First published 1997 under the title Test Your Business English: Intermediate
This edition published 2002
Second impression, 2003

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Designed and typeset by Pantek Arts Ltd, Maidstone, Kent
Test Your format devised by Peter Watcyn-Jones
Illustrations by Roger Fereday and Anthony Seldon
Printed in China

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Acknowledgements
Many thanks to John Fagan and Bob Dignen at York Associates for their advice on the
content of this edition, and to Mathieu, Jérôme and Lorena for their help with the
Answers and the Word list.

Published by Pearson Education Limited in association with Penguin Books Ltd, both
companies being subsidiaries of Pearson plc.
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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. Designed to accompany Test Your Professional English Business General, they will check your knowledge of more 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 background to say who you are and talk about your business role and experience. The other seven sections each cover a different aspect of business – from business language and communication to business in the twenty-first century. 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 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
Test Your Professional English: Business General
Test Your Professional English: Business Intermediate
Test Your Professional English: Finance
Test Your Professional English: Hotel and Catering
Test Your Professional English: Law
Test Your Professional English: Management
Test Your Professional English: Marketing
Test Your Professional English: Medical
Test Your Professional English: Secretarial

Alison Pohl  Steve Flinders  Simon Sweeney  Alison Pohl  Nick Brieger  Simon Sweeney  Alison Pohl  Alison Pohl
Your interview

Complete the interview questions with words from the box

achievement approach get good know learn
like look for motivates offer plan sort
strengths tell weaknesses work

1 ________Tell____ me about yourself.
2 Why should we __________ you the job?
3 What is your major ____________?
4 What are you ____________ at?
5 What ____________ of person are you?
6 What are your ________ and _________?
7 What do you ____________ about our organization?
8 How would you ____________ this job?
9 How do you ____________ things done?
10 What do you ____________ in a manager?
11 What ____________ you?
12 Do you like to ____________ in a team or on your own?
13 What do you ____________ best about your current job?
14 What did you ____________ in your last job?
15 How long would you ____________ to stay with this company?

Here are some other questions you can prepare to ask or answer in a job interview

How important is work to you?
What sort of salary are you expecting?
What will you do if you don’t get this job?
What decisions do you find it easy to make? difficult to make?
Your education

Marcia Garcia tells us about her educational background. Complete each sentence with one of the words or phrases from the box below. You will need to put the verbs into the right tense. (You can then make similar sentences about your own education and qualifications - academic and professional.)

apply degree graduate (verb) grant higher degree job option PhD place primary school thesis secondary school stay on study subject

1. I started at **primary school** in London when I was five.

2. At the age of 11, I went on to **secondary school**, also in London.

3. At 17, I **applied** to university.

4. I got a **degree** at Manchester to **graduate** in Engineering.

5. But at the end of the first year I changed to another **subject**.


7. I have a first-class **degree** in Economics.

8. I decided to **stay on** at university.

9. So I did a **thesis** in Business Administration at the University of California.

10. During the course, I did an **option** on small business development.
I found the topic so interesting that I applied for a ____________ to do a doctorate on the same subject.

Once I had got the money, I had to write a 50,000-word ______________.

So now I have a BA, an MBA and a ______________.

All I need now is a ______________!

People who do well in their examinations ('exams') at school or at university usually have good academic qualifications. In Britain and the USA, the most common university qualifications are a BA (Bachelor of Arts) or BSc (Bachelor of Science) after three years and an MA (Master of Arts) or MSc (Master of Science) after another one or two years. Many people in business also have some kind of professional qualification and for some jobs you must have such a qualification.

When students get grants from the government, they keep the money. When they get loans, they have to pay the money back later.

A PhD is a Doctor of Philosophy. Doctors of Medicine are MDs.
Your experience

Charlie Kim tells us about his professional history up to now. Complete the sentences with verbs from the box. Make sure the verbs are in the right tense.

buy  drop-out  join  look after  move  promote  run
sell  set up  spend  take off  write

1 I went to college in the States but got bored so I **dropped out** after two years without a degree.
2 I __________ a company making computer games.
3 After six months I was ________ to the post of chief games designer.
4 I __________ two years there learning the business.
5 Then I __________ to a bigger games company for more money but I hated it.
6 So I decided to ________ my own company.
7 With my partner, Mario Carter, I co-________ the software for a game called *Sudden Death*.
8 It __________ a million copies in its first year.
9 We __________ another games company in Japan with the money we made.
10 Now I ______ the company in the States.
11 And Mario ______ the company in Japan.
12 Now I’d like to ______ a year ________ to learn about website design.
‘He says he wants his own company but he wants to get some work experience with us first.’

Fewer people today think they will have lifetime employment with the same company. Companies are quicker to let people go and so people change jobs more often.
Match the names and titles (1–11) with the job descriptions (a–k).

1. Charley Simpson  
   Civil Engineer  

2. Sarah Whitaker  
   General Practitioner  

3. Sidney Mole  
   Bank Manager  

4. Mary Somerville  
   Management Consultant  

5. Professor Alan Stevens  

6. Rosemary Mell  
   Publisher  

7. Jack Castle  
   Sales Representative  

8. Sally Blunkett  
   Telesales Manager  

9. Alan Murphy  
   Technical Support  

10. Susan Reed  
    Trainer  

11. Caroline Bevan  
    Auditor  

a. We have two teams calling possible clients to fix meetings with the reps.

b. We try to adapt our courses to the needs of each individual learner.

c. We deal with most users’ problems by phone.

d. I have the biology chair.

e. We do mainly children’s titles and dictionaries.

f. We examine and (usually) approve company accounts.

g. I have about 1,500 patients on my list.

h. I specialize in advising on management reporting systems.

i. We are always ready to discuss lending possibilities with our clients.

j. I visit my clients two or three times a year to tell them about our latest products.

k. I build bridges

**Civil servants** are people who work for the government, in the **civil service**.  
A **rep** is a sales representative. A **general practitioner** is a medical doctor.  
What is your job title in English? What do you reply when people ask you: ‘What do you do?’? It is very important to be able to say what you do in English. Practise!
Sidney Carton is talking about his job responsibilities but is having problems with his prepositions. Complete the following sentences with a preposition from the box, where necessary. You need some of the prepositions more than once. Some of the sentences do not need an extra word. You can then make similar sentences about your own job responsibilities.

after   in   on   out   to   with

1. I head _______ the marketing department at Power Enterprises.
2. I report directly _______ Mr Power himself.
3. I look _______ a department of about 30 people.
4. I deal _______ all the major aspects of the company’s marketing strategy.
5. I liaise _______ the other members of the management committee.
6. I listen carefully _______ what our customers say.
7. I handle _______ one or two of the major accounts myself.
8. I’m working _______ a very important account at the moment.
9. I also monitor _______ the general situation in the market place.
10. We carry _______ market surveys regularly.
11. We test _______ new products on groups of consumers.
12. I am also involved _______ one or two of Mr Power’s takeover projects.

To talk about the person above you in the organization, you can also say:

I answer to Mr Power.

To talk about your colleagues, you can also say:

I work with Marcelle Joubert and Jesus Degas.
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<td>2. salary</td>
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<td>4. commission</td>
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<td>5. fees</td>
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<td>6. dividend</td>
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<td>7. royalty</td>
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<td>8. stock option</td>
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<td>9. pension</td>
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<td>10. tax</td>
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<tr>
<td>11. redundancy pay</td>
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</tbody>
</table>

Options for Person:
- a. author
- b. senior manager
- c. laid off employee
- d. government
- e. blue collar worker
- f. retired employee
- g. sales representative
- h. student
- i. consultant
- j. shareholder
- k. white-collar worker
Your pension

Juanita Hernandez has just joined Nice Cream Inc. She is reading about her pension in the documentation the Human Resources Manager gave her. Fill in the missing words from the box.

average earnings   board   bridging   brokers   contribution
contributory   early retirement   fund   holiday   lump sum
   plan   portable   retire   trustees

Welcome to Nice Cream. This sheet gives you information about your Nice Cream pension (1) __________ plan.

Your Nice Cream pension is fully (2) ________________, so if you decide to leave the company, you can take your pension with you.

The Nice Cream scheme is a (3) ________________ one. This means that every month you pay a (4) ________________ into the company pension (5) ________________ and the company pays an equal amount. You can choose how much you pay and you can also pay into the scheme a (6) ________________ of any size at any time. If the scheme has more money than it needs, you can take a contributions (7) ________________ and stop paying a monthly sum for a while.

The fund is managed by a (8) ________________ of (9) ________________ who are appointed jointly by the senior management board of the company and your trade union representatives. This committee works completely independently of the company. The company cannot touch the money in the pension fund.

If you are a member of this scheme for 35 years, you can expect to (10) ________________ at the age of 65 with a pension equal to 80% of your final (11) ________________. If you take (12) ________________, you can receive a (13) ________________ pension until you are 65 and can receive your full pension.

We think that this scheme is one of the best available and one reason why so many people decide to stay with Nice Cream. However, if you prefer not to take part, we can give you the names of insurance and pensions (14) ________________ who can give you independent advice on other products on the market.
Sidney has been away for a few years. Help Greta explain to him about his new computer by selecting the right words or phrases from the box.

- click  
- copy  
- delete  
- file  
- icons  
- menus  
- mouse  
- personal computer  
- point  
- printer  
- save  
- select  
- spreadsheet  
- word processing

Greta: So where’s the new PC?
Sidney: PC?
Greta: (1) **Personal computer**.
Sidney: Oh, it’s here. But what’s this thing you’re moving around with your hand?
Greta: It’s a (2) ________________.
Sidney: A what?
Greta: Let’s switch it on and go into Windows. Now, look at all these (3) ________________ on the screen.
Sidney: OK.
Greta: If I (4) ________________ the cursor at one of them and then double (5) ________________, I can open any of them up and take a look inside.
Sidney: And what is inside?
Greta: Well, let’s do a bit of (6) ________________ first – that’s just a way of saying you’re going to create some text.
Sidney: You mean I’m going to type something?
Greta: That’s right. You can open up a new (7) ________________ and then you can access any of these pull down (8) ________________ like this.
Sidney: But what if I type something and make a mistake?
Greta: You can (9) ________________ it like this. But it’s also very important to (10) ________________ everything you produce.
Sidney: And if I want to move some text from one place to another?
Greta: You (11) ________________ all the text you want to move and then move it like this. And you can also (12) ________________ text like this.
Sidney: And how do I get it from the screen onto paper?
Greta: Your computer is connected to a (13) ________________ and so you can send a message to it from here.
Sidney: And what about figures? Can it add up?
Greta: Yes, you can go into (14) ________________ software like this and create a table with columns and rows to enter figures in.
Sidney: Well, it’s not bad, but can’t it play any games?
For each of the verbs below, three of the four words or expressions fit. In each case, circle the one that does not fit.

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<tbody>
<tr>
<td>1</td>
<td>DO</td>
<td>a) business</td>
<td><strong>b) a profit</strong></td>
</tr>
<tr>
<td>2</td>
<td>MAKE</td>
<td>a) money</td>
<td>b) business</td>
</tr>
<tr>
<td>3</td>
<td>TAKE</td>
<td>a) a long time</td>
<td>b) a decision</td>
</tr>
<tr>
<td>4</td>
<td>HAVE</td>
<td>a) progress</td>
<td>b) something to eat</td>
</tr>
<tr>
<td>5</td>
<td>MEET</td>
<td>a) a deadline</td>
<td>b) customers’ expectations</td>
</tr>
<tr>
<td>6</td>
<td>LAUNCH</td>
<td>a) a product</td>
<td>b) a ship</td>
</tr>
<tr>
<td>7</td>
<td>CUT</td>
<td>a) costs</td>
<td>b) jobs</td>
</tr>
<tr>
<td>8</td>
<td>CARRY OUT</td>
<td>a) a meeting</td>
<td>b) duties</td>
</tr>
<tr>
<td>9</td>
<td>ACHIEVE</td>
<td>a) progress</td>
<td>b) a breakthrough</td>
</tr>
<tr>
<td>10</td>
<td>REACH</td>
<td>a) a decision</td>
<td>b) a strategy</td>
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</tbody>
</table>

When you’ve finished:
You have chosen the word or phrase that doesn’t fit with each of the verbs 1–10. Can you think of a verb that does fit with each of the words or phrases that you circled?
Look at the verbs below and decide which one goes with which word or phrase from lists A and B, as in the example.

