibility.

People in telephone after-sales help callers who may have problems with products they have bought. For example, if you buy a computer and you don't understand how to make it work, someone in telephone after-sales will tell you what to do.
Our (1) **head office** is in London. This is where most of our senior managers work. We also have four (2) _______________ : in Singapore, serving Asia; in Boston, Massachusetts, serving the whole of North America; in Buenos Aires for South America; and in Zurich, for Europe, Africa and the Middle East. We have (3) ____________________ in seventeen other countries, and in countries where we do not have our own people we usually have (4) _______________.
Of course, we make a wide range of products but recently we have closed some (5) __________________________ and reduced the number of products being made at others. However, distribution is still as local as possible and we have (6) __________________________ , depots and distribution centres in almost every country in which we operate.

We have also closed some of the smaller (7) __________________________ and moved many of our best scientists and technicians to two major centres in France and the United States.

We think that staff development is essential to our present and future success and we run more than 5,000 courses for our employees in the fifty (8) __________________________ which we have across the world.

Well, that’s all I want to say about our presence worldwide. Now, if you would like to follow me, first of all I’ll show you my (9) __________________________ and then we’ll start the tour of the (10) __________________________ .

You can talk about your company’s head office or your company’s headquarters. But note that headquarters can be singular or plural:

Our headquarters is in Warsaw.
Our headquarters are in Warsaw.
Fill in the missing words in the sentences below. Choose from the following:

- family company - hostile takeover joint venture merger
- parent company principal shareholders privatized stakeholders
- state-owned subsidiaries takeover

1. Rich & Bright was started by Sam Rich and his brother-in-law, Charlie Bright, fifty years ago. It was a successful ______ family company ______.

2. But the Socialist Party won an election and the government nationalized the company. It was now managed by a government department. It was ________________.

3. Then the Christian Democrats won an election. The new government sold R & B. It was ________________.

4. But by this time both Sam and Charlie had died. The new owners were banks and pension funds. They were the ________________.

5. Of course, many more people – managers, employees and their families, and clients – also had an interest in the success of the company. These were the ________________.

6. The new management decided to turn some of the business units into separate companies. They became ________________.

7. R & B kept a majority shareholding in all of them. It was the ________________.

8. Then the American giant, Monsterbuck, suggested that the two companies work in partnership on a new product. They proposed a ________________.
9  But everyone knew that Monsterbuck really wanted to buy R & B. Monsterbuck wanted a ___________.

10  The R & B management did not want Monsterbuck to buy the company. But Monsterbuck offered the R & B shareholders lots of money and won control. It was a _____________.

11  Now there is news that Monsterbuck and another American giant, Megadollar, will join together soon. It will be a very big _____________.

It will be very big!
The business bag

Empty a manager's bag and pockets or purse and what do you find? Match the pictures (a–k) with the correct terms (1–11).

1 tickets
2 credit card
3 keys
4 mobile phone
5 cash
6 chequebook
7 passport
8 business card
9 wallet
10 personal organizer
11 adapter
Cash is made up of coins, made of metal, which you keep in your pocket or in a purse; and notes, made of paper, which you keep in your wallet.
Complete the sentences with words from the box.

aisle bill check-in desk connection excess baggage hand luggage
reservation room service seat belt single tie waiter

1. The taxi driver took me the long way to the airport. I didn't give him a __________ tip.

2. I got to the __________________ ten minutes before take-off. Fortunately the plane was late.

3. I had a very heavy suitcase and two pieces of ________________.

4. The suitcase and one of the other bags were too heavy and I had to pay an ________________ charge.

5. I wanted a window seat but I could only get an ________________ seat.

6. The weather was bad and I had to wear my ________________ all through the trip.

7. The first plane arrived very late and so I missed my ________________. I waited three hours in the airport for another flight.

8. At last I arrived at my hotel. They could not find my ________________.

9. I wanted a double room but I had to take a ________________.

10. I went to the hotel restaurant but could not find a ________________ to serve me.

11. I went back to my room and tried ________________ but there was no reply.

12. In the morning I asked for my ________________. I don't need to tell you: they had got it wrong!
SECTION 3
Communications

Find words in the word square which match these descriptions. The words may run from the top down, from the bottom up, from left to right or diagonally.

1. It can weigh less than 200 grams and you can call your friends from almost anywhere with it. (6 and 5 letters)
2. It bleeps to tell you there's a call. (5 letters)
3. It connects computers round the world. (8 letters)
4. You can go here for information in text, sound and pictures about an organization or an individual. (7 letters)
5. The way for your company to buy and sell its products and services via computer. (9 letters)
6. A message you send from one computer to another. (5 letters)
7. A computer which you can carry with you when you travel. (6 letters)
8. A computer which you can put in your pocket. (7 letters)
9. A virtual company. (6 letters)
Look at the spoken numbers in the box. Decide which sentence each number fits into, and then write the same number in figures in the sentence.

fifty-five
half seven
nought point nought three
one quarter
seven thirty
three double four oh four five six two
three-quarters
-twenty-fifth
twenty-three hundred
two
two thousand and two
zero

1 Pay day for our salaried employees is on the 25th of every month.

2 We do a major strategic review every two or three years. The last one was at the beginning of ____________.

3 Jimmy has saved a lot of money. He plans to retire when he's ____________.
4 He also has a good pension scheme. It should give him about ________ of his salary after he retires.

5 We've reduced the percentage of damaged goods to ________ per cent of production.

6 We hope to achieve a level of ________ defects soon.

7 The timetable says that Charlotte's plane should arrive at ________ hours.

8 This is ________. Can I help you?

9 The meeting will start at ________ in the morning precisely.

10 ________?! That's a bit early, isn't it?

11 Interest rates have gone up again – from 7¼% to 7½% – that is to say, by ________ of one per cent.

12 Sales increased by ________ per cent last year: this is a rather disappointing result.

A number cruncher is a person who or a machine which works with numbers and does a lot of calculations very quickly. A lot of managers have to crunch numbers.

If you don't know the exact number, you can say:

- it's about 100.
- it's around 100.
- it's roughly 100.
- it's approximately 100.
## Describing people

Match the descriptions (a–m) with the personality adjectives (1–13).

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>tidy</td>
<td>h</td>
</tr>
<tr>
<td>2</td>
<td>shy</td>
<td>b</td>
</tr>
<tr>
<td>3</td>
<td>self-confident</td>
<td>c</td>
</tr>
<tr>
<td>4</td>
<td>reliable</td>
<td>d</td>
</tr>
<tr>
<td>5</td>
<td>patient</td>
<td>e</td>
</tr>
<tr>
<td>6</td>
<td>demanding</td>
<td>f</td>
</tr>
<tr>
<td>7</td>
<td>nervous</td>
<td>g</td>
</tr>
<tr>
<td>8</td>
<td>ambitious</td>
<td>h</td>
</tr>
<tr>
<td>9</td>
<td>relaxed</td>
<td>i</td>
</tr>
<tr>
<td>10</td>
<td>cautious</td>
<td>j</td>
</tr>
<tr>
<td>11</td>
<td>dynamic</td>
<td>k</td>
</tr>
<tr>
<td>12</td>
<td>efficient</td>
<td>l</td>
</tr>
<tr>
<td>13</td>
<td>punctual</td>
<td>m</td>
</tr>
</tbody>
</table>

An appraisal is a description of your performance at work. Many people have appraisal interviews with their bosses one or more times per year to discuss the work they did in the last year and the work they will do next year. More and more job interviews and appraisal interviews are done in English.
These pairs of words describe employee qualities and performance. From the words on the right, choose a synonym for each adjective (1–12).

