



# BUSINESS ENGLISH WORKBOOK:

Accounting and Commerce III

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## Introduction

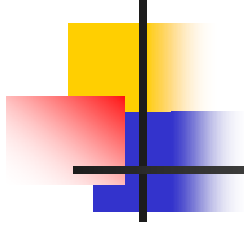
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This workbook is intended for second year students of Accounting and Commerce who are studying and preparing for a career in business.

The first part of each unit gives practice in the topic-based vocabulary that comes in useful in a wide range of situations. Most exercises have a key so that you can check your answers.

There is a variety of stimulating activities such as answering quiz questions and completing charts.

Additional reading within the units will point you in the direction of explanations of related areas of vocabulary or grammar covered by the curriculum of the course English Language III.



The texts offer additional information about a number of topics covered in each unit.

Each grammar section begins with an Entry Test. If you have difficulties with the tests, there is an overview that provides a summary of the grammar, which may help you to complete the additional exercises.

You don't need to work your way through every exercise in this workbook. Instead, we recommend that you concentrate on the areas where you feel you need more practice.

I hope you enjoy using this workbook and find it helpful in improving your English.

Good luck in the exam!

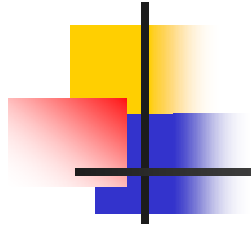
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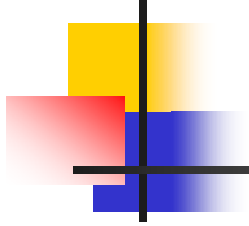
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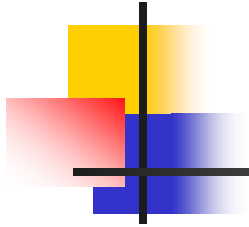


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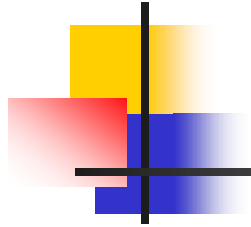
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# MARKET LEADER

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# Unit 10

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**QUALITY**



## Quotation

---

**‘Quality is remembered long after the price is forgotten.’**

Gucci family slogan



**The other side of the coin** - the aspect of a situation that is the opposite of or contrasts with the one you have been talking about

---

**‘The bitterness of poor quality remains long after low pricing is forgotten.’**

Leon Cautillo



# *Vocabulary*

## *Quality control and customer service*

---

quality – the standard of sth when it is compared to the other things like it; how good or bad sth is

**good/high/top** quality

**low/poor/varying** quality

quality **declines/improves/suffers**

**quality control** – a system of keeping high standards in manufactured products by planning carefully, checking and making necessary improvements



## Vocabulary A

---

2 durability / reliability

3 reliability / durability

4 recalled

5 identified

6 modified

7 tested

8 relaunched

9 failed



## Vocabulary B

---

- 1 faults
- 2 monitoring
- 3 routine checks
- 4 minimum standards
- 5 inspection
- 6 consumer satisfaction questionnaire
- 7 after-sales service
- 8 quarantee
- 9 compensation



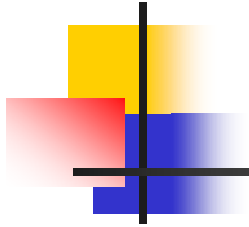
## Reading

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**B**

- A** 1
- B** 4
- C** 6
- D** 3
- E** 5
- F** 8
- G** 2
- H** 7





## E

- 1 global leader
- 2 standards
- 3 move down-market
- 4 self-sufficient
- 5 outsource
- 6 premium



## Vocabulary list

---

autentičan, izvorni – genuine

pouzdan – reliable

trajnost, izdržljivost – durability

izvršni, glavni direktor – chief executive

prihod – revenue, income

potpisnik ugovora, dobavljač – contractor

ponuditelj - bidder

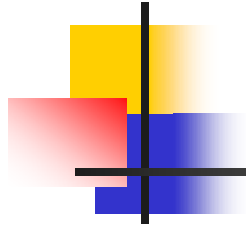
sveukupni – overall

nastojati, pokušavati – strive

*strive – strove – striven*

ne zaostajati – keep ahead

ulaganje - investment



proizvodni proces – production process

postotak – percent

odgoditi – put off, delay

povjeravanje dijela proizvodnje vanjskim izvršiteljima – outsourcing

garancija za proizvod – warranty

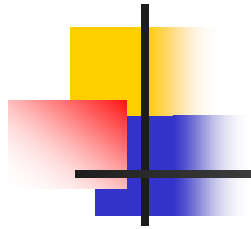
predvidjeti – anticipate

nadziranje – monitoring

rukovoditelj proizvodnje – production manager

poboljšanje – improvement

poticati – encourage



račun, faktura – invoice

dosljedno – consistently

prihvatljiv – affordable

uspoređivanje s najboljima – benchmarking



## Quality control test

### Choose the correct word

---

1 The reason why I always buy my clothes at this store is because all the .... they sell are of a very high quality.

a types

b species

c brands

d standards

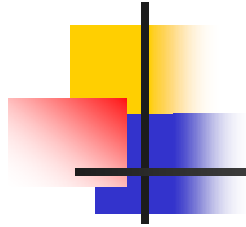
2 Before these articles leave the factory to be forwarded to the retailer, each one is thoroughly .... .