**Example:**

DRAW ~ / DRAW UP ~

You draw a conclusion.

You draw up an agenda.

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<th></th>
<th>1</th>
<th>open ~ / open up ~</th>
<th>A</th>
<th>a market</th>
<th>B</th>
<th>a letter</th>
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<td>put forward ~ / put ~</td>
<td></td>
<td>a meeting</td>
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<td>a question</td>
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<td></td>
<td>3</td>
<td>~ fall / ~ fall down</td>
<td></td>
<td>share prices</td>
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<td>trees in storms</td>
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<tr>
<td></td>
<td>4</td>
<td>fill ~ / fill in ~</td>
<td></td>
<td>a form</td>
<td></td>
<td>with pride</td>
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<tr>
<td></td>
<td>5</td>
<td>cut ~ / cut down on ~</td>
<td></td>
<td>cigarettes</td>
<td></td>
<td>costs</td>
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<tr>
<td></td>
<td>6</td>
<td>lay ~ / lay off ~</td>
<td></td>
<td>workers</td>
<td></td>
<td>foundations</td>
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<td></td>
<td>7</td>
<td>break ~ / break up~</td>
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<td>bad news to someone</td>
<td></td>
<td>inefficient companies</td>
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<td></td>
<td>8</td>
<td>sell ~ / sell off ~</td>
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<td>parts of a company</td>
<td></td>
<td>goods at a discount</td>
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<td>kick ~ / kick off ~</td>
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<td></td>
<td>10</td>
<td>take ~ / take on ~</td>
<td></td>
<td>extra staff</td>
<td></td>
<td>too long</td>
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<td></td>
<td>11</td>
<td>pick ~ / ~ pick up</td>
<td></td>
<td>the best person</td>
<td></td>
<td>a market can</td>
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<td></td>
<td>12</td>
<td>bring ~ / bring up ~</td>
<td></td>
<td>a problem at a meeting</td>
<td></td>
<td>dynamism to the job</td>
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<tr>
<td></td>
<td>13</td>
<td>carry ~ / carry out ~</td>
<td></td>
<td>duties</td>
<td></td>
<td>passengers</td>
</tr>
</tbody>
</table>
Jose Spragg has just won the World Manager of the Year competition. Take a power verb (1-15) and add a sentence-ending from the column on the right (a-o) to make the sentences that the judges used to describe him.

1  He thinks  a  costs.
2  He focuses  b  organizations.
3  He motivates  c  market opportunities.
4  He overcomes  d  change.
5  He identifies  e  performance.
6  He adds  f  results.
7  He reduces  g  profits.
8  He leads  h  strategically.
9  He builds  i  people.
10  He resolves  j  winning teams.
11  He transforms  k  conflict.
12  He manages and facilitates  l  obstacles.
13  He measures  m  value.
14  He maximizes  n  on the customer.
15  He gets  o  by example.

What are the power verbs that describe you? Would you put them in your CV?
Business verbs and nouns

Fill one verb from the box into each of the headlines (1–13) about Kazoulis Communications in the business press. There are three possible answers for 9.

**BENDS CUTS GENERATES IMPLEMENTS INCREASES LAUNCHES MAKES MEETS PLAYS REACHES RUNS SENDS SIGNS**

1. EXPANSION IN US _GENERATES_ NEW BUSINESS FOR KAZOULIS COMMUNICATIONS

2. CHAIRMAN'S SPEECH ________________ CLEAR SIGNAL TO COMPETITORS

3. KAZOULIS ____________ COSTS BY CLOSING REGIONAL OFFICES

4. "KAZOULIS _______________ CLIENTS' NEEDS MORE EFFECTIVELY THAN EVER,' CHAIRMAN TELLS SHAREHOLDERS

5. KAZOULIS ___________ RULES ON ADVERTISING: QUESTIONS IN PARLIAMENT

6. KAZOULIS ___________ BIG RISK WITH LATEST SHARE ISSUE
KAZOULIS ____________ SMALL PROFIT IN FOURTH QUARTER

KAZOULIS BOARD ____________ DECISION TO CLOSE REGIONAL OFFICES: MANY JOBS LOST

MANAGEMENT ____________ AGREEMENT WITH UNIONS ON NEW PAY AND CONDITIONS FOR KAZOULIS WORKFORCE

KAZOULIS ____________ LEADING RÔLE IN ADVERTISING STANDARDS CAMPAIGN

KAZOULIS ____________ NEW PRODUCT IN YOUTH MARKET

CHAIRMAN ____________ MAJOR CONTRACT WITH THE CHINESE

KAZOULIS ____________ MARKET SHARE AFTER CHINESE DEAL
Business adjectives and nouns

Some adjectives typically go with certain nouns. Complete the letter using the adjectives in the box.

accurate competitive critical easy future guaranteed high large loyal mixed positive right valued verbal

I.N.Sanebury plc
1 Nottingham Road
Derby DE1 3AB
Tel: 01322 55887
Fax: 01322 55888
e-mail: enquiry@insane.co.uk

Fatima Jones
Frescos Business Services
Bethlehem House
Zelda Road
London
W3 6HJ

Dear Fatima
I am writing to you to thank you for another year of fruitful cooperation between our two companies. You are one of our most (1) ______loyal______ and (2) _______ ______ customers and we always try to give you as (3) ______ ________ a level of service as possible at an extremely (4) ______ ______ price. We are sure that this is the (5) _______________ approach.

This is why we want you to be one of the first to know about our plans to improve our (6) ____________ prospects through
expansion. We have already invested a (7) ______________ sum of money in up-to-date distribution facilities and negotiations for further financing are now entering a (8) ______________ stage.

The result of all this will be (9) ______________ ordering, more (10) ______________ figures on the status of your orders, and (11) ______________ satisfaction for all.

Of course, there has been a (12) ______________ reaction from some of our newer customers, but I am sure that you will be patient with us during the period of transition.

These changes will make a (13) ______________ contribution to our continuing partnership and I can assure you that we shall continue to operate by (14) ______________ agreement on telephoned orders in the future as we have in the past.

Please contact me if you need more information.

With best regards

Alfredo McKay

Alfredo McKay
Customer Relations Manager
I.N. Sanebury

Other useful adjectives for business are:
customized, committed, entrepreneurial, curious, effective, balanced, flexible

Which words do they go with?
How could you use them in your work?
Business adverbs

Insert adverbs from the box into the extracts from business documents or conversations (1–11). There is more than one possible answer for sentences 2 and 8.

absolutely actively conveniently deeply extensively financially highly satisfactorily tactfully totally unfairly

1 The new offices are **conveniently** situated close to the motorway and to the local railway station.

2 I think what he said was unnecessary, inaccurate and _____________ unjustified.

3 The new model has been ___________ tested and you will be impressed by its quiet operation, ease of use and elegant appearance.

4 She said she had been ___________ dismissed but the court said her employer had been right to sack her.

5 Now that the special project has been ___________ completed, we can all get on with our old jobs again.

6 Dear Sir / Madam, I am ___________ seeking employment and wonder whether you have any vacancies in your accounts department at the moment.

7 I think we should drop this project right now because I just don’t believe that it’s ___________ viable.

8 Your performance in this office over the last two or three months has been ___________ unsatisfactory.

9 I think the best thing you can do in the circumstances is to ___________ decline the offer.

10 This book is ___________ recommended for anyone interested in the workings of international financial markets.

11 ~Are you sure? ~I’m ___________ certain.
Supply the missing preposition(s) in each sentence. You can use some of them more than once.

at between by in into on to over under

1. Could you call back later? She’s ______ on the other phone.
2. It’s not surprising that he’s working less hard. He’s very close ______ retirement.
3. They thought everything was ______ control until they had a big dispute ______ pay.
4. There’s clearly a strong link ______ pay and productivity.
5. The people on the shop floor want more participation ______ the decision-making process.
6. We need a much stronger focus ______ the needs of our customers.
7. These meetings always start late. Could everyone make an effort to arrive ______ time next time?
8. I’ve divided this talk ______ three main parts.
9. It’s impossible to say ______ this stage ______ the negotiation whether or not we will reach an agreement.
10. We have to have all the figures ______ the end of the month ______ the very latest.
11. We plan to achieve a 20% reduction ______ the workforce in the next two years.
12. I’m afraid she’s not here – she’s ______ holiday until next Monday.
Fill in the missing words in the table.

<table>
<thead>
<tr>
<th>Verb</th>
<th>Person noun</th>
<th>General noun</th>
<th>Adjective</th>
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<tbody>
<tr>
<td>administer</td>
<td>administration</td>
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<td>distributive</td>
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<td>advise</td>
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<td>innovate</td>
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<td>pay</td>
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<td>co-ordinate</td>
<td>supervision</td>
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<td>finance</td>
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</table>

The person who pays is the payer. We use this most to talk about slow payers. But what do you call the person who receives the payment? Learning a new word often means learning not just one word but several. For example, a person who can solve problems (verb), is a good problem-solver (person noun). Problem-solvers are good at finding solutions (general noun). They believe that every problem is soluble (adjective). Building word families like this is a useful and important technique for developing your business vocabulary.
Business sectors

Match the companies (1–23) with their sectors (a–w).

1. A company which makes aspirin.  a. automotive
2. A company which mines diamonds.  b. construction
3. A company which makes men’s suits.  c. consumer electronics
4. A company which sells package holidays.  d. financial services
5. A company which makes trucks.  e. confectionery
6. A company which distributes electricity.  f. software
7. A supermarket chain.  g. telecommunications
8. A company which builds houses.  h. media
9. A company which makes washing machines.  i. pharmaceuticals
10. A company which sells hamburgers.  j. beverages
11. A company which makes camcorders.  k. textiles
12. An airline.  l. toiletries
13. A company which makes fighter planes.  m. real estate
14. A company which makes shampoo.  n. transport
15. A restaurant chain.  o. utilities
16. A newspaper publisher.  p. household goods
17. A company which sells things over the internet.  q. retail
18. A company which makes mobile phones.  r. fast food
19. A company which sells investment advice.  s. catering
20. A company which makes chocolate.  t. defence
21. A company which makes beer.  u. e-commerce
22. A property company.  v. tourism
23. A company which writes computer programs.  w. extractive
Plentiparts Inc has been having production problems. Unscramble the words in capitals to make sense of the Production Manager’s report.

1 At the beginning of the month we were OPERATING quite normally. (PRITENOAG)

2 There was plenty of S___ E C___ Y. (PREAS TPIYCAAC)

3 We had just I___ D some sophisticated new equipment. (LATSLENDI)

4 These were R___ S for the main A___ Y L___ E. (SBOORT) (SYBLMASE NEIL)

5 Unfortunately, a problem developed with one of our main S___ S. (PURLIPESS)

6 They were our only source for a vital C___ T. (EMCPOTNON)

7 Normally they worked very well within our J___ E system. (STUJ-NI-EMTI)

8 They could usually send an O___ R within 24 hours of our telephoning for a new C___ T. (RERDO) (GECNINMOSTN)

9 On this particular day, the D___ Y was late. (VILERYDE)
At the same time, there was a problem on one of the [ROYVENOC STELB] R [FEASTY ARMGENA] B [LYTAUQI GRANAME] S.

The [ROYVENOC STELB] R was out to lunch.

The [FEASTY ARMGENA] R was away for the day.

No one reprogrammed the robots, and we ended up with a lot of [LYTAUQI GRANAME] S.

‘We’re having a few production problems...’ 