1  tidy  neat  clever  timid  
2  friendly  
3  careful  
4  intelligent  
5  shy  
6  reliable  
7  relaxed  
8  self-confident  
9  flexible  
10  systematic  
11  satisfactory  
12  excellent  

easy-going  acceptable  self-assured  cautious  adaptable  neat  consistent  outstanding  dependable  warm

André is a very self-confident manager.
Write the negative forms of the following adjectives using the prefixes un- (11 examples), in- (7 examples), dis- (3 examples), ir- (1 example) or im- (1 example).

<table>
<thead>
<tr>
<th>Adjective</th>
<th>Negative</th>
<th>Adjective</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 tidy</td>
<td>untidy</td>
<td>13 obedient</td>
<td></td>
</tr>
<tr>
<td>2 organized</td>
<td></td>
<td>14 reliable</td>
<td></td>
</tr>
<tr>
<td>3 accurate</td>
<td></td>
<td>15 predictable</td>
<td></td>
</tr>
<tr>
<td>4 systematic</td>
<td></td>
<td>16 friendly</td>
<td></td>
</tr>
<tr>
<td>5 sensitive</td>
<td></td>
<td>17 diplomatic</td>
<td></td>
</tr>
<tr>
<td>6 patient</td>
<td></td>
<td>18 trustworthy</td>
<td></td>
</tr>
<tr>
<td>7 conventional</td>
<td></td>
<td>19 tolerant</td>
<td></td>
</tr>
<tr>
<td>8 traditional</td>
<td></td>
<td>20 sincere</td>
<td></td>
</tr>
<tr>
<td>9 convincing</td>
<td></td>
<td>21 orthodox</td>
<td></td>
</tr>
<tr>
<td>10 responsible</td>
<td></td>
<td>22 honest</td>
<td></td>
</tr>
<tr>
<td>11 efficient</td>
<td></td>
<td>23 experienced</td>
<td></td>
</tr>
<tr>
<td>12 secure</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Herbert is a very traditional manager.*
<table>
<thead>
<tr>
<th></th>
<th>Term</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>headquarters</td>
<td>m</td>
<td>a</td>
</tr>
<tr>
<td>2</td>
<td>executive</td>
<td></td>
<td>b</td>
</tr>
<tr>
<td>3</td>
<td>human resources</td>
<td></td>
<td>c</td>
</tr>
<tr>
<td>4</td>
<td>customer</td>
<td></td>
<td>d</td>
</tr>
<tr>
<td>5</td>
<td>factory</td>
<td></td>
<td>e</td>
</tr>
<tr>
<td>6</td>
<td>head</td>
<td></td>
<td>f</td>
</tr>
<tr>
<td>7</td>
<td>firm</td>
<td></td>
<td>g</td>
</tr>
<tr>
<td>8</td>
<td>manufacturing</td>
<td></td>
<td>h</td>
</tr>
<tr>
<td>9</td>
<td>Chief Executive Officer</td>
<td></td>
<td>i</td>
</tr>
<tr>
<td>10</td>
<td>turnover</td>
<td></td>
<td>j</td>
</tr>
<tr>
<td>11</td>
<td>pay</td>
<td></td>
<td>k</td>
</tr>
<tr>
<td>12</td>
<td>buyer</td>
<td></td>
<td>l</td>
</tr>
<tr>
<td>13</td>
<td>post</td>
<td></td>
<td>m</td>
</tr>
<tr>
<td>14</td>
<td>supply</td>
<td></td>
<td>n</td>
</tr>
<tr>
<td>15</td>
<td>target</td>
<td></td>
<td>o</td>
</tr>
<tr>
<td>16</td>
<td>letters</td>
<td></td>
<td>p</td>
</tr>
<tr>
<td>17</td>
<td>goods</td>
<td></td>
<td>q</td>
</tr>
<tr>
<td>18</td>
<td>scheme</td>
<td></td>
<td>r</td>
</tr>
</tbody>
</table>
Write one word in each mind map. Choose from the words and phrases in the box.

- business
- customer
- executive
- financial
- management
- market
- price
- products
- profit
- staff

1. enter a new ~
   - market
   - a ~ study
   - a crowded ~

2. a high ~
   - a bargain ~
   - a competitive ~

3. gross ~
   - ~ after tax
   - a net ~

4. top-quality ~
   - best-selling ~

5. a potential ~
   - a ~ complaint
   - an unhappy ~
Learning single words is not enough. Learning word families like these will help you build better sentences, understand better how individual words work and speak better English. Always look for word families when you read and listen to English.

People use mind maps as a learning tool, to remember vocabulary and to brainstorm ideas. In language learning, you can use a mind map to remember which words go together. Put one word (for example a verb: manage) in the central circle and then show other words (for example nouns: project, team) which often go with it. You can then add adjectives which go with the nouns (for example: difficult, challenging) and so on! People with visual memories find mind maps especially helpful.
Read the sad story of Pedro Brown. Then match the idioms (1–12) with their meanings (a–l).

1 Pedro Brown was on the ball. \(f\)
2 He had a good track record. 
3 He had a good nose for a sale. 
4 And he usually played his cards right. 
5 But success went to his head. 
6 He began to lose his touch. 
7 He was always up to his eyes in work. 
8 He started trying to pass the buck. 
9 And then he put his foot in it. 
10 The boss gave him a piece of his mind. 
11 Nobody put him in the picture any more. 
12 And in the end he was fired.

Pedro Brown was on the ball.
a He began to have too important an opinion of himself.
b He had too many things to do.
c He made a big mistake.
d He lost his job.
e He was not told what was happening.
f He was a clever employee, he knew what was going on.
g He made the right decisions.
h He passed responsibility to other people.
i His job experience was good.
j He talked to him very directly.
k He started to make mistakes.
l He was a natural salesman.

He was up to his eyes in work.
The company is in crisis. Below is a memo from the Chief Executive Officer. Fill in the missing words in the sentences.

We have to:

1. **fix** a meeting.
2. **deal** with a very difficult situation.
3. **solve** the problem of falling sales.
4. **make** agreement about exactly what to do.
5. **decide** on a strategy.
6. **launch** a profit next year.
7. **play** a new product very soon.
8. **forecast** next year's sales.
9. **raise** the prices of our existing products.
10. **reduce** costs and staff.
11. **play** a different role in the market in order to survive.

You can also:

arrange a meeting, call a meeting or organize a meeting.
Circle the ‘odd one out’ in each of these groups of basic business words.

1. a) firm  b) company  c) enterprise  d) manager
2. a) plant  b) factory  c) office  d) works
3. a) sell  b) make  c) produce  d) manufacture
4. a) client  b) customer  c) consumer  d) employee
5. a) salary  b) research  c) pay  d) income
6. a) manager  b) profit  c) executive  d) business person
7. a) export  b) division  c) section  d) department
8. a) assistant  b) desk  c) deputy  d) subordinate
9. a) timetable  b) plan  c) schedule  d) market
10. a) staff  b) personnel  c) product  d) workforce
11. a) choice  b) option  c) action  d) alternative
12. a) discuss  b) call  c) phone  d) ring
13. a) aim  b) target  c) reach  d) objective
Write one word in each mind map. Choose from the following:

- accounting
- advertising
- communications
- computer
- financial
- market
- production
- quality
- research
- sales

1. newspaper ~ campaign
2. ~ laboratory

   advertising

   TV and cinema ~ agency

   ~ team ~ project

3. mainframe ~ network

   laptop ~ programmer

4. ~ study

   ~ research ~ survey

5. external ~ internal

   ~ network ~ good
Creative accounting is when unusual but not illegal methods are used to make a set of accounts look better than they really are.
Informant and persuader are English words but they are not much used in business.