a seen

b looked at

c appraised

d inspected

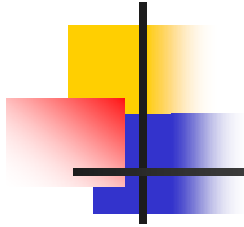


3 The advantage of working for this company is that all employees .... themselves as a member of a team.

- a believe
- b think
- c perceive
- d hold

4 If for any reason customers do not like the item they have bought, they can always ..... and get refund.

- a hold it back
- b take it back
- c keep it back
- d give it back



5 The great thing about this particular material is that however much you screw it up, it never .....

a wrinkles

b twists

c turns

d folds

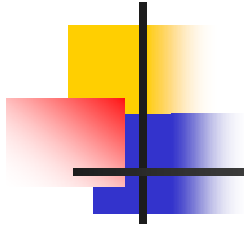
6 The company insists that all their products are ..... in respect of their quality, specification and look.

a actual

b identity

c typical

d uniform



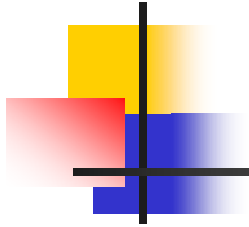
7 This is the department for children's clothes and each ..... is marked with the recommended age range.

- a cloth
- b garment
- c clothing
- d clothe

8 The sole purpose of this jacket is to ..... water and if you wear it in the rain and still get wet, it's useless.

- a reject
- b repulse
- c repel
- d return



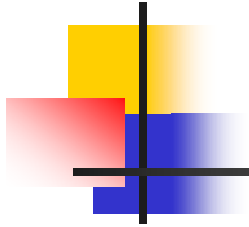


9 The whole look of the shop front is ..... by the introduction of bright colours.

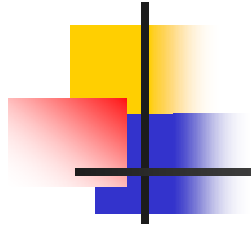
- a engrossed
- b enlarged
- c enveloped
- d enhanced

10 These pots are being sold as seconds because each one has a slight .... in the glaze.

- a defect
- b mistake
- c error
- d faulting



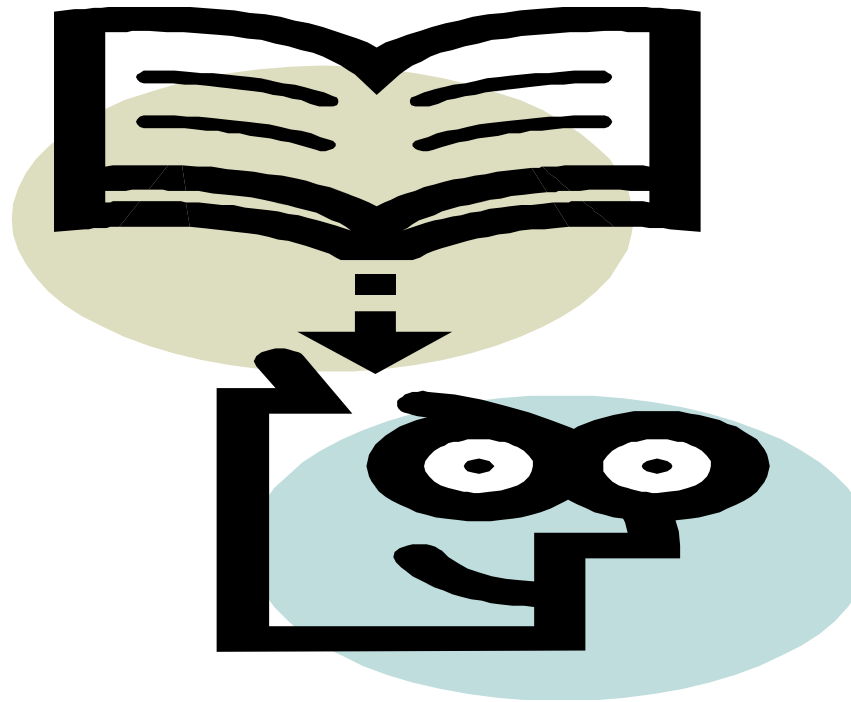
- 
- 1