Section 3 Areas of business 23
Match the marketing terms (1–15) with their definitions (a–o).

1. marketing
2. niche
3. brochure
4. hype
5. brand
6. upmarket
7. downmarket
8. sponsorship
9. crowded market
10. campaign
11. reposition
12. pitch
13. mailshot
14. merchandising
15. endorsement

A crowded market.
a Change the image of a product or service.
b Aiming at the mass end of the market.
c A range of minor products which all carry the name of a major product.
d Aiming at the luxury end of the market.
e A promotional activity over a specific period of time.
f When a famous person recommends a product in an advertisement.
g Matching what the business organization produces with what customers want.
h Promoting a product or service with exaggerated or intensive publicity.
i A small, specialized part of a market.
j A product which can be recognized by its name.
k When the same letter is sent to a large number of possible buyers.
l Supporting a cultural or sporting enterprise in return for advertising.
m One with too many competing products.
n A booklet giving information about the company’s products or services.
o What the sales rep says to the potential customer.

Letters which you get about products and services which you haven’t asked for and probably don’t want are called **junk mail**
Use the terms in this text to define the marketing strategy of your company

Do you occupy a **niche**?
Are you in a **crowded market**?
Have you **repositioned** any of your products recently?
Generosity Inc. has decided to improve the working conditions of its employees. Choose the correct term for each aspect of its new policy. You can then compare the HR policies of your company with the policies of Generosity.

1. We will increase the amount of **maternity leave** for women who are expecting babies.
   a) maternal leave  
   b) mothering leave  
   c) maternity time  
   d) maternity leave

2. We will increase the size of the ______ by 10%.
   a) manpower  
   b) workforce  
   c) human resources  
   d) employees

3. We will give everyone _____ training at least twice a year.
   a) in-house  
   b) tailoring  
   c) designed  
   d) outhouse

4. Night-_____ workers will get paid double time for working unsocial hours.
   a) owl  
   b) shift  
   c) time  
   d) group

5. There will be no more annual ______ interviews.
   a) superior  
   b) appraisal  
   c) objective  
   d) holiday

6. We will pay everyone an extra ______ at Christmas.
   a) salary  
   b) expense  
   c) commission  
   d) bonus

7. We will give _____ employees the same status as full-timers.
   a) small time  
   b) part-time  
   c) short time  
   d) extra time

8. Employees will only have to give one week’s _____ before leaving.
   a) notice  
   b) delay  
   c) note  
   d) resignation
9  No one will be without the full agreement of the union.
   a) laid up         b) laid off
   c) laid by        d) laid aside

10  Any future reductions in staff will be achieved only by _____.
    a) natural tendencies    b) wasting away
    c) natural wasting      d) natural wastage

11  We will reduce the number of working _____ of all employees.
    a) years               b) months
    c) weeks               d) hours

12  Generous _____ allowances will be paid when the company
    moves to a site in the provinces.
    a) restoration         b) restitution
    c) relocation          d) refurbishment
Your company makes spare parts for industrial machines, which you sell abroad. Use the words in the box to complete the description of how you get the goods to your foreign customers.

acknowledges  bills of lading  cargo  cleared  consignment  container  customs authorities  delivery  delivery date  destination  distributor  export  forwarding agent  import  letter of credit  places  port of arrival  sea freight  shipping documents  warehouse

A foreign company (1)  _ places  an order for some of your products.

It wants to (2)  _ some of your parts.

They want (3)  _ of the goods as soon as possible.

So they want to know the (4)  _

They also want to know what discount you can give on the (5)  _

They want you to send the goods by (6)  _

You pass the order to your (7)  _ department.

They contact your (8)  _ to do the necessary paperwork.
You do not have a (9) _______________ in the country where your customer is based.

So you write to your bank to open a (10) _______________.

You send copies of all the (11) _______________ to the bank.

These include copies of the (12) _______________.

Your (13) _______________ manager puts the goods into a (14) _______________.

This forms part of the ship's (15) _______________.

The ship takes the goods to the (16) _______________ closest to their final (17) _______________.

Here the consignment is checked by the (18) _______________.

Once they have been (19) _______________, they can go on to the customer.

Finally, your customer (20) _______________ receipt of the goods.

Some of the shipping terms used in foreign trade are:

**CF:** cost of freight

**CIF:** cost, insurance and freight

**FAS:** free alongside ship

**FOB:** free on board
Finance

Complete the headlines from the financial press using the words in the box.

BANKRUPT  BUYOUT  CHARGES  CURRENCY  DEBT  DIVIDEND  FLOW  ISSUE  LOSSES  MARGINS  PROFITS  RATES

1. **SHAREHOLDERS REWARDED WITH INCREASED DIVIDEND** AFTER GOOD RESULTS AT MEGABUCK

2. **MARDOCK GOES**: HUGE DEBTS UNCOVERED AFTER POLICE INVESTIGATION

3. **IMPROVE AT MACROCOMP AFTER STEEP PRICE RISES**

4. **JAYBURG FORCED TO WRITE OFF BAD**: AFTER MAIN SUPPLIER FAILS

5. **PRE-TAX**
   UP AT FLINCO AFTER IMPROVED TRADING IN FAR EAST

6. **SINGLE EUROPEAN**
   IS BOOSTING TRADE, MINISTER CLAIMS

7. **‘BANK TOO HIGH,’ SAY NATIONAL BUSINESS LEADERS**

8. **‘HIGH INTEREST KILLING SMALL BUSINESS,’ SAYS MANAGEMENT GURU**

9. **LONREV ANNOUNCE BIG SHARE**
   TO FINANCE PLANNED EXPANSION

10. **BIGBANK FINANCES MANAGEMENT**
    AT NATBUS

11. **NEGATIVE CASH**
    CREATES PROBLEMS FOR PERTH AND STEWART

12. **MASSIVE**
    AT GUAM INVESTMENTS AFTER SOUTH AMERICAN OPERATION FAILS
The facilities manager is responsible for the maintenance of the physical, environmental and technological facilities of the organization. It is becoming an increasingly strategic role as companies look for ways both to create productive environments and to cut costs. Facilities managers can also be responsible for:

- heating, lighting, flooring and roofing,
- contract cleaning,
- furniture,
- hygiene.
Problem pairs

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

1. **SUBSIDY / SUBSIDIARY**
   a) Kazoulis Communications is losing money and wants the government to give it a _____ *subsidy* ____.
   b) Our head office is in Boston and we own 70% of a manufacturing _____ *subsidiary* ____ in Colorado.

2. **POLICY / POLITICS**
   a) Rimbaud has been sacked! People are saying he’s a victim of internal ____________.
   b) If we want to convince the public that we care for the environment, we need to change our ____________ on dumping waste into the local river.

3. **ECONOMIC / ECONOMICS**
   a) She studied ____________ at university and is now an economist with a big international bank.
   b) She analyses the general ______ ______ problems faced by companies operating within traditional industries like shipbuilding.

4. **ECONOMY / ECONOMIES**
   a) Their government is trying to liberalize the ____________ while keeping tight political control.
   b) Overheads are out of control and we need to make major ____________ across the business.

5. **NOTE / NOTICE**
   a) He left a ____________ on my desk saying he would be late for the meeting.
   b) He put a ____________ on the board in the main corridor saying that the meeting had been postponed to 3 o’clock.
6 MORAL / MORTAL

a) _____________ has been at rock bottom ever since they announced the job cuts.

b) When a company sacks such a huge number of people, it’s not just an economic question; it becomes a _____________ question as well.

7 SAFETY / SECURITY

a) The _____________ officer has just been round the site with his dog, checking all the locks and cameras.

b) The _____________ officer insists on all employees wearing the right kinds of protective clothing at all times.

8 TAKE OVER / OVERTAKE

a) They want to _____________ our company but I don’t think their offer is high enough for our shareholders to sell.

b) They expect to _____________ all their main competitors, in terms of sales, within a year of the launch of their new product.

‘The safety officer said that we had to wear protective clothing.’
Which is the odd one out in each of these groups of business words and phrases?

1. a) sack  b) dismiss  c) demote  d) fire
2. a) check  b) survey  c) control  d) monitor
3. a) predict  b) forecast  c) anticipate  d) analyse
4. a) lay off  b) employ  c) take on  d) recruit
5. a) rewrite  b) redraft  c) reword  d) restore
6. a) timetable  b) diary  c) schedule  d) strategy
7. a) banned  b) prohibited  c) postponed  d) forbidden
8. a) cancel  b) put off  c) put back  d) postpone
9. a) busy  b) engaged  c) tied up  d) unavailable
10. a) You’re welcome  b) Not at all  c) It was a pleasure  d) Excuse me
11. a) Yours sincerely  b) Yours faithfully  c) Yours truly  d) Regards

"I'm sorry, Mr Smith is completely tied up at the moment."
Opposites

Each of the words in the box is the opposite of an underlined word. Complete each sentence with the correct word.

- eens  contract  decline  fall  fire  lay off
  loss  peripheral  reduce  sell off  weaknesses  withdraw

1. We have to debate the pros and ________ of this project before we go ahead with it.

2. Let’s look at the strengths and ________ of each application in turn and then we’ll draw up a shortlist.

3. We expect a rise in sales next year followed by a steady ________ for two years after that.

4. It’s simple: we have to increase our prices and ________ our costs.

5. You can see the general position if you look at the profit and ________ account in front of you.

6. At first we saw the company expand rapidly and successfully. Unfortunately, there was a fall in demand and we were forced to ________ our operations to something approaching our current size.

7. We had managed to deposit quite a large sum of money in our account at the beginning of the month but then we had to ________ it almost immediately.

8. We need to concentrate on our core business and sell off our ________ businesses.

9. It’s easier to hire people when times are good than to ________ them when times are hard.

10. I would love to accept your invitation but unfortunately there’s been a change of plan and so, with great regret, I’m afraid I shall have to ________ it.

11. Our strategy is to acquire large, inefficient companies and then ________ the more profitable parts.

12. Although we have been able to recruit a handful of skilled workers for our main factory, we have also had to ________ several hundred office staff.
Idioms

Below each underlined idiom (1–10) write the letter of the correct meaning (a–j).

a dangerous situation  
b all the time  
c do something that has already been done  
d no conditions  
e refused to  
f hide something  
g adopt good tactics  
h bureaucracy  
i being discouraging  
j experimental subject

1 They should never have tried to sweep that pollution scandal under the carpet.  
   f

2 That company will go bankrupt if they don’t cut some red tape.  

3 At the end of our presentation, he spent ten minutes pouring cold water on our proposal.  
   
4 The head of research herself agreed to be the guinea pig for the trials on the new drug.  
   
36 Section 4 Business expressions
5  We agreed to do exercises every morning but we drew the line at wearing the company uniform. 