An informant can be, for example, a police informant – someone who informs the police about the activities of people s/he knows.

Fifty years ago, Vance Packard, an American writer, wrote a book called The Hidden Persuaders, about the advertising industry.

Someone who makes decisions is not a decider but a decision-maker.
Problem pairs

These pairs of words often cause problems. Choose the correct alternative for each sentence.

1. ECONOMIC / ECONOMICAL
   a) Prices are rising and the number of jobs is falling. It's not just a business problem, it's a general economic problem.
   b) This car uses less petrol than the other one so this one is the more economical.

2. TRAVEL / TRIP
   a) Zangief is doing too much business and wants to cut the number of visits to foreign clients next year.
   b) However, he still has to make one important trip to the agent in Singapore.

3. PRODUCTION / PRODUCTIVITY
   a) We will increase pay if the employees raise their productivity.
   b) If we don't get another order soon, we'll have to cut and maybe close a factory.

4. SALARY / WAGE
   a) We pay a monthly salary by cheque to our white-collar staff.
   b) We pay a weekly wage in cash to our part-time blue-collar staff.

5. EXPENSES / EXPENDITURE
   a) We have to reduce our general expenditure: we must cut costs wherever we can.
   b) The sales manager has to cut his travel, accommodation and entertainment expenses: he'll have to stay in cheaper hotels and take his clients to cheaper restaurants.
6 PERSONNEL / PERSONAL
a) Smith has a ____________ problem: his wife wants to leave him.

b) Smith's company has a _______________ problem: their employees want a 20% pay increase.

7 INTERVIEWEE / INTERVIEWER
a) The person who usually asks most of the questions at an interview is the ________________.

b) The person who usually answers most of the questions at an interview is the ________________.

8 FOREIGNERS / STRANGERS
a) Our company has been bought by a German multinational. More and more ________________ are coming from abroad to work in our office.

b) There were two ______________ at the corner table in the restaurant where we usually go for lunch: no one had ever seen them before.

9 WHITE-COLLAR / BLUE-COLLAR
a) ______________ workers work in the factory.

b) ______________ workers work in the office.

10 ADVERTISING / ADVERTISEMENT
a) Our ______________ budget is 10% less than last year.

b) Did you see the big ______________ for a new Managing Director for Acme in this morning's newspapers?

11 LINE / STAFF
a) A ______________ manager works directly on the production of goods or the provision of services.

b) A ______________ manager gives support to the managers who produce the goods or provide the services.

12 RAISING / RISING
a) Prices are ______________ at a rate of about 4% per year.

b) The company is ______________ its prices by 5% this year.
Key phrases for business communication

Match the pictures (a–h) with the phrases (1–8).

1. Could you hold on, please?
2. Do you have any questions?
3. I'm very sorry, madam. I'll make sure this doesn't happen again.
4. How are you?
5. I'm afraid that Mr Fangio is unavailable at the moment.
6. I've divided my subject into three parts.
7. Let me take your coats.
8. There are several points on today's agenda.

a. 

b. 
BUSINESS COMMUNICATION

Business people communicate with each other in a number of different ways.

Match the pictures (a-k) with the correct terms (1-11).

1. e-mail
2. phone
3. letter
4. fax
5. video conference
6. notice board
7. office gossip
8. face to face
9. intranet
10. meeting
11. in-house magazine

(a)
(b)
(c)
(d)
Suzi Capra wants to make a good start to her presentation, so she has made a list of the things she wants to say. Unfortunately she has dropped all her language cards (a–j) on the floor. Help her to put them in the right order by matching them with the cues (1–10).

Cues

1. THANK audience for coming.  
2. INTRODUCE myself.  
4. Give TITLE of presentation.  
5. Give REASON.  
6. Give STRUCTURE.  
7. Give LENGTH.  
8. VISUAL AIDS I plan to use.  
9. No QUESTIONS until the end.  
10. START first part.

Language cards

a I plan to show you some slides and a short video during my presentation.
b So, first of all, let's take a look at ...
c I'm very grateful that you could all come today.
d I'm going to talk for ...
e If there is anything you would like to ask me, please would you wait until the end of the presentation.
f My name is ...
g My talk will be in four main parts.
h The subject of my presentation today is ...
i I'm the ...
j I'm going to talk about this because ...
You have to show this visual aid to the people at your presentation. Can you say where each place is? Make complete sentences.

Example: *The main office is in the top left-hand corner.*
1. The main office is in the bottom right-hand corner.
2. The car park is on the left-hand side.
3. The factory is at the bottom.
4. The R&D centre is in the top right-hand corner.
5. The warehouse is at the top.
6. The training centre is in the right-hand side.
7. Office block A is in the bottom left-hand corner.
8. Office block B is in the top left-hand corner.
9. The main entrance is in the centre.
Fill in the missing words in the sentences below. Choose from the following. There are two possible answers for number 8.

1. It was a terrible [ ] meeting.

2. It was planned to [ ] at nine o'clock.

3. But no one had the [ ]

4. And no one knew which [ ] to go to.

5. The [ ] arrived at 9.15. At last we thought we could start.

'Thank you, everyone. That was an interesting discussion about how long the meeting should last. It's a pity we don't have time to discuss anything else.'
6 But no one had the __________________ of the last meeting, so the secretary had to go and look for them – and to make copies of the agenda.

7 It took a long time to go through the __________________ from the last meeting.

8 At last we got to the main __________________ on the agenda.

9 We talked for two hours but did not reach a __________________.

10 There was no time for __________________.

11 The chair declared the meeting __________________ just before midday.

12 Thank goodness it’s only a __________________ meeting!

---

Some useful vocabulary for meetings:

The **agenda** – the list of things to discuss.

The **minutes** – the report of a meeting.

The **chair** – the person who leads the meeting.

**Matters arising** – things to discuss from the last meeting.

**Any Other Business (AOB)** – the chance for people to discuss things which are not on the agenda.
Meetings have different kinds of objectives. Match what people are saying (a–i) with the correct meetings (1–9).

1 Meeting to maintain contact
2 Brainstorming meeting
3 Decision-making meeting
4 Discussion meeting
5 Annual General Meeting
6 Information meeting
7 Negotiation
8 Planning meeting
9 Problem-solving meeting

We've got to find a way of making the TX2 and the TX3 communicate with each other. Could the technical people come in next Tuesday?

I'd now like to call on the Chairman of the Board to give us his report on the year's activities.

We're meeting the unions on the 21st. We're going to discuss with them their demand for a salary increase for next year.

If you're in the country next month, come over and see us: it would be good to get a chance to talk and discuss how our relationship could develop.
SECTION 5

I've called this meeting because I want to tell you about recent developments in the KG23 project.

The atmosphere on the first floor is terrible. Could we have a meeting about it? I don't know if we can get a decision without Cedric and Jan, but at least we can talk about it.

OK, let's see how many ideas we come up with in the next 15 minutes. I'll write them up on the whiteboard.

We have just one point on today's agenda: to decide on the launch date for Zakko.

Can we meet next Friday? We need to plan the next three stages of the AK94 project.

A *brainstorming meeting* is a more informal meeting where everyone should feel free to make suggestions and to give their ideas, in order to develop new ideas or to solve a problem. There are fewer rules and there may not be an agenda for this kind of meeting.

A *troubleshooting meeting* is a mixture of problem-solving and brainstorming, when everyone at the meeting tries to find an answer to a current (and often) urgent problem. There is more likely to be a chairperson, an agenda and rules for the discussion in this kind of meeting.
Meetings are good if everyone prepares for them very carefully in advance.

First of all, we have to decide who should be the chair.

I suggest that Mr Power should chair the meeting.

I agree that he is the right man for the job.

He is the only person here who can analyze the situation properly.

He can solve the problem if anyone can.

Mr Hong, please would you not interrupt when I am speaking.

Next point. I propose that everyone here should get a 20% salary increase next year.

We must plan for the next stage of the project.

Celia is now going to present the sales figures for the last quarter.
11 I hate the weekly sales meeting. Archie and Fatima always _________ all the time.

12 I _________ with what you say. I think Steve is the problem.

13 We need to _________ again soon.

14 We have to _________ this question in more detail.

15 So, I'd like to _________ what we have said so far.

16 Good. So who is going to _________ all this to the Board?
In business it is important to be able to talk about things which go up and down (like prices and profits). Write the letter of each graph (a–j) next to the correct description (1–10).

1. The share price reached a peak.  
2. The share price rose slightly.  
3. The share price went up steadily.  
4. The share price increased dramatically.  
5. The share price reached a low point and then recovered.  
6. The share price decreased slowly.  
7. The share price fluctuated.  
8. The share price levelled out.  
9. The share price fell rapidly.  
10. The share price went down steadily.

(a)  
(b)  
(c)  
(d)
Match the document extracts (a–l) with the correct terms (1–12).

1 agenda  
2 order form  
3 minutes  
4 mailshot  
5 invoice  
6 annual report  
7 sales report  
8 newsletter  
9 memo  
10 letter  
11 contract  
12 user's guide

a You can use toolbars for quick access to commonly used commands and tools. When you first start the software, the Standard and Formatting toolbars are displayed just below the menu bar and the Drawing toolbar is displayed vertically on the left side of the window...

b Dear Ms Zelenka,
With reference to your recent call, please note that the goods you wish to order are currently out of stock.

c To: All employees in H section
From: GBH
Subject: Restroom facilities for H section staff
Date: 28 July
It has recently come to my notice that a number of employees in H section...

d POWER ENTERPRISES UK CELEBRATES ITS MOVE TO FRISBEE HOUSE
Power Enterprises UK has just celebrated its move to new premises at Frisbee House, a beautiful listed building at the heart of the historic centre of Bristol and just a few minutes' walk from...

e 4 It was agreed that departmental running costs must be cut by 10%. Arturo will present his proposal at the next meeting.
5 Martha's presentation ceremony will be on 9 November. Everyone will attend.
6 The next departmental meeting will be on...
All prices are inclusive of VAT, postage and packing. If you wish to pay by Visa or American Express card, please complete the form at the bottom of the page. If you are not entirely satisfied with your goods, we shall be happy to...  

This has been quite a good year for Flinco. Although the general economic situation was very difficult, sales increased by 7.3% and net income by 12.7%. At the same time, we reduced our workforce by almost 15% and continued to increase the range of products...

1 Minutes of the last meeting and matters arising.
2 The Zakko launch.
3 Problems in H section...

Figures for the Western region are generally good although the seasonal fall in sales of the XJ31 is stronger than usual and a major effort will be needed to bring sales up to target by the end of the quarter.

Both Central and Northern have done well across the whole range despite...

115 units of XJ45 at £23.50 per unit £2,702.50
Less 15% discount £405.37
Plus VAT at 17.5% £607.00
Plus postage and packing £369.05
Total £3,059.18

Payment within 30 days of issue.

Dear Ms Bazalgette,

Have you ever dreamed of owning your very own holiday home in an exotic location? I am writing to tell you that thanks to Zangief Timeshare Inc., these dreams could become a reality!...

6.1 The SUPPLIER is entitled to modify the material ordered before delivery, provided such modifications do not affect the prices, delivery dates, quality performances or mechanical characteristics.
6.2 In all other cases, the PURCHASER’s prior written permission is required to perform changes to the material.
Write the types of written communication in the box next to the correct definitions.

1. it tells people – usually people inside the company – about the life of the organization
   in-house magazine

2. a report of a meeting

3. a letter sent at the same time to a number of customers or possible customers, for example about a new product or service

4. a paper which you fill in when you want to buy something from a company

5. an internal message, usually from one person to a group of people

6. a list of things to discuss at a meeting

7. it tells people – usually people outside the company – about the life of the organization

8. it gives information about the company’s products
9 it tells you how much products cost

10 a book with lists of telephone numbers
    or other information

11 the paper which tells you how much you
    must pay when you buy something from
    a company

12 a document which tells you about the
    company's performance over the year,
    including the accounts for the year

13 a legal agreement between two parties

14 a message sent by facsimile machine

15 it tells you how a piece of equipment
    works

16 it contains figures on how much money
    people have spent on the company's
    products in, for example, a month
Match the pictures (a–i) with the correct types of visual (1–9).

1. bar graph
2. diagram
3. flow chart
4. line graph
5. map
6. organigram
7. pie chart
8. plan
9. table

![Bar Chart](image1)

- At £150 per unit
- At £165 per unit

![Diagram](image2)

- Warehouse
- Compute
- Production Area 1
- Production Area 2
- Staff Association Centre
- Office
- Entrance

![Line Graph](image3)

![Images](image4)

MICROFILM

MICROFILM
<table>
<thead>
<tr>
<th></th>
<th>Match the letters (a-n) with the different parts of the letter (1–14).</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>salutation</td>
</tr>
<tr>
<td>2</td>
<td>signature</td>
</tr>
<tr>
<td>3</td>
<td>letterhead</td>
</tr>
<tr>
<td>4</td>
<td>enclosures</td>
</tr>
<tr>
<td>5</td>
<td>complimentary close</td>
</tr>
<tr>
<td>6</td>
<td>final paragraph</td>
</tr>
<tr>
<td>7</td>
<td>sender's title</td>
</tr>
<tr>
<td>8</td>
<td>sender's address</td>
</tr>
<tr>
<td>9</td>
<td>main paragraph</td>
</tr>
<tr>
<td>10</td>
<td>website</td>
</tr>
<tr>
<td>11</td>
<td>introductory paragraph</td>
</tr>
<tr>
<td>12</td>
<td>date</td>
</tr>
<tr>
<td>13</td>
<td>sender's name</td>
</tr>
<tr>
<td>14</td>
<td>addressee's name and address</td>
</tr>
</tbody>
</table>
Mr Felix Dubois  
Banque Régionale du Sud-ouest  
14 Route Nationale  
24340 Mareuil  
France

Dear Mr Dubois,

Thank you for your recent enquiry.

I enclose our brochure which gives you information about the services we offer and our prices. If you would like any more information, please do not hesitate to contact us.

We look forward to hearing from you.