6  We must be very careful about promoting ourselves as an ethical company – we’re in a minefield!

7  Chivers is going to damage his health – he’s been working round the clock.

8  It’s yours for a million and no strings attached.

9  They could get the contract if they play their cards right.

10  We don’t want to reinvent the wheel.
Write the full forms of these sets of initials. The clues will help you.

1. OHP (for visual aids)
   - overhead projector

2. VCR (for home entertainment)

3. HQ (the centre of operations)

4. ROI (what you get back from the money you put into a business)

5. PC (on your desk)

6. CEO (top job in the company)

7. IOU (for debts)

8. JFK (an airport or a president)

9. GNP (a measure of national wealth)

10. DTP (software to produce your own newsletter)

11. MBA (a managerial qualification)

12. AGM (a meeting for shareholders)

13. ISO (a quality benchmark)

14. VAT (a tax)
15  F1 (a business newspaper)

16  AOB (the last item on the agenda)

17  JIT (a stock management system)

18  USP (what companies and products should have)

19  M & A (when companies join together)

20  SMEs (companies of a certain size)

21  MBO (one way to take over a company)

22  MBWA (your style of leadership?)

23  SWOT (an analytical tool)

24  P & L (tells you how rich the company is)

25  PIN (for your bank and credit cards)

26  NLP (for more effective learning)

27  DVD (for sharper images)

YOUR SCORE

All correct: Why are you learning English? You should be teaching it!
21–26: You know the jargon. Try not to use it too much!
15–20: A good effort. But don’t get your PIN mixed up with your VAT.
9–14: You’ll get them all correct next time.
1–8: You’ll get them all correct the time after next … won’t you?
How do you say the following numbers? Choose the correct options

1. The year 2005:
   a) twenty hundred and five
   b) two thousand and five
   c) twenty five
   d) twenty hundred five

2. $1 = DM 1.46. The exchange rate is:
   a) one point four six Deutschmarks to the dollar
   b) one forty-six Deutschmarks for a dollar
   c) one dollar equalling Deutschmarks one point four six
   d) one dollar making one four six Deutschmarks

3. The period from about 1994 to about 1996:
   a) the midnineties
   b) the medium nineties
   c) the middling nineties
   d) the midway nineties

4. Seven correct answers in a test of ten items. The result is:
   a) seven over ten right
   b) seven out of ten right
   c) seven on ten right
   d) seven right over ten

5. The dimensions of a rectangle 3 metres in length and 2 metres in width:
   a) three for two
   b) three by two
   c) three across two down
   d) three to two

6. The result of an opinion survey:
   a) One of ten people think that...
   b) One in ten people think that...
   c) One to ten people think that...
   d) One over ten people think that...
7  Approximately six:
   a) nearly six
   b) six-ish
   c) sixy
   d) sixer

8  At football, Germany 0, Brazil 0:
   a) Germany oh, Brazil oh
   b) Germany zero, Brazil zero too
   c) Germany nil, Brazil nil
   d) Germany and Brazil love

9  3 cm³:
   a) three centimetre cubes
   b) three cubic centimetres
   c) three cubed centimetres
   d) three centimetric cubes

10 3:2 as a ratio:
    a) three over two
    b) three under two
    c) three to two
    d) three at two

11 A $10m loan:
    a) a ten-million-dollars loan
    b) a ten-million-dollar loan
    c) a ten millions of dollars loan
    d) a loan of ten million dollar

A 24/7 (‘twenty-four seven’) business is one that operates 24 hours a day, seven days a week.

Remember:
10m is 10 million
10bn is 10 billion
A billion is a thousand million
1½ hours is one and a half hours or an hour and a half (or ninety minutes)
The period from January to June is six months (not half a year)
Sexist language

Identify and underline the problems of sexist language in the sentences below and use one of the terms from the box to make each sentence less offensive. You can use two of the terms more than once.

appropriate clothes  chair  employees  face-to-face
Ms  one  person  representatives  sales  spokesman
staff (verb)  staffing  their  women

1. We expect all our managers to wear suits and ties when on company business.
   appropriate clothes

2. Every executive knows that people will form judgements about his company on the basis of his personal behaviour.

3. It is the responsibility of the chairman to ensure that meetings are conducted efficiently.

4. A spokesman for the company said that she was convinced that the new equal opportunities programme would be a success.

5. The company’s manpower needs will continue to grow next year.

6. Nearly all our salesmen are against the proposed changes to the bonus system.

7. Men found guilty of sexually harassing employees of the opposite sex are liable to dismissal.

8. We have to man the assembly line on a 24-hour basis.

9. We congratulate both Mr Smith and Miss Duffy on their success in the recent sales competition.

10. If a customer complains, his complaint should be reported to the customer complaints department immediately.

11. You have to be careful what you say round here nowadays. The girls in the office downstairs might object.

12. I always thought that Sylvie was the odd man out in that department.

13. I think you and I should have a serious man-to-man talk, Janet.

14. We estimate that we need 300 more man hours to complete the project.
Pronto Production is in trouble. Identify the problems by unscrambling the words in capitals.

1. The number of customer complaints has increased by 300% over the last six months. (SALPNITOMC)
2. Many of these relate to faulty goods. (TULYFA)
3. And also to goods in transit. (GEMADAD)
4. The unions say this is because of the 30% in the workforce. (TROUNCIDE)
5. People on the shop floor are and can’t cope. (OVDECHRETRET)
6. The press has criticized the recent for the directors. (YAP SIERE)
7. The head of an overseas subsidiary has been caught trying to a government minister. (BERIB)
8. The Finance Director has been accused of . (INDRISE DNIGALE)
9. One of the company’s main partners has recently gone. (KRAPTUNB)
10. The Finance Director is also having cash flow problems because of. (WOLS SPYARE)
11. And then, last month, the Human Resources Director. (KECDAS)
12. She has decided to sue the company for loss. (GUNLLOWF SMAILSIDS)
13. Since then, several senior managers have. (NISERDEG)
14. E is low. (LEAROM)
15. Yesterday the computer system. (FLIDEA)
16. The share price has D by 70%. (POPDREAD)
17. The CEO is D to be working on a new strategic plan on an island somewhere in the Pacific. (RODURUME)
Business principles

Choose the best word to complete the following extracts from a company's mission statement.

1. We believe that business can be a powerful ______agent______ for social change.
   a) agent  b) agency  c) agenda  d) agreement

2. We affirm the need for moral ____________ in business decision-making.
   a) valuation  b) validity  c) values  d) valediction

3. We have a ____________ to shared prosperity.
   a) commission  b) commitment  c) competence  d) competition

4. Businesses have a role to ____________ in improving the lives of all their customers, employees and shareholders.
   a) play  b) have  c) do  d) make

5. Businesses established in foreign countries should contribute to the social ____________ of those countries.
   a) advances  b) advantage  c) advancement  d) adventurism

6. Businesses should ____________ international and domestic rules.
   a) retail  b) restrict  c) repeat  d) respect

7. Businesses should ____________ with each other to promote the progressive liberalization of trade.
   a) corporate  b) co-operate  c) co-ordinate  d) cope
Businesses should _______ and, where possible, improve the environment.

a) deflect  
b) insect  
c) detect  
d) protect  

Businesses should _______ all their customers fairly in all aspects of their business transactions.

a) treat  
b) meet  
c) seat  
d) repeat  

Businesses should _______ working conditions that respect each employee's health and dignity.

a) divide  
b) confide  
c) provide  
d) avoid  

Businesses have a responsibility to _______ relevant information to owners and investors subject only to legal requirements and competitive constraints.

a) open  
b) close  
c) disclose  
d) enclose  

Businesses should _______ competitive behaviour that demonstrates mutual respect among competitors.

a) promote  
b) demote  
c) motivate  
d) provoke  

In some countries, corruption can create problems for companies trying to do business there. They either have to pay bribes (also called kickbacks and baksheesh) or risk not winning business.
Business clichés

The Chief Executive Officer has had an attack of clichés. Help him translate his speech into plain English by substituting each of the words or phrases in bold type (1–21) with one of the phrases (a–u).

Ladies and gentlemen...

1. I want you to **take on board** a number of important points.
2. Kazouly Communications is now **a major player** in the communications industry.
3. Our strategic aim is to **grow** the company.
4. We always **focus on the big picture**.
5. If we see a **window of opportunity**, we go for it.
6. We work for lasting relationships with **our business partners**.
7. We employ **cutting-edge** technology.
8. We want to produce the most **user-friendly** products on the market.
9. In our business relationships, we aim to **be proactive** every time.
10. We propose only **tailor-made** solutions.
11. We never lose sight of **the bottom line**.
12. We work hard to get **synergy** between subsidiaries.
13. We will not hesitate to **downsize** the organization for maximum efficiency.
14. We will use our **war chest** to buy up rivals in the marketplace.
15. We will find solutions to business problems even when we **do not have a level playing field**.
16. If anyone tries to **move the goalposts** on our commercial agreements...
17. ...we will **blow the whistle**.
18. We aim to become a truly **global** operator.
19. But we will also **stick to our knitting**.
20. Unfortunately I am not a **number cruncher**.
21. So I can only give you **ballpark** figures today.
a cut the workforce of
b business conditions are unfair
c have a general view of the situation
d customized
e a leading company
f change the rules (without consultation)
g worldwide
h the people we do business with
i increase the size of
j understand and accept
k concentrate on core activities
l dynamic and productive relationships
m approximate
n anticipate needs
o our basic objective (usually to make a profit)
p good at figures
q up-to-date
r easy-to-use
s protest at unfair treatment
t a chance to do business
u a large amount of readily available cash

All business people use some clichés and jargon but expressions like these lose their impact if you use them too much. Other popular phrases are: **market-driven, results-driven, client-focused** and **best practice**. When the CEO talks about **growing the company**, he is using the verb with an object in the same way that gardeners grow flowers. In a business context, ‘grow’ does not normally take an object. For example, we say: **The company has grown a lot over the last five years.** **The market grew (by) 3% last year.**
We use business ratios to measure the financial health of business organization. Match the ratios (1–12) with their definitions (a–l).

<table>
<thead>
<tr>
<th></th>
<th>Business ratio</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Return on capital</td>
<td>h</td>
</tr>
<tr>
<td>2</td>
<td>Return on assets</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Profit margin</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Asset utilization</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Sales to fixed assets</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Current ratio</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Borrowing ratio</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Equity gearing</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Income gearing</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Profit to wages</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Return on investment</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Debt to equity</td>
<td></td>
</tr>
</tbody>
</table>
a. pre-interest profit expressed as a percentage of capital employed plus short-term loans

b. profit expressed as a ratio in relation to employee remuneration

c. sales expressed as a ratio in relation to fixed assets

d. long-term loans expressed as a ratio in relation to shareholders’ funds

e. profit before tax expressed as a percentage of sales

f. gross interest paid as a percentage of pre-interest, pre-tax profit

g. current assets including quoted investments expressed as a ratio in relation to current liabilities

h. profit before tax expressed as a percentage of capital employed

i. shareholders’ funds expressed as a percentage of total liabilities

j. sales expressed as a ratio in relation to total assets

k. total debt expressed as a ratio in relation to net worth

l. profit before tax expressed as a ratio in relation to total assets

‘ROA and ROI are looking better this quarter but the borrowing ratio is still weak.’
Match the cornerstones of the company’s strategy (1–10) with the descriptions of what it has decided to do (a–j).

Cornerstones of our strategy are:

1. Acquisition
2. Merger integration teams
3. Strategic alliances
4. Strategic planning
5. Mission and value statements
6. Customer satisfaction measurement
7. Benchmarking
8. Total quality management
9. Re-engineering
10. A balanced scorecard

‘She’s following an aggressive acquisition strategy.’
We have decided to:

a produce documents that tell everyone where we want to go and what we stand for.
b work to a wide range of performance measures.
c adopt ISO 9000 standards.
d do detailed comparisons of the performance of different parts of the organization with that of similar organizations elsewhere.
e prepare systematically for the future.
f form a group of people whose mission is to create a common culture for the new bigger company.
g buy other companies.
h establish joint ventures.
i work for 100% client satisfaction.
j redesign business processes in order to improve productivity.

A cornerstone of your strategy is a very important part – a key feature – of your strategy.

ISO is the abbreviation for the International Organization for Standardization. Management theories come and go. Re-engineering is much less popular today than it was because many companies only got limited benefits from it. Others, like strategic planning (used by almost 90% of big US companies) and benchmarking (the most popular tool in Europe) continue to do well. One secret of success is not to try to use too many!
Put one word from the box into each of the mind maps. The ~ shows where the missing word goes.

- Actual bid budget cost project quality risk run schedule

1. ~ team
   - leader
   - manager
   - project

2. ~ into problems
   - over budget
   - a feasibility study

3. behind ~
   - ahead of ~
   - on ~

4. ~ assurance
   - control
   - circle

5. on ~
   - over ~
   - under ~
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 that go with the nouns (for example, *difficult, challenging*) and so on! People with visual memories find mind maps especially helpful.

Key verbs in project management are:

*initiate* → *plan* → *execute* → *control* → *close*
Management development

Edgar Schwarz’s assessment interview has not gone very well. A human resources manager is telling him about the training he needs. Match each type of training (a–j) with the things he needs to learn (1–10).

a financial management
b delegation
c intercultural communication skills
d communication skills
e project management
f team development
g leadership
h time management
i assertiveness training
j negotiating skills

‘We think you need quite a lot of training: about five years’ worth, actually.’
You need to learn how to:

1. work with other people
2. motivate and direct other people
3. talk to and listen to people better
4. work with people from different countries and backgrounds
5. bargain with business partners
6. increase margins and control costs
7. set budgets, organize schedules and meet deadlines
8. prioritize your work, and not put off important tasks
9. be more ready to stand up to other people
10. give work to your subordinates

You need a course in:
 f

Another term for assessment interview is appraisal interview. If it happens once a year, it is your annual appraisal interview. And one where the appraisal is done by people at the same level as you and below you in the organization, as well as by your boss, is called a 360-degree appraisal.
The management conference

Complete the letter to Dr Strupar by choosing the correct word (a, b, c or d) for each of the gaps (1–10).

<table>
<thead>
<tr>
<th></th>
<th>1. a) keyhole</th>
<th>b) keynote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>c) turnkey</td>
<td>d) keyboard</td>
</tr>
<tr>
<td></td>
<td>2. a) conference</td>
<td>b) exhibition</td>
</tr>
<tr>
<td></td>
<td>c) trade fair</td>
<td>d) party</td>
</tr>
<tr>
<td></td>
<td>3. a) seminar</td>
<td>b) workshop</td>
</tr>
<tr>
<td></td>
<td>c) session</td>
<td>d) presentation</td>
</tr>
<tr>
<td></td>
<td>4. a) Tests</td>
<td>b) Tendencies</td>
</tr>
<tr>
<td></td>
<td>c) Trends</td>
<td>d) Subjects</td>
</tr>
<tr>
<td></td>
<td>5. a) plenary session</td>
<td>b) whole session</td>
</tr>
<tr>
<td></td>
<td>c) big talk</td>
<td>d) split session</td>
</tr>
<tr>
<td></td>
<td>6. a) crowd</td>
<td>b) spectators</td>
</tr>
<tr>
<td></td>
<td>c) onlookers</td>
<td>d) audience</td>
</tr>
<tr>
<td></td>
<td>7. a) commission</td>
<td>b) royalty</td>
</tr>
<tr>
<td></td>
<td>c) fee</td>
<td>d) pay</td>
</tr>
<tr>
<td></td>
<td>8. a) aids</td>
<td>b) equipment</td>
</tr>
<tr>
<td></td>
<td>c) material</td>
<td>d) helps</td>
</tr>
<tr>
<td></td>
<td>9. a) pavilion</td>
<td>b) shop</td>
</tr>
<tr>
<td></td>
<td>c) stand</td>
<td>d) floor</td>
</tr>
<tr>
<td></td>
<td>10. a) market</td>
<td>b) fair</td>
</tr>
<tr>
<td></td>
<td>c) forum</td>
<td>d) exhibition</td>
</tr>
</tbody>
</table>
Dear Dr Strupar,

We would like you to be the (1) ________________ speaker at our next international management (2) _________________. We would like you to make a forty-minute (3) ________________ on the subject of (4) ________________ in International Management in the Twenty-first Century. This will be the subject of the (5) ________________ which will open this annual five-day event. The (6) ________________ will be composed largely of senior managers and management consultants. We should like to propose a (7) ________________ of $2,000 for your talk plus expenses.

If you are happy to accept, I should be grateful if you would let me know what (8) ________________ you will need for your talk. In addition, I am pleased to be able to offer your company, Strupar Consultants, a discounted rate for a (9) ________________ in the conference (10) ________________.

I hope you will be able to accept our invitation and I look forward to hearing from you soon.

Yours sincerely,

Jerry A. Poborsky

Jerry A. Poborsky
Secretary General, Association of International Executives
Suzy Capra wants to give a good presentation so she has made a list of some 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  Give SUBJECT of presentation.  

2  QUESTIONS OK.  

3  LEAD INTO Part 1: History.  

4  SUMMARIZE and close Part 1.  

5  LINK to Part 2: Options.  

6  VISUAL AID: show figures (transparency).  

7  Summarize and CLOSE Part 2.  

8  MOVE ON to Part 3: Recommendations.  

9  CLOSE.  

10  INVITE further QUESTIONS.
Language cards

a Now I'd like to move on to the choices we face today.

b Let's now move on to the option which I personally...

c Thank you for your attention.

d Does anyone have anything to ask or to comment on?

e Please interrupt if you have anything you'd like to ask.

f To sum up, the past record of this project is...

g So let's start with some background information to explain...

h As you can see, the results are...

i I want to talk to you today about...

j That's all I want to say about the current alternatives.
Match the pictures (a–l) with the instructions for making good presentations (1–12).

1. It is important to maintain **eye contact** with the people you are talking to.

2. Clearly signal the **structure** of your talk during the introduction.

3. Select and order your material carefully during the **preparation** stage of your presentation.

4. Use the right **body language** to get your message across.

5. **Dress** appropriately.

6. **Difficult questions** should always be handled politely and diplomatically.

7. Establish a positive **relationship with** your **audience** as quickly as possible.

8. People will lose interest if you do not move your talk along at a **lively pace**.

9. Take a few deep breaths before you start, to help you overcome your initial **nervousness**.

10. Use your **voice** effectively and appropriately.

11. Make sure your **visual aids** are clear and easy to follow.

12. Design and position your **notes** so that you can refer to them easily at all times.

---

a)

b)
Meetings

Match the quotes (a–s) with the statements about the meeting (1–19).

1 Sophie welcomed the participants.  
2 She checked to see who was present.  
3 She opened the meeting.  
4 She stated the main objective of the meeting.  
5 She reminded everyone of how long the meeting was supposed to last.  
6 She asked Toby if he would make notes during the meeting.  
7 She invited Sebastian to introduce the first point.  
8 Naomi strongly supported Sebastian.  
9 Rebecca made an alternative suggestion.  
10 Jacob tried to interrupt.  
11 But Rebecca wouldn't let him.  
12 Sophie tried to speed the meeting up.  
13 She obviously felt the discussion was getting away from the main point.  
14 Sophie invited Jamie to contribute.  
15 Felix asked Jamie for clarification.  
16 Sophie summarized the discussion.  
17 Then she moved the meeting on to the next point.  
18 Finally, she thanked everyone for coming.  
19 And she closed the meeting.
a  Let me finish.
b  This meeting is scheduled to finish at...
c  Could I just say something?
d  Let’s go on to the next item.
e  Let me just go over the main points.
f  It’s an absolutely great idea. I couldn’t agree more.
g  Is everyone here?
h  We’re running short of time.
i  I think we’re in danger of getting sidetracked.
j  Could you lead on this one?
k  If I understand you correctly, you’re saying that...
l  That’s all for today.
m  Could you take the minutes?
n  Yes, but I’ve got another idea.
o  Thanks to everyone for coming. I hope you didn’t have too much trouble getting here.
p  OK, let’s make a start.
q  What do you think?
r  The reason we’re all here today is to...
s  I’m grateful to you all for your time.
The staff of this company are having problems with their prepositions on the telephone. Put the correct preposition in the space after the sentence. Choose from the following words. Some words are used more than once.

back  down  off  on  through  up

1. Just a minute while I look through his number in the company phone book.  
   look __________

2. I’m sorry I can’t talk to you now. Could I call you down in five minutes?  
   call __________

3. I’m trying to get off to Mr Schmidt. Could you give me his extension number?  
   get __________

4. I need to take up his name and number.  
   take __________

5. Could you hang back a minute while I get a pen?  
   hang __________

6. I was talking to Mrs Bazin when we were cut up.  
   cut __________

7. Please could you put me down again?  
   put __________
8 I've been trying to talk to her all day but every time I call she hangs down.

   hangs ______

9 The phone rang and I picked off the receiver straightaway.

   picked ______

10 I'm sorry, I don't have this information right now.
   Can I get up to you tomorrow?

   get ______

Remember, on the telephone:

   plan your call
   be positive
   check that the other person understands
   KISS: Keep It Short and Simple
Socializing

Fit the two halves of each dialogue into the right places in each picture.

A  Thanks for a wonderful evening.

B  The weather’s not too bad today.

C  Is this your first visit to Rio?

D  Where exactly do you come from?

E  Would you like something to drink?

F  I hope you didn’t have too many problems finding us.

G  I’m in Chemicals.

H  Have you heard the news?

a  So am I.

b  I’m afraid we got lost a couple of times.

c  No, what’s happened?

d  Better than yesterday.

e  I’m glad you enjoyed it.

f  Oh, you’ve probably never heard of it.

g  Yes, it is.

h  Just a glass of water, please.
Match each of the extracts from business letters (a–k) with the type of letter (1–11) from which it is taken.

1. Letter of invitation
2. Response to an enquiry
3. Letter requesting payment
4. Letter of rejection
5. Letter of apology
6. Letter of enquiry
7. Letter of application
8. Letter of complaint
9. Written warning
10. Order
11. Reservation

---

a. Mr Kazoulis would like a double room with shower and full board from 12 to 14 September inclusive.

b. I am extremely sorry about the incident last week during the visit of your representative to our offices. Unfortunately...

c. This is not the first time that this has happened and I must inform you that if it happens again we shall be compelled to issue a formal reprimand.

d. I regret to inform you that your application for the post of Deputy Catering Manager has been unsuccessful. Thank you for...
Please find enclosed my CV and a recent photograph.

I should be grateful if you would send me more information about your LK range of products including details of prices and discounts.

Thank you for your letter of 9 June. Please find enclosed a price list and full details of...

Please would you send to the above address 37 units of product reference number 37/LK/45006 (brown) and send the invoice to our West Central office in the usual way.

Kazoulis Communications would be pleased to welcome Udo Schmidt to the opening of its new...

With reference to outstanding invoice number 9602132/64, we should be grateful if you would settle...

I wish to draw your attention to the very poor treatment our representative received when she called on you last week.
(Match each of these extracts from e-mails (a–l) with the type of message (1–12).

1 Acknowledgement  c
2 Request
3 Complaint
4 Congratulations
5 Forwarded message
6 Attachment
7 Advice
8 Deadline
9 Apology
10 Appointment
11 Confirmation
12 Thanks

a Hi Bill, Next Monday is fine, but can we make it 10.30? I have to catch a plane. All the best, Linda.
b Bill, Here’s the latest version as promised. With best wishes, Linda.
c Bill, File received this morning. Best, Linda.
d Hi Bill, Could you send copies of the invoices ASAP. Cheers, Linda.
e Dear Bill, Really good of you to see us at such short notice last week. We’re all really grateful. With best regards, Linda.
Bill, Next Monday 10.30. Looking forward to it, wbw, Linda.

Bill, This came from Alfredo yesterday. Thought you should see it. Best, Linda.

Dear Bill, It looks good but I think we should sharpen up the beginning a bit. OK? Linda.

Bill, Really sorry. It'll never happen again! Best regards, Linda.

Dear Bill, We've now asked for payment for the last quarter three times. This is not good enough. Please send it soonest. Will call tomorrow if no news, Linda.

Bill, Thanks for the latest section. We'll think by Monday 9 a.m.? See you, Linda.

Bill, Saw the news on TV this morning. Well done! Thoroughly deserved. Best regards, Linda.

E-mail is increasingly used instead of fax and letters, so the style of e-mails can be very similar to that of other forms of business correspondence. E-mails, however, are often less formal than either of the other two. Notice all the different ways that Linda uses to sign off her e-mails. How well do you think she knows Bill? How formal is their working relationship? People sometimes use initials and abbreviations to sign off their e-mails, for example wbw for With best wishes.
I'd like to take a week at Easter and two weeks in July if that's OK. 