Yours sincerely

Fiona McDuff  
Partner

Enc. GE Associates brochure
There can be a big difference between the styles used for writing e-mails and for writing letters. Often – but not always – e-mails are less formal. On the next page is a table of different expressions used for writing letters and e-mails. Write each phrase below in the correct place in the table.

<table>
<thead>
<tr>
<th>Table of Expressions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re:</td>
</tr>
<tr>
<td>Dear Sam</td>
</tr>
<tr>
<td>Let me know if you need more information.</td>
</tr>
<tr>
<td>Hi Sam</td>
</tr>
<tr>
<td>Sorry about...</td>
</tr>
<tr>
<td>Please...</td>
</tr>
<tr>
<td>...attached</td>
</tr>
<tr>
<td>I should be grateful if you would...</td>
</tr>
<tr>
<td>Please accept our apologies for...</td>
</tr>
<tr>
<td>We regret to inform you...</td>
</tr>
<tr>
<td>Please find enclosed...</td>
</tr>
<tr>
<td>With reference to...</td>
</tr>
<tr>
<td>I'm afraid...</td>
</tr>
<tr>
<td>We are very pleased to inform you...</td>
</tr>
<tr>
<td>If you need more information, please do not hesitate to contact us.</td>
</tr>
<tr>
<td>I'm happy to tell you...</td>
</tr>
<tr>
<td>With best wishes</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Greeting</td>
</tr>
<tr>
<td>Topic</td>
</tr>
<tr>
<td>Request</td>
</tr>
<tr>
<td>Apology</td>
</tr>
<tr>
<td>Documentation</td>
</tr>
<tr>
<td>Bad news</td>
</tr>
<tr>
<td>Good news</td>
</tr>
<tr>
<td>Conclusion</td>
</tr>
<tr>
<td>Closing</td>
</tr>
</tbody>
</table>
Mary McCann has filled in the form below. Write the following headings in the correct spaces on the form.

<table>
<thead>
<tr>
<th>Business address</th>
<th>Company</th>
<th>Date</th>
<th>Date of birth</th>
<th>Extension number</th>
<th>First names</th>
<th>Job title</th>
<th>Marital status</th>
<th>Place of birth</th>
<th>Postcode</th>
<th>Signature</th>
<th>Surname</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>McCANN</td>
<td></td>
<td></td>
<td></td>
<td>MARY ELIZABETH</td>
<td>ACE PROMOTIONS</td>
<td>DIRECTOR OF MARKETING</td>
<td>65 KINKLADZE WAY, LONDON</td>
<td>NW6 7TL</td>
<td>00 44 020 7965 4200</td>
<td>372</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14 MAY 1969</td>
<td>MARRIED</td>
<td>CAIRO, EGYPT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20 JANUARY 2002</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mary has filled in an internal company form. But if she had wanted a job with your company, which information could your company ask for? And which information could it not ask for? For example, in some countries, companies cannot ask if candidates are married or not.
Archie Wong's CV has got mixed up in the word processor. Help him to put the items in the right order by matching the information (a–j) with the correct headings (1–10).

<p>| | | | | | | | | | |</p>
<table>
<thead>
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<tbody>
<tr>
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<td>Name</td>
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<td>c</td>
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<td>6</td>
<td>Experience</td>
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<td>Archibald Fitzpatrick Wong</td>
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<td>8</td>
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<td>g</td>
<td>8 September 1967</td>
<td></td>
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<td>MA in Politics and Economics 1988</td>
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<td>Member, British Institute of Chartered Accountants 1991 MBA 1995</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>i</td>
<td>General management of the company</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>Achieved 25% growth per year over the last four years</td>
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<td>j</td>
<td>Bootham School, York, 1980–84</td>
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<td>INSEAD, Fontainebleau, France, 1994–95</td>
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</tbody>
</table>
### Business functions

Match each group of words (a-o) with the correct business function (1–15).

<table>
<thead>
<tr>
<th></th>
<th>Business Function</th>
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<tbody>
<tr>
<td>1</td>
<td>Human Resources</td>
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</tr>
<tr>
<td>2</td>
<td>Purchasing</td>
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</tr>
<tr>
<td>3</td>
<td>Marketing</td>
<td></td>
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<td>4</td>
<td>Training</td>
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<td>6</td>
<td>Information Technology</td>
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<tr>
<td>7</td>
<td>After-sales</td>
<td></td>
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<tr>
<td>8</td>
<td>The Board</td>
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</tr>
<tr>
<td>9</td>
<td>Finance</td>
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<tr>
<td>10</td>
<td>Distribution</td>
<td></td>
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<tr>
<td>11</td>
<td>Sales</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Production</td>
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<tr>
<td>13</td>
<td>Research and Development</td>
<td></td>
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<tr>
<td>14</td>
<td>Accounts</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Communications</td>
<td></td>
</tr>
</tbody>
</table>
SECTION 7

a  laboratory  test  scientist  trial
b  parts  assembly  line  shift  supervisor
c  PR  event  press  release  company  image  house  magazine
d  retail  outlet  monthly  figures  discount  commission
e  capital  dividend  cash  flow  share  price
f  recruitment  training  safety  employee  relations
g  invoice  bookkeeping  VAT  credit  note
h  network  screen  hard  disk  memory
i  questionnaire  mailshot  prospect  advertisement
j  bulk  buying  office  supplies  order  delivery
k  shareholder  executive  director  non-executive  director  chairman
l  course  design  student  needs  analysis  timetable
m  hot  line  telephone  support  complaint  24-hour  service
n  stock  control  lorry  warehouse  packaging
o  contract  patent  copyright  signatory
Match each quote (a–j) with the correct description (1–10)

a  We haven't put enough profit back into the company.  ___

b  We don't have enough money coming into the company for us to pay our own bills.  8

c  We made more money this year than last year.  ___

d  Last year, we spent more money than we earned.  ___

e  We have to spend less on things like electricity, rent and postage.  ___

f  At the moment we are spending more than we said we would at the beginning of the year.  ___

g  We have decided to bill customers before delivery of the goods.  ___

h  We think the figures for next year are going to be very positive.  ___

i  We don't make enough money on the sale of each unit.  ___

j  We can't do it on our own so we should ask the government for financial help.  ___

Cash flow is poor.
SECTION 7

The company is thinking about asking for a subsidy.
The forecasts are good.

Profits are up.
The invoicing procedure has been changed.

Spending is over budget.
Cash flow is poor.

There was a loss.
Investment is too low.

Overheads are too high.
Margins are too low.
Fill in the crossword. All the answers are connected with marketing.

Across

2 When a company has a new product, it has to decide on a L A U date.
4 If you want to know what people think about a product, you do some market R E S.
6 The P A of a product is very important: the company has to think carefully about how the product should look.
8 The objective of advertising is to build up B R loyalty.
11 Some companies show the same television C O M M in several different countries.

Down

1 You ask people to fill in Q U so you can get information about what they want or need.
3 Where to sell the product is a question of P L: another of the ‘Seven Ps’ of marketing.
5 One recent advertising C A lasted for over a year.
6 P R of a product is the general process of getting people to know your product, to like your product through advertising and so on, so that they finally buy it: another of the ‘Seven Ps’.
7 One way to inform people about your product is to A D it on TV.
9 You employ an advertising A G to create a product image.
10 One more of the ‘Seven Ps’ of marketing is P R: you have to decide how much the consumer can pay for it.
Three of the 'Seven Ps' of marketing are in the crossword.