**Holiday Request**

Mr Lee had just taken off his regulation cap and gloves when his hair got caught in the machine.

**Report**

It tells you about your pay, hours, holidays, pension, and discipline procedures.

**Statement of Terms of**

The duties attached to this post are as follows...

**Description**

He’s been away sick three times already this month.

**Record**

She already has two children and ten years’ service so she’ll get quite a lot of time off this time.

**Leave Form**

There’s a vacancy in the IT department which I wouldn’t mind trying for.

**Form**

I tell her about how far I think I’ve achieved my objectives during the past year and she writes it all down and then we talk about next year.

**Form**

He got it for failing to follow instructions and because he broke the health and safety rules.

**Employee Notice**

I’m happy to pay for his flight in business class but I don’t think we can accept his reasons for staying in a five-star hotel for four nights!

**Claim Form**

You pay more if you’re a higher-rate earner and you pay a lot less if you have several dependent children in full-time education.

**Return**
Kazoulis Communications is an international operation. Choose the correct expressions to describe its different locations.

We have operations in:

1. Birmingham in (a) the English Midlands (b) Middle England
2. Vienna in (a) Central Europe (b) the Centre of Europe
3. Dresden in (a) East Germany (b) the eastern part of Germany
4. Naples in (a) Southern Italy (b) South of Italy
5. Hong Kong in (a) the Far East (b) Far East
6. Bangkok in (a) South East Asia (b) the South Eastern Asia
7. New Delhi in (a) the Indian continent (b) the Indian sub-continent
8. San Francisco on (a) the West Coast (b) the Western Coast
9. California on (a) the Pacific Edge (b) the Pacific Rim
10. Boston on (a) the Eastern Seaboard (b) the Eastern Coast
11. Iowa City in (a) the Middle West (b) the Mid-West
12. Riyadh in (a) the Mid-East (b) the Middle East
13. Lagos in (a) Western Africa (b) West Africa

We do business:

14. (a) throughout the world (b) through all the world
15. (a) across all the world (b) all over the world

🔍 When referring to what used to be the USSR, you can refer to Russia or, if the place is outside Russia, to the former Soviet Union.

Section 7: Background to business 73
Match the political statements (1–12) with what people are saying about the government (a–l).

1. CENTRAL GOVERNMENT IS TOO STRONG
   - j

2. LOCAL GOVERNMENT IS TOO STRONG
   -

3. THE HEAD OF STATE IS POPULAR
   -

4. THE PRIME MINISTER IS UNPOPULAR
   -

5. MEMBERS OF PARLIAMENT AND POLITICIANS IN GENERAL ARE UNPOPULAR
   -

6. THE GOVERNMENT HAS A BIG PARLIAMENTARY MAJORITY
   -

7. THE RULING COALITION IS WEAK
   -

8. THE OPPOSITION IS DIVIDED
   -

9. THE TURNOUT AT THE LAST GENERAL ELECTION WAS LOW
   -

10. THE CIVIL SERVICE IS TOO BIG
    -

11. MAYORS ARE NOT DIRECTLY ELECTED
    -

12. PEOPLE WANT A REFERENDUM ON THIS QUESTION
    -
a. The president is liked by many people, but of course she doesn’t have much real power.

b. Why can’t we choose the city boss directly?

c. The government is going to fall if the Social Democrats and the Independent Socialists don’t stop arguing all the time.

d. The government can always win a vote in the Lower House and so it thinks it can do what it likes.

f. They’re all as bad as each other – they’re just in it for themselves.

h. I can’t be bothered to vote any more: it doesn’t make any difference.

i. We all thought he was great just after the election, but everyone I know is completely fed up with him now.

j. We want power moved away from the big government ministries and away from the capital city.

k. There are too many government bureaucrats.

l. Our city council can do whatever it likes. The government should have more control over it.

Some countries have strong central government, others have a federal system, and others have strong regional government. The body that administers the smaller part of the country where you live is the local authority.
Match what people are saying about the economy (1–14) with what the experts say (a–n).

1. Things seem to be getting a bit better at last – better than last year at any rate.
2. At least prices aren’t going up as quickly as they used to.
3. But things are still far too expensive.
4. The problem nowadays is that no one can get a job.
5. The only new factories round here belong to foreigners.
6. The government just won’t put any money into business.
7. And even if you do manage to get a job, it’s not in a factory.
8. It’s more likely to be serving hamburgers in some fast-food place.
9. And either way, the union can’t do anything for you.
10. No one’s got the qualifications for the jobs you see advertised in the papers.
11. There’s no tourism because it’s so expensive for people to come here from abroad.
12. I reckon we’ve got less in the bank than we had a couple of years ago.
13. And now they say we’re going to have to start paying to go into hospital.
14. I wouldn’t mind a bit taken off my pay if it meant a bit more for schools and hospitals.
a. The service sector is getting bigger.

b. The cost of living is high.

c. Unemployment is high.

d. People are worried about the future of the welfare state.

e. There are signs that the recession is ending and that economic recovery is on the way.

f. Public investment is weak.

g. The currency is strong.

h. The public would accept higher taxation in return for improved public services.

i. The manufacturing base is getting smaller.

j. The rate of inflation is going down.

k. Inward investment is stable.

l. There is a serious skills shortage.

m. Organized labour is weak.

n. Personal savings are low.

The **welfare state** is the government system which gives help and care to people - like the old, the sick and the jobless - who may have problems helping themselves.
Social issues

Match the issues (1–12) with what some people are saying about them (a–l).

1. Homelessness
2. Immigration
3. Law and order
4. Social security
5. Pensions
6. Health care
7. Racism
8. Drug abuse
9. Housing
10. Vandalism
11. Recycling
12. AIDS

"They're collecting old newspapers to recycle them."
a. They collect glass and old newspapers once a week.

b. There's a twelve-month waiting list for even simple operations.

c. You see used needles in the local park.

d. I can't live on that when I retire!

e. Last night they smashed a bus shelter and a phone box.

f. There are too many people trying to come to this country to live.

g. We have young people sleeping rough on the streets of our cities. It's a scandal.

h. The police should be catching more criminals and the courts should be sending them to prison for longer.

i. It's a heterosexual as much as a homosexual problem.

j. The government is paying out too much money in welfare benefits.

k. The whole estate should be demolished.

l. There's a lot of tension between the black and white communities.
Business people often have to talk about how they get around. Match the words and phrases in bold type (1–14) with the pictures (a–n).

1. I was lucky to get a seat in the **carriage**.  
   ![Image](m)

2. Fortunately there was plenty of room in the **buffet car**.  
   ![Image](n)

3. The **high-speed train** seemed to get us to the capital in no time.  
   ![Image](a)

4. The only hold-up was when the **shuttle bus** to the airport got stuck in heavy traffic.  
   ![Image](b)

5. The **jam** soon cleared.  
   ![Image](c)

6. The check-in was quick because I only had **hand luggage**.  
   ![Image](d)

7. I flew with my favourite **airline** as always.  
   ![Image](e)

8. On arrival, I went straight to the car hire desk to collect the **hatchback** I’d booked.  
   ![Image](f)

9. It’s true I could have had a **saloon** this time since I had so little luggage.  
   ![Image](g)

10. As soon as they’d checked my **driving licence**, I was away.  
    ![Image](h)

11. Soon I was cruising round the **bypass**.  
    ![Image](i)

12. There was a short queue at the **toll station**.  
    ![Image](j)

13. But it wasn’t long before I was inside the **ring road** heading for the centre.  
    ![Image](k)

14. The hotel was just on the edge of the city’s main **pedestrianized area**.  
    ![Image](l)
Entertainment and media

Find the words in the word square on the next page which mean:

1. To send out a radio or TV programme.
2. A big media company possibly with TV as well as newspaper and magazine interests. (two words)
3. This category refers to popular newspapers. (two words)
4. This category refers to serious newspapers. (two words)
5. Advertising spots on TV.
6. A kind of TV programme where famous people talk to the host and each other, usually about themselves. (two words)
7. A kind of TV programme where people compete for prizes, often by answering quiz questions. (two words)
8. A kind of TV series about the lives of a group of people which often runs for a long time.
9. A company which makes films is often called this.
10. A company which brings films to the cinema.
11. The American word for film.
12. An underground system for bringing TV programmes into the home.
13. A TV system which uses a dish to receive the programmes.
14. Many TVs can receive up to 50 of these now.
The answers read vertically, horizontally and diagonally.
Complete each sentence with a word or phrase from the box.

allowance corporation deductible evasion exile free havens incentives inheritance inspector progressive rate relief return value added

1. The standard ______ rate ______ of income tax in my country is 25% but well-off people pay more.

2. Marbock has been sent to prison for tax ______ ______ . He didn’t pay any tax for five years.

3. In my country, tax on income is ______ ______ : rich people pay a bigger percentage of their income than poor people.

4. I have to fill in my tax ______ ______ before the end of the week.

5. Some of the items you can see here are tax- ______ ______ so you don’t have to pay any tax on them at all.

6. You have to pay almost 20% ______ ______ tax on things like perfume, alcohol and petrol.

7. We have been told that we will shortly receive a visit from the tax ______ ______ who plans to look at all our accounts for the last three years.

8. The Bahamas and the Channel Islands are two popular tax ______ ______ because taxes are low so that foreigners who want to pay less tax invest there.
The government is keen for foreign businesses to come to this region and therefore gives them a lot of tax ____________.

These businesses are given a number of other tax ____________ as well.

The government has increased the rate of ____________ tax we have to pay so the net profit for the business is likely to be down next year.

He could have received a lot of money after his father's death but he was badly advised and the state took nearly all of it in ____________ tax.

He earns so much money and taxes are so high in his own country that his accountants have advised him to move abroad and become a tax ____________.

I pay less tax than other people because I have a big family and there is a generous state tax ____________ for this.

She has to wear special clothes for her job but she gets some of the money back from the government because they are tax- ____________ items.

In the US, the tax year runs from 1 July to 30 June. In the UK, it runs from 6 April to 5 April!

Another term for a tax incentive is a tax break.
Match the terms (1–16) with the definitions (a–p).

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Internet Service Provider (ISP)</td>
<td>an internet application for an internal company network</td>
</tr>
<tr>
<td>2 Search engine</td>
<td>a high-speed telephone connection</td>
</tr>
<tr>
<td>3 ISDN</td>
<td>bring up to date</td>
</tr>
<tr>
<td>4 Bookmark</td>
<td>add to a list of favourite website addresses which you keep for easy access</td>
</tr>
<tr>
<td>5 Hyperlink</td>
<td>junk e-mail</td>
</tr>
<tr>
<td>6 Spam</td>
<td>damaging software instructions that enter your computer secretly and can change or destroy information on it</td>
</tr>
<tr>
<td>7 Newsgroup</td>
<td>a link from an e-mail to a web page, accessed by clicking on it</td>
</tr>
<tr>
<td>8 Keyword</td>
<td>a virtual location where people can talk and read about a subject of common interest</td>
</tr>
<tr>
<td>9 Online</td>
<td>a company which gives you an account and access to the internet</td>
</tr>
<tr>
<td>10 Download</td>
<td>a tool which helps you find things on the Web</td>
</tr>
<tr>
<td>11 Upgrade</td>
<td>what you enter in a search engine</td>
</tr>
<tr>
<td>12 Browser</td>
<td>when you are connected</td>
</tr>
<tr>
<td>13 Homepage</td>
<td>copy information to your computer from another</td>
</tr>
<tr>
<td>14 Intranet</td>
<td>a program like Internet Explorer which allows your computer to download documents from the World Wide Web</td>
</tr>
<tr>
<td>15 Freeware</td>
<td>the first page on a website</td>
</tr>
<tr>
<td>16 Virus</td>
<td>software you don’t pay for</td>
</tr>
</tbody>
</table>
What do customers appreciate? What do companies aim to provide? Complete the customer-friendly adjectives below.