The four others are:

**Product** – the goods or services a company provides.

**People** – everyone involved, from producer to consumer.

**Physical evidence** – anything that shows the existence of the company, e.g. its buildings, vehicles, website, stationery.

**Process** – the interaction between everyone involved.
## Human resources

Match each group of human resources terms (a–k) with an appropriate heading (1–11).

<table>
<thead>
<tr>
<th></th>
<th>Working conditions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Recruitment</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Management development</td>
<td></td>
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<tr>
<td>5</td>
<td>Equal opportunities</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Pay</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Health and safety</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Employee relations</td>
<td></td>
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<tr>
<td>9</td>
<td>Employment law</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Appraisal</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Pensions</td>
<td></td>
</tr>
</tbody>
</table>

*The interview.*
Some companies employ a headhunter to help them find key personnel. This person tries to attract especially able people to a job by offering them better pay, more responsibility, etc.

A tribunal is a court of people officially appointed to deal with special matters. For example, a case of unfair dismissal may be heard in an employment relations tribunal.

A bonus is an additional payment on top of what is usual or expected. It may take the form of a share of a company's profits paid out to the people who work there.

Other terms for the word crèche are day-care centre or nursery.
Fill in the missing words in the sentences below. Choose from the words in the box. There are two possible answers to number 3.

database desktop publishing directories disk drive folder help internet laptop modem palmtop software spreadsheet word processing

1. The screen and the keyboard are part of the hardware. The operating system is part of the ______ software ______.

2. One way to safeguard information in your computer is to copy files from the hard ___________ to a zip drive.

3. To keep your files in order, you can make and keep them in different _______.

4. If you want to work mainly with text on your computer, you need ___________ software.

5. If you want to work mainly with figures, you need ___________ software.

6. If you want to produce a good-looking magazine or in-house newsletter, you need some ___________ software.

7. If you want to manage and manipulate large amounts of information, for example about your company’s clients, you need ___________ software.

8. If you want to use a computer when you are on the move, the best kind of computer to use is a ___________ or a ___________. 
9 If you do not know how to do something in a particular programme, you can use the ______________ facility.

10 To be able to run CD-ROMs on your computer, you need a CD-ROM ________________.

11 For your computer to be able to send and receive information via a telecom link, you need a ________________.

12 You can use the ________________ to get all kinds of information from computer databases all over the world.
Match the items in the picture (a–n) with the correct terms (1–14).

1. supervisor
2. hard hat
3. shop-floor workers
4. overalls
5. packer
6. assembly line
7. machine
8. machine guard
9 robot
10 forklift truck
11 shelving
12 waste bin
13 fire extinguisher
14 safety notice
Production 2: from factory to home

The sentences in the chart below describe how goods get from the factory to your home. Match the letters in the chart (a–m) with the words or phrases they represent (1–11). Some words or phrases are used more than once.

1 a consumer
2 a distributor
3 a manufacturer
4 a retail outlet
5 a warehouse
6 by

<table>
<thead>
<tr>
<th>Person</th>
<th>Activity</th>
<th>Goods</th>
<th>Preposition</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>a 3</td>
<td>b</td>
<td>cars</td>
<td>c</td>
<td>a factory.</td>
</tr>
<tr>
<td>A wholesaler</td>
<td>stores</td>
<td>machine tools</td>
<td>d</td>
<td>e</td>
</tr>
<tr>
<td>f  g</td>
<td>frozen foods</td>
<td></td>
<td>h</td>
<td>road, rail, sea or air.</td>
</tr>
<tr>
<td>A retailer</td>
<td>i</td>
<td>televisions</td>
<td>j</td>
<td>k</td>
</tr>
<tr>
<td>l  buys</td>
<td>video cassette recorders</td>
<td>at / through</td>
<td>m</td>
<td></td>
</tr>
</tbody>
</table>
What is the company’s environmental policy? Fill in the missing words in the sentences below. Choose from the following:

- audit
- batteries
- bulbs
- green
- packaging
- photocopies
- plastic
- recycle
- scrap
- suggestions
- waste

1. In future, we should only buy rechargeable _______batteries_____.
2. We should ________________ all the glass bottles and newspapers we use.
3. There should be different bins in every office for different kinds of ________________.
4. We should make sure that everyone separates paper from _________________.
5. We should encourage office staff to use ________________ paper for notes and messages.
6. We should ask people to make fewer ________________.
7. We should always use long-life light ________________ to light our offices.
8. We should reduce the amount of ________________ on our products.
9. We should ask a firm of specialist consultants to do an environmental ________________ of our activities.
10. We should encourage everyone to make ________________ about how to make environmental savings.
11. We want to continually improve our ________________ image.
Women in business

Sally Pereira has just been made Chief Executive Officer of Grotesko, a big retail chain. She wants to improve working conditions for women in the company. Match the features in her policy (1–10) with the descriptions (a–j).

1. Guarantee EQUAL PAY.
2. Introduce FLEXITIME.
3. Improve MATERNITY LEAVE.
4. Encourage HOMEWORKING.
5. Allow more DAYS OFF.
6. Increase the number of RETURNERS.
7. Introduce JOB SHARING.
8. Provide CRÈCHE FACILITIES.
9. Provide EQUAL OPPORTUNITIES.
10. Break the GLASS CEILING.

Breaking through the glass ceiling.
a. Give employees more chance to stay at home if their children are ill.

b. Make it easier for women to move into senior management positions.

c. Give women more time away from work when they have babies.

d. Give employees computers with an internet connection so they can sometimes work from home.

e. Organize a facility where employees may leave their young children during the working day.

f. Give employees more freedom about the time of day when they start and stop work.

g. Encourage women who left the company to start families to come back to their old jobs later on.

h. Give women the same money as men for doing the same kind of work.

i. Give women the same chance to get jobs as men.

j. Allow partners or colleagues to share the same position.

In the companies you know:

Is there always the same percentage of women in senior management as in the company as a whole?

What is each company's policy on equal opportunities?
Match the statements about the imaginary country of Zakaria (1–10) with their (similar) meanings (a–j).

1. There are 20 million people in Zakaria who want to work. One million do not have jobs.  
   - d

2. Some industries are privately owned and some are state-owned.  

3. Last year the size of the economy was $100 billion. This year it is $101 billion.  

4. Prices are much higher this year than last year.  

5. Banking, insurance and tourism, etc., are important to the country's economy.  
   - __

6. But the production of cars, machine tools, white goods, etc., is still the most important part of the economy.  
   - __

7. At the moment, the economic situation is bad. There is a danger that the economy will get smaller, not bigger this year.  
   - __

8. Most working people have to pay about a third of their income to the government.  
   - __

9. Today you can buy 10 Zaks for one US dollar. Last year it was the same.  
   - __

10. Two million workers are members of labour organizations.  
    - __
a. The exchange rate is stable.
b. The standard rate of income tax is 30%.
c. The manufacturing sector is larger than the service sector.
d. The unemployment rate is 5%.
e. People are afraid of a recession.
f. The growth rate was 1%.
g. The economy has a large service sector.
h. Trade union membership is about 10% of the whole workforce.
i. Zakaria has a mixed economy.
j. The rate of inflation is high.
Power Enterprises wants to concentrate on its core business. Match the pictures (a–j) with the outsourced departments (1–10).

<table>
<thead>
<tr>
<th>Number</th>
<th>Department</th>
<th>Pictures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mail services</td>
<td>![Picture a]</td>
</tr>
<tr>
<td>2</td>
<td>Catering services</td>
<td>![Picture b]</td>
</tr>
<tr>
<td>3</td>
<td>Payroll administration</td>
<td>![Picture c]</td>
</tr>
<tr>
<td>4</td>
<td>After-sales service</td>
<td>![Picture d]</td>
</tr>
<tr>
<td>5</td>
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</tr>
<tr>
<td>6</td>
<td>Cleaning</td>
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<td>IT</td>
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<td>8</td>
<td>Distribution</td>
<td></td>
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<tr>
<td>9</td>
<td>Storage</td>
<td></td>
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<tr>
<td>10</td>
<td>Training</td>
<td></td>
</tr>
</tbody>
</table>
Outsourcing happens when a company asks another company to do some of its work. Some companies like to employ people just for their core business – to work on the main products they make or the main service they provide. Some companies now outsource functions like human resources. It can often be cheaper for a company to get certain kinds of service by outsourcing rather than by employing more people directly.
Jacqui has received similar e-mails from two different people. What do the initials and abbreviations in the second memo mean?

<table>
<thead>
<tr>
<th></th>
<th>Initials</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
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<tr>
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<td>VP</td>
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</tr>
<tr>
<td>4</td>
<td>HR</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>R&amp;D</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>AGM</td>
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<td>7</td>
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<td>8</td>
<td>VAT</td>
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<tr>
<td>9</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>PA</td>
<td></td>
</tr>
</tbody>
</table>

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**Subject:** Information update  
**From:** Kim  
**Sent:** Today

Jacqui,
You should know that the boss has told both the personnel and development directors to get the figures for the yearly shareholders' meeting urgently. Some of the tax details are not out. Could you get your secretary or someone to do them? No problem?

---

**Subject:** FYI  
**From:** Fidel  
**Sent:** Today

Jacqui,  
The CEO has told the VPs for HR and R & D to get the figures for the AGM ASAP. Some of the VAT details are n/a at the moment. Could you get your PA to do them? OK?
There are three verbs in each of the groups below. First, match each group of verbs with a noun in the table. Then write the verbs in the right order in the table from what happens first to what happens last.

<table>
<thead>
<tr>
<th>First verb</th>
<th>Second verb</th>
<th>Last verb</th>
<th>Noun</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td></td>
<td></td>
<td>a company</td>
</tr>
<tr>
<td>b</td>
<td></td>
<td></td>
<td>a meeting</td>
</tr>
<tr>
<td>c</td>
<td></td>
<td></td>
<td>staff</td>
</tr>
<tr>
<td>d</td>
<td></td>
<td></td>
<td>a new product</td>
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<td>e</td>
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</tr>
<tr>
<td>f</td>
<td>start up</td>
<td>manage</td>
<td>complete</td>
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<tr>
<td>g</td>
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<td></td>
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<td>h</td>
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<td>a team</td>
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<tr>
<td>i</td>
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<td></td>
<td>a problem</td>
</tr>
<tr>
<td>j</td>
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<td>a deadline</td>
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<td>k</td>
<td></td>
<td></td>
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<td>l</td>
<td></td>
<td></td>
<td>a deal</td>
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</table>
### Your USP

What is your company's Unique Selling Proposition or USP? Fill in the missing words in the sentences below. Choose from the following:

- care
- competitors
- employees
- empowered
- experience
- flexible
- goal
- invest
- quality
- talking

1. Our **employees** are the best trained in the country.
2. We look at what our **competitors** do, then we do it better.
3. We spend more time **flexible** to our customers than any other company in our field.
4. The **quality** of our goods and services is second to none.
5. We regularly win industry awards for our levels of customer **empowered**
6. We have more years of **experience** of working in this sector than any other organization in this country.
7. We have a more **empowered** approach to the needs of our customers than any of our competitors.
8. We **invest** more in research and development than anyone else in the business.
9. All our people are **empowered** to take decisions on the spot about what is best for the customer.
10. Our **goal** is to be number one in every area in which we operate.

---

Every company has, or should have, a **USP**. Your USP tells people what makes your business different from every other.
Answers

Test 1
1 in 6 for
2 in / for 7 in
3 in 8 on
4 in 9 on
5 on 10 for

Test 2
1 company
2 products
3 leader
4 share
5 employees
6 subsidiaries
7 customers
8 competitors
9 shareholders
10 turnover
11 profit
12 share price

Test 3
1 j 8 k
2 f 9 e
3 g 10 h
4 m 11 a
5 c 12 i
6 b 13 l
7 d

Test 4
1 owner
2 Chief Executive
   Officer
3 director
4 boss
5 shareholder
6 investor
7 customer
8 supplier
9 leader
10 colleague
11 opposite number
12 manager

Test 5
1 salary
2 pension
3 benefits
4 stock option
5 car
6 expenses
7 health insurance
8 vouchers
9 bonus
10 income, rise

Test 6
1 CAREER
2 JOB
3 STARTED
4 LEFT
5 MOVED
6 PROMOTED
7 MADE REDUNDANT
8 JOINED
9 APPOINTED
10 FIRED
11 RETIRE
12 OFFERS

Test 7
1 k 7 i
2 f 8 g
3 c 9 b
4 a 10 h
5 j 11 e
6 d

Test 8
1 c 9 f
2 o 10 i
3 d 11 g
4 l 12 a
5 m 13 n
6 j 14 k
7 h 15 b
8 e

Test 9
1 main gate
2 identity card
3 security guard
4 main building
5 reception desk
6 receptionist
7 appointment
8 sign
9 badge
10 lift
11 floor
12 secretary
13 office
14 deal

Test 10
1 b 7 h
2 e 8 d
3 a 9 k
4 g 10 i
5 j 11 f
6 c

Test 11
1 f 7 j
2 l 8 c
3 h 9 d
4 k 10 b
5 e 11 i
6 a 12 g

Test 12
1 senior management
2 middle management
3 junior management
4 clerical grades
5 supervisory grades
6 skilled grades
7 semi-skilled grades
8 unskilled grades
Test 13
1 Chairman of the Board [a]
2 Chief Executive Officer [b]
3 Director of Finance [c]
4 Director of Operations [e]
5 Director of Marketing [g]
6 Director of Human Resources [k]
7 Director of Research and Development [n]
8 Deputy Director of Finance [d]
9 Factory Manager [f]
10 National Sales Manager [h]
11 Training and Development Manager [l]
12 Compensation and Benefits Manager [m]
13 Regional Sales Manager North/South [i or j]
14 Regional Sales Manager South/North [i or j]

Test 14
1 e 7 1
2 f 8 j
3 g 9 i
4 b 10 k
5 c 11 d
6 a 12 h

Test 15
1 head office
2 regional headquarters
3 local offices
4 local agents
5 factories
6 warehouses
7 research and development centres
8 training centres
9 office
10 plant

Test 16
1 family company
2 state-owned
3 privatized
4 principal shareholders
5 stakeholders
6 subsidiaries
7 parent company
8 joint venture
9 takeover
10 hostile takeover
11 merger

Test 17
1 j 7 g
2 e 8 b
3 h 9 f
4 k 10 a
5 c 11 d
6 i

Test 18
1 tip
2 check-in desk
3 hand luggage
4 excess baggage
5 aisle
6 seat belt
7 connection
8 reservation
9 single
10 waiter
11 room service
12 bill

Test 20
1 25th
2 2002
3 55
4 3/4
5 0.03
6 0
7 23.00
8 34404562
9 7.30
10 7.30
11 1/4
12 2