1. F A S T  
   service

2. E _ S _  
   payment conditions

3. G _ N _ R _ U _  
   discounts

4. F _ I _ N _ L _  
   sales staff

5. H _ L _ F _ L  
   answers

6. E _ T _ A  
   performance

7. R _ P _ D  
   response

8. C _ N _ I _ T _ N _  
   quality

9. C _ M _ E _ I _ I _ E  
   prices

10. A _ S _ L _ T _  
    guarantees

11. L _ N _ - L _ S _ I _ G  
    products

12. C _ E _ R  
    instructions

13. F _ E _  
    delivery

14. C _ E _ P  
    insurance

15. T _ T _ L  
    efficiency

16. O _ E _  
    dialogue

17. P _ R _ O _ A _  
    treatment

18. U _ - T _ - D _ T _  
    information
Can you communicate successfully across cultures? Match the statements (a–k) with the parameters (1–11) which help us to understand other national and corporate cultures.

<table>
<thead>
<tr>
<th></th>
<th>Employee relations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Monochronic/polychronic cultures</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Titles</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Body language</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Punctuality</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Organizational hierarchy</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Humour</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Time</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Directness/indirectness of communication</td>
<td></td>
</tr>
</tbody>
</table>

*I'm happy to do several things at the same time, I think!*
a. If a meeting is supposed to start at 9 o’clock, then I think it should start at 9 o’clock.

b. Managers and unions? It’s them and us. You’ll never get the two sides to really work together.

c. Everyone calls each other by their first names and I can walk into the office of anyone in the company.

d. If I told a joke at the start of a presentation, people would think I was not serious about my job.

e. I don’t like people I don’t know to stand too close to me.

f. Just because someone has a doctorate, they don’t have to insist that everyone calls them Doctor.

g. I think it’s right for the boss to have another pay rise. After all, he takes the risks and the difficult decisions.

h. I like to say exactly what I think and I expect other people to do the same.

i. I tried to help one of the girls in the office into her coat and she got really angry!

j. I tried to call this guy in Norway at 3 o’clock on Friday afternoon and everyone in the office had gone home!

k. I like to do one thing at a time. I can’t stand people who start taking phone calls in the middle of meetings.

The ability to communicate successfully across different cultures – national, corporate, professional – is becoming more and more important in business today.
Learning

Victoria Snape takes learning seriously. Match the different parts of her learning programme (1–11) with what she does (a–k).

The components of Victoria’s learning programme are:

1 Learner autonomy
2 Emotional intelligence
3 Auditory learning
4 Lateral thinking
5 Neuro-Linguistic Programming (NLP)
6 Focus on the competency gap
7 Distance learning
8 Accelerated learning
9 Graduation from the corporate university
10 Lifelong learning
11 Awareness of multiple intelligences

Victoria:

a thinks about her performance, analyses it and models it on good examples.
b tries to learn more, faster.
c does intensive training at the company’s main training centre.
d plans on continuing learning throughout her career.
e tries to find original solutions to problems by making unusual mental connections.
f develops the affective as well as the intellectual side of her personality.
g aims to manage her own learning.
h uses her computer, multimedia and her organization’s intranet for learning.
i understands that she learns effectively when she listens and hears a lot.
j understands that her intelligence is more linguistic and interpersonal than logical-mathematical.
k measures the difference between what she can do and what she would like to be able to do.
What should drive the organization of the future? Match the drivers (1–10) with the philosophies (a–j).

1. a learning organization  
2. a knowledge organization  
3. a people organization  
4. a change organization  
5. a diverse organization  
6. a cost-driven organization  
7. a customer-driven organization  
8. a research-driven organization  
9. an empowered organization  
10. a virtual organization

a. Technical innovation translated into new products brought quickly to market: that’s the key to business success.

b. No office, no hierarchy. We work on-line, we sell on-line.

c. I don’t need to ask for the authority to do what is best for my customers.

d. Look after the pennies and the pounds will look after themselves.

e. The service we provide for our clients is second to none.

f. The business environment is in a state of permanent transformation.

g. If everyone in the organization is the same, we could all be caught facing the wrong way.

h. We need to train people to be multi-skilled, flexible, ready for anything.

i. Everything of value here is in people’s heads. We have to find how people can share this information efficiently.

j. Our employees are our most important asset.
The concepts (1–16) below are about how to manage yourself. Write the letter of each thought (a–p) next to the correct word or phrase.

<table>
<thead>
<tr>
<th></th>
<th>work/life balance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>career development</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>learning from mistakes</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>creativity</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>motivation</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>recognition</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>leadership</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>reward</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>risk</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>flexibility</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>satisfaction</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>self-esteem</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>fun</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>time management</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>competency development</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>vision</td>
<td></td>
</tr>
</tbody>
</table>

Some people set personal and professional **targets** or **goals** or **objectives** for themselves when they start their career. Americans sometimes call this a game plan.
a. I want people – at least the people whose opinion I value – to tell me when I’ve done a good job.

b. I have to prioritize my tasks at the start of each day and then work through them.

c. I expect to earn the money I think I deserve for what I do.

d. I need to be able to respect myself in what I do.

e. Life is boring without an element of danger. I want a sense of adventure in my job.

f. I want a job where I can have ideas, invent, design and make things.

g. I want regular training opportunities so that I can go on developing my skills.

h. I have an exciting picture of the future which drives me and which I want to share with my colleagues.

i. My job is important to me but so is my family and my own private life.

j. I want to manage my team successfully.

k. I want to know that there is a future direction and the chance of development in my job.

l. It’s important for me to enjoy what I do.

m. The job I’m doing now may not exist in two years’ time. I know that I have to adapt to a rapidly changing business environment.

n. I shouldn’t worry if I do it wrong sometimes – as long as I try to understand why it went wrong.

o. I need stimulating and interesting tasks – otherwise it’s hard to get involved.

p. You should be able to laugh in your job. Work should not always be serious.
Business challenges

Here are some of the challenges facing businesses and business people in the twenty-first century. Match each of the challenges (1–12) with one of the groups (a–l).

1. Risk  
2. Growth  
3. Emotion  
4. People  
5. Service  
6. Globalization  
7. Communication  
8. Organization  
9. Environment  
10. Capital  
11. Entrepreneurship  
12. Technology

a. MBWA  
b. loans  
c. empathy  
d. initiative  
e. retention  
f. organic  
g. virtual  
h. miniaturization  
i. financial volatility  
j. trade liberalization  
k. speed of response  
l. sustainable development

suggestion schemes  
savings  
encouragement  
non-traditional thinking  
recognition  
acquisition  
horizontal  
networks  
catastrophe  
economies of scale  
empowerment  
renewable resources

company intranet  
share issues  
expression  
commitment  
reward  
joint venture  
project-based  
connectivity  
fraud  
government relations  
customer orientation  
regulation

Use a dictionary to check the words that you are not sure of.

MBWA is Management By Walking Around.
Answers

**Test 1**
1. Tell
2. offer
3. achievement
4. good
5. sort
6. strengths, weaknesses
7. know
8. approach
9. get
10. look for
11. motivates
12. work
13. like
14. learn
15. plan

**Test 2**
1. primary school
2. secondary school
3. applied
4. place, study
5. subject
6. graduated
7. degree
8. stay on
9. higher degree
10. option
11. grant
12. thesis
13. PhD
14. job

**Test 3**
1. dropped out
2. joined
3. promoted
4. spent
5. moved
6. set up
7. wrote
8. sold
9. bought
10. look after/run
11. runs/looks after
12. take, off

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

**Test 5**
1. –
2. to
3. after
4. with
5. with
6. to
7. –
8. on
9. –
10. out
11. –
12. m

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

**Test 7**
1. plan
2. portable
3. contributory
4. contribution
5. fund
6. lump sum
7. holiday
8. board
9. trustees
10. retire
11. average earnings
12. early retirement
13. bridging
14. brokers

**Test 8**
1. Personal computer
2. mouse
3. icons
4. point
5. click
6. word processing
7. file
8. menus
9. delete
10. save
11. select
12. copy
13. printer
14. spreadsheet
Test 9
1 b) 5 c) 9 c)
2 b) 6 d) 10 b)
3 d) 7 c)
4 a) 8 a)

Test 10
1 open up a market / open a letter
2 put forward a meeting / put a question
3 share prices fall / trees fall down in storms
4 fill in a form / (be) fill(ed) with pride
5 cut down on cigarettes / cut costs
6 lay off workers / lay foundations
7 break bad news (to someone) / break up inefficient companies
8 sell off parts of a company / sell goods at a discount
9 kick yourself / kick off a meeting
10 take on extra staff / take too long
11 pick the best person / a market can pick up
12 bring up a problem at a meeting / bring dynamism to the job
13 carry out duties / carry passengers

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

Test 12
1 GENERATES 8 IMPLEMENTS
2 SENDS 9 REACHES / SIGNS /
3 CUTS IMPLEMENTS
4 MEETS 10 PLAYS
5 BENDS 11 LAUNCHES
6 RUNS 12 SIGNS
7 MAKES 13 INCREASES

Test 13
1 loyal 8 critical
2 valued 9 easy
3 high 10 accurate
4 competitive 11 guaranteed
5 right 12 mixed
6 future 13 positive
7 large 14 verbal

Test 14
1 conveniently 7 financially
2 totally/absolutely 8 deeply/totally
3 extensively 9 tactfully
4 unfairly 10 highly
5 satisfactorily 11 absolutely
6 actively

Test 15
1 on 7 on
2 to 8 into
3 under, over 9 at, in
4 between 10 by, at
5 in 11 in
6 on 12 on

Test 16
1 administer, administrator, administration, administrative
2 distribute, distributor, distribution, distributive
3 advise, adviser/advisor, advice, advisory/ advisible
4 construct, constructor, construction, constructive
5 innovate, innovator, innovation, innovative
6 pay, payer/payee, payment, payable
7 inspect, inspector, inspection, –
8 promote, promoter, promotion, promotional
9 co-ordinate, co-ordinator, co-ordination, –
10 supervise, supervisor, supervision, supervisory
11 finance, financier, finance, financial

Test 17
1 i 7 q 13 t 19 d
2 w 8 b 14 l 20 e
3 k 9 p 15 s 21 j
4 v 10 r 16 h 22 m
5 a 11 c 17 u 23 f
6 o 12 n 18 g

Test 18
1 OPERATING
2 SPARE CAPACITY
3 INSTALLED
4 ROBOTS, ASSEMBLY LINE
5 SUPPLIERS
6 COMPONENT
7 JUST-IN-TIME
8 ORDER, CONSIGNMENT
9 DELIVERY
10 CONVEYOR BELTS
11 SAFETY MANAGER
12 QUALITY MANAGER
13 FAULTY GOODS

Test 19
1 g 6 d 11 a
2 i 7 b 12 o
3 n 8 l 13 k
4 h 9 m 14 c
5 j 10 e 15 f

Test 20
1 d) 5 b) 9 b)
2 b) 6 d) 10 d)
3 a) 7 b) 11 d)
4 b) 8 a) 12 c)

Test 21
1 places
2 import
3 delivery
4 delivery date
5 consignment
6 sea freight
7 export
8 forwarding agent
9 distributor
10 letter of credit
11 shipping documents
12 bills of lading
13 warehouse
14 container
15 cargo
16 port of arrival
17 destination
18 customs authorities
19 cleared
20 acknowledges

Test 22
1 DIVIDEND 7 CHARGES
2 BANKRUPT 8 RATES
3 MARGINS 9 ISSUE
4 DEBT 10 BUYOUT
5 PROFITS 11 FLOW
6 CURRENCY 12 LOSSES

Test 23
1 c 5 g 9 i
2 4 6 k 10 e
3 h 7 b 11 k
4 a 8 d 12 j

Test 24
1 a) subsidy, b) subsidiary
2 a) politics, b) policy
3 a) economies, b) economic
4 a) economy, b) economies
5 a) note, b) notice
6 a) morale, b) moral
7 a) security, b) safety
8 a) take over, b) overtake