Test 21
1 h 8 b
2 d 9 i
3 j 10 f
4 e 11 m
5 c 12 a
6 k 13 g
7 l
### Test 22
1. neat
2. warm
3. cautious
4. clever
5. timid
6. dependable
7. easy-going
8. self-assured
9. adaptable
10. consistent
11. acceptable
12. outstanding

### Test 23
1. untidy
2. disorganized
3. inaccurate
4. unsystematic
5. insensitive
6. impatient
7. unconventional
8. untraditional
9. unconvincing
10. irresponsible
11. inefficient
12. insecure
13. disobedient
14. unreliable
15. unpredictable
16. unfriendly
17. undiplomatic
18. untrustworthy
19. intolerant
20. insincere
21. unorthodox
22. dishonest
23. inexperienced

### Test 25
1. market
2. price
3. profit
4. products
5. customer
6. financial
7. staff
8. business
9. management
10. executive

### Test 26
1. f
2. i
3. l
4. g
5. a
6. k
7. b
8. h
9. c
10. j
11. e
12. d

### Test 27
1. fix
2. deal
3. solve
4. reach
5. decide
6. make
7. launch
8. forecast
9. raise
10. cut
11. play

### Test 28
1. d
2. c
3. a
4. d
5. b
6. h
7. a
8. d
9. d
10. e
11. c

### Test 29
1. advertising
2. research
3. computer
4. market
5. communications
6. accounting
7. production
8. quality
9. sales
10. financial
11. persuade

### Test 30
1. manage
2. analyse
3. organize
4. apply
5. compete
6. decide
7. invest
8. produce
9. regulate
10. inform
11. persuade
Test 31
1 a) economic
   b) economical
2 a) travel
   b) trip
3 a) productivity
   b) production
4 a) salary
   b) wage
5 a) expenditure
   b) expenses
6 a) personal
   b) personnel
7 a) interviewer
   b) interviewee
8 a) foreigners
   b) strangers
9 a) blue-collar
   b) white-collar
10 a) advertising
    b) advertisement
11 a) line
    b) staff
12 a) rising
    b) raising

Test 32
1 a 5 e
2 b 6 f
3 c 7 b
4 g 8 h

Test 33
1 b 7 d
2 k 8 j
3 c 9 g
4 e 10 a
5 f 11 i
6 h

Test 34
1 c 6 g
2 f 7 d
3 i 8 a
4 h 9 e
5 j 10 b

Test 35
1 The main office is in the top left-hand corner.
2 The car park is in the bottom left-hand corner.
3 The factory is in the bottom right-hand corner.
4 The R&D centre is at the top.
5 The warehouse is in the centre.
6 The training centre is on the right-hand side.
7 Office block A is in the top right-hand corner.
8 Office block B is at the bottom.
9 The main entrance is on the left-hand side.

Test 36
1 meeting
2 start
3 agenda
4 room
5 chair
6 minutes
7 matters arising
8 item/point
9 decision
10 any other business
11 closed
12 monthly

Test 37
1 d 6 e
2 f 7 b
3 h 8 i
4 g 9 a
5 c

Test 38
1 prepares
2 decide
3 suggest
4 agree
5 analyse
6 solve
7 interrupt
8 propose
9 plan
10 present
11 argue
12 disagree
13 meet
14 discuss
15 summarize
16 report

Test 39
1 i 6 f
2 h 7 j
3 e 8 d
4 g 9 b
5 c 10 a

Test 40
1 h 7 i
2 f 8 d
3 e 9 c
4 k 10 b
5 j 11 l
6 g 12 a

Test 41
1 in-house magazine
2 minutes
3 mailshot
4 order form
5 memo
6 agenda
7 newsletter
8 sales brochure
9 price list
10 directory
11 invoice
12 annual report
13 contract
14 fax
15 user manual
16 sales report
ANSWERS

Test 42
1 a  6 h
2 d  7 i
3 e  8 b
4 c  9 f
5 g

Test 43
1 e  8 b
2 j  9 g
3 a 10 n
4 m 11 f
5 i 12 c
6 h 13 k
7 l 14 d

Test 44
1 Dear Sam
2 Hi Sam
3 With reference to...
4 Re:
5 I should be grateful if you would...
6 Please...
7 Please accept our apologies for...
8 Sorry about...
9 Please find enclosed...
10 ...attached
11 We regret to inform you...
12 I'm afraid...
13 We are very pleased to inform you...
14 I'm happy to tell you...
15 If you need more information, please do not hesitate to contact us.
16 Let me know if you need more information.
17 With best wishes
18 wbw

Test 45
1 surname
2 first names
3 company
4 job title
5 business address
6 postcode
7 work telephone number
8 extension number
9 date of birth
10 place of birth
11 marital status
12 date
13 signature

Test 46
1 f  6 d
2 g  7 e
3 b  8 i
4 j  9 a
5 h 10 c

Test 47
1 f  9 e
2 j 10 n
3 i 11 d
4 l 12 b
5 o 13 a
6 h 14 g
7 m 15 c
8 k

Test 48
a 8  f  5
b 6  g  4
c 3  h  2
d 7  i 10
e 9  j  1

Test 49
Across
1 LAUNCH
2 RESEARCH
3 PACKAGING
4 BRAND
5 COMMERCIALS

Test 50
1 k  7 b
2 i  8 c
3 f  9 d
4 e 10 g
5 j 11 a
6 h

Test 51
1 software
2 disk
3 directories
4 word processing
5 spreadsheet
6 desktop publishing
7 database
8 laptop, palmtop
9 help
10 drive
11 modem
12 internet

Test 52
1 c  8 k
2 f  9 d
3 n 10 b
4 g 11 a
5 j 12 h
6 m 13 l
7 e 14 i

Test 53
Across
1 QUESTIONNAIRES
2 PLACE
3 CAMPAIGN
4 PROMOTION
5 ADVERTISE
6 AGENCY
7 PRICE
Test 54
1 batteries
2 recycle
3 waste
4 plastic
5 scrap
6 photocopics
7 bulbs
8 packaging
9 audit
10 suggestions
11 green

Test 55
1 h 6 g
2 f 7 j
3 c 8 e
4 d 9 i
5 a 10 b

Test 56
1 d 6 c
2 i 7 e
3 f 8 b
4 j 9 a
5 g 10 h

Test 57
1 h 6 j
2 g 7 b
3 a 8 d
4 j 9 c
5 f 10 c

Test 58
1 for your information
2 Chief Executive
   Officer
3 Vice President
4 Human Resources
5 Research and
   Development
6 Annual General
   Meeting
7 as soon as possible
8 Value Added Tax
9 not available
10 Personal Assistant
11 Okay? Alright?

Test 59
1 f 7 b
2 a 8 g
3 h 9 j
4 k 10 c
5 d 11 e
6 i

a set up → run →
sell off a company
b fix → postpone →
hold a meeting
c hire → keep → fire
   staff
d research → test →
launch a new product
e prepare → practise →
give a presentation
f start up → manage →
complete a project
g build → lead → break
   up a team
h identify → discuss →
solve a problem
i set → work to → meet
   a deadline
j receive → deal with →
resolve a complaint
k propose → negotiate →
sign a deal

Test 60
1 employees
2 competitors
3 talking
4 quality
5 care
6 experience
7 flexible
8 invest
9 empowered
10 goal
Word list

The numbers after entries are the tests in which they appear.

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