Test 25
1 c) 5 d) 9 b)
2 b) 6 d) 10 d)
3 d) / c) 11 d)
4 a) 8 a)

Test 26
1 cons / withdraw
2 weaknesses 8 peripheral
3 fall 9 Inc
4 reduce 10 decline
5 loss 11 sell off
6 contract 12 lay off

Test 27
1 t 5 c 9 g
2 h 6 a 10 c
3 i 7 b
4 j 8 d

Test 28
1 overhead projector
2 video cassette recorder
3 headquarters
4 return on investment
5 personal computer
6 Chief Executive Officer
7 I owe you
8 John Fitzgerald Kennedy
9 Gross National Product
10 desktop publishing
11 Master of Business Administration
12 Annual General Meeting
13 International Organization for Standardization
14 Value Added Tax
15 Financial Times
16 any other business
17 Just-In-Time
18 Unique Selling Proposition
19 Mergers and Acquisitions
20 Small and Medium-sized Enterprises
21 management buyout
22 Management By Walking Around
23 Strengths, Weaknesses, Opportunities, Threats
24 Profit and Loss
25 Personal Identification Number
26 Neuro-Linguistic Programming
27 Digital Versatile Disk

Test 29
1 b) 5 b) 9 b)
2 a) 6 b) 10 c)
3 a) 7 b) 11 b)
4 b) 8 c)

Test 30
1 ‘appropriate clothes’ instead of ‘suits and ties’
2 ‘All executives know...’ and ‘their’ instead of ‘his’ (twice)
3 ‘chair’ instead of ‘chairman’
4 ‘spokeswoman’ instead of ‘spokesman’
5 ‘staffing’ instead of ‘manpower’
6 ‘sales representatives’ instead of ‘salesmen’
7 ‘Employees’ instead of ‘Men’
8 ‘staff’ instead of ‘man’
9 ‘Ms’ instead of ‘Miss’
10 ‘their’ instead of ‘his’ (‘If customers complain...’)
11 ‘women’ instead of ‘girls’
12 ‘one’ instead of ‘man’
13 ‘face-to-face’ instead of ‘man-to-man’
14 ‘person’ instead of ‘man’

Test 31
1 COMPLAINTS
2 FAULTY
3 DAMAGED
4 REDUCTION
5 OVERSTRETCHED
6 PAY RISES
7 BRIBE
8 INSIDER DEALING
9 BANKRUPT
10 SLOW PAYERS
11 SACKED
12 WRONGFUL DISMISSAL
13 RESIGNED
14 MORALE
15 FAILED
16 DROPPED
17 RUMOURED

Test 32
1 a) 4 a) 7 b) 10 c)
2 c) 5 c) 8 d) 11 c)
3 b) 6 d) 9 a) 12 a)

Test 33
1 j 7 q 13 a 19 k
2 e 8 r 14 u 20 p
3 i 9 n 15 b 21 m
4 c 10 d 16 f
5 t 11 o 17 s
6 h 12 l 18 g

Test 34
1 h 4 j 7 k 10 b
2 l 5 c 8 i 11 a
3 c 6 g 9 f 12 d

Test 35
1 g 5 a 9 j
2 l 6 i 10 b
3 h 7 d
4 c 8 c

Test 36
1 project 6 risk
2 run 7 bid
3 schedule 8 cost
4 quality 9 actual
5 budget

Test 37
1 f 5 j 9 i
2 g 6 a 10 b
3 d 7 e
4 c 8 h

Test 38
1 b) 5 a) 9 c)
2 a) 6 d) 10 d)
3 d) 7 c)
4 c) 8 b)
11 Income Tax

Test 47
1 a) 6 a) 11 b)
2 a) 7 b) 12 b)
3 b) 8 a) 13 b)
4 a) 9 b) 14 a)
5 a) 10 a) 15 b)

Test 48
1 j 5 t 9 h
2 l 6 d 10 k
3 a / c 11 b
4 i 8 c 12 g

Test 49
1 e 6 l 11 g
2 j / t 12 n
3 b 8 a 13 d
4 c 9 m 14 h
5 k 10 l

Test 50
1 g 5 d 9 k
2 f 6 b 10 e
3 h 7 l 11 a
4 j 8 c 12 i

Test 51
1 m 6 l 11 d
2 j 7 l 12 c
3 n 8 h 13 c
4 g 9 a 14 k
5 i 10 b

Test 52
See page 100
1 BROADCAST 8 SOAP
2 MEDIA EMPIRE 9 STUDIO
3 TABLOID PRESS 10 DISTRIBUTOR
4 QUALITY PRESS 11 MOVIE
5 COMMERCIALS 12 CABLE
6 CHAT SHOW 13 SATELLITE
7 GAME SHOW 14 CHANNELS

Test 53
1 rate 9 relief
2 evasion 10 incentives
3 progressive 11 corporation
4 return 12 inheritance
5 free 13 exile
6 value added 14 allowance
7 inspector 15 deductible
8 havens

Test 54
1 b) 5 a) 9 c)
2 d) 6 h) 10 d)
3 g) 7 j) 11 i)
4 f) 8 b)

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

Test 41
1 o) 6 m) 11 a) 16 c)
2 g) 7 j) 12 h) 17 d)
3 p) 8 f) 13 i) 18 s)
4 r) 9 n) 14 q) 19 t)
5 b) 10 c) 15 k)

Test 42
1 up 6 off
2 back 7 through
3 through 8 up
4 down 9 up
5 on 10 back

Test 43
1 G a 5 B d
2 E h 6 D f
3 F b 7 A e
4 H c 8 C g

Test 44
1 i 5 b 9 c
2 g 6 f 10 h
3 7 e 11 a
4 d 8 k

Test 45
1 c 5 g 9 i
2 d 6 b 10 a
3 7 h 11 f
4 l 8 k 12 e

Test 46
1 Holiday
2 Accident
3 Employment
4 Job
5 Attendance
6 Maternity
7 Application
8 Appraisal
9 Warning
10 Expenses
Word list

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

A
absolute 55
absolutely 14
academic qualifications 2
accelerated learning 57
accept 26
accident 46
accurate 13
achieve 9
achievement 1
acknowledge 21
acknowledgement 45
acquire 26
acquisition 35
actively 14
actual 36
add 11
administration 16
advancement 32
advice 45
advise 16
agent 32
AIDS (acquired immune deficiency syndrome) 50
airline 51
all over the world 47
analyse 25
annual appraisal interview 20, 37
Annual General Meeting (AGM) 28
answer to 5
anticipate 25
any other business (AOB) 28
apology 45
application 46
apply 2
appointment 45
appraisal 20, 46
appraisal interview 37
approach 1
appropriate clothes 30
approximately six 29
arrive on time 15
ask someone for clarification 41
assembly line 18
assertiveness training 3
assessment interview 4
asset utilization 34
attachment 45
attendance 46
at the latest 15
at this stage 15
audience 38
auditor 1
auditory learning 57
automotive 17
average earnings 7
awareness of multiple intelligences 57
B
baksheesh 32
balanced 13
balanced scorecard 35
ballpark figures 33
bank manager 4
bankrupt 22, 31
banned 25
benchmarking 35
bends 12
best practice 33
beverages 17
bid 36
bill of lading 21
blow the whistle 33
board 7
body language 40, 56
bonus 20
bookmark 54
borrowing ratio 34
bottom line 33
brand 19
break 10
break up 10
bribe 31, 32
bridging 7
bring 10
bring up 10
broadcast 52
brochure 19
broker 7
browser 54
budget 36
buffet car 51
build 11
busy 25
buy 3
buyout 22
bypass 51
by the end of the month 15
C
cable 5, 17
call back 1, 2
campaign 19
cancel 28
capital 60
career development 59
cargo 21
carriage 51
carry 10
carry out 5, 9, 10
catering 17, 23
Central Europe 47
central government 48
chair 30
change jobs 3
change organization 58
channel 52
charge 22
cheap 55
check 25, 41, 42
Chief Executive Officer (CEO) 28
civil engineer 4
civil servant 4
civil service 4, 48
clear 21, 55
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close 36, 39
close the meeting 41
close to retirement 15
commercial 52
commission 6
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committed 13
communication 60
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focus on the competency gap 57
forbidden 24
forecast 25
former Soviet Union 47
forwarded message 45
forwarding agent 21
free 55
free alongside ship (FAS) 21
free on board (FOB) 21
freeware 54
friendly 55
fun 59
fund 7
furniture 23
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G
game plan 59
game show 52
gender 56
general election 48
general practitioner 4
generate 12
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gent 1, 11
get away from the point 41
get back 42
get through 42
global 33
globalization 60
goal 59
good 1
graduate 2
graduation from the corporate university 57
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Gross National Product (GNP) 28
growth 60
grow the company 33
guaranteed 13
guinea pig 27
H
handle accounts 5
hand luggage 51
hang on 42
hang up 42
hatchback 51
have 9
head a department 5
head of state 48
headquarters (HQ) 28
health and safety 23
health care 50
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helpful 55
high 13
higher degree 2
higher taxation 49
highly 14
high-speed train 51
hire 26
holiday 4, 46
homelessness 50
homepage 54
hour 20
household goods 17
housing 50
humour 56
hygiene 23
hype 19
hyperlink 54
I
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identify 11
immigration 50
implement 12
import 21
improved public services 49
income gearing 34
income tax 46
increase 12, 26
Indian sub-continent 47
inheritance tax 53
in-house 20
initiate 36
innovate 16
insider dealing 31
inspection 16
installed 18
intercultural communication skills 37
International Organization for Standardization (ISO) 28, 35
Internet Service Provider (ISP) 54
interrupt 41
intranet 54
introduce a point 41
invite questions 39
invite someone to contribute 41
involved in 5
inward investment 19
IOW (I owe you) 28
ISDN (Integrated Services Digital Network) 54
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It was a pleasure 25
J
JFK (John Fitzgerald Kennedy) 28
job 2, 46
joke 3
junk mail 19
Just In Time (JIT) 18, 28
K
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keynote 38
keyword 54
kick 10
kickback 31
kick off 10
know 1
knowledge organization 58
L
large 13
lateral thinking 57
launch 9, 12
law and order 50
lay 10
lay off 10, 20, 25, 26
lead 11
leadership 37, 56, 59
lead into 39
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learner autonomy 57
learning from mistakes 59
learning organization 58
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let someone go 3
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letter of application 44
letter of complaint 44
letter of credit 21
letter of enquiry 44
letter of invitation 44
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liaise with 5
lifelong learning 57
lifetime employment 3
lighting 23
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link between 15
link to 39
listen to 5
lively pace 40
loan 2
local authority 48
local government 48
long-lasting 55
look after 3, 5
look for 1
look up 42
loss 22, 26
loyal 13
lump sum 7

M
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major player 33
make 9, 12
make a suggestion 41
make notes 41
manage 11
management buyout (MBO) 22, 28
Management By Walking Around (MBWA) 60
management consultant 4
manufacturing base 49
margin 22
market-driven 33
marketing 19
Master of Business Administration (MBA) 28
maternity 46
maternity leave 20
maximize 11
mayor 48
MD (Doctor of Medicine) 2
measure 11
media 17
media empire 52
meet 9, 12
Member of Parliament 48
menu 8
merchandising 19
merger integration teams 35
Mergers and Acquisitions (M & A) 28
Middle East 47
mid nineties 29
Mid-West 47
mind map 36
minefield 27
mission and value statements 35
mixed 13
monitor 5, 25
monochronic/ polychronic cultures 56
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morale 24, 31
motivate 1, 11
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mouse 8
move 3
move on 39
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negotiating skills 37
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Neuro-Linguistic Programming (NLP) 28, 57
newsgroup 54
niche 19
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nil 29
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O
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overhead projector (OHP) 28
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strategy 25
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war chest 33
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West Africa 47
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Yours sincerely 25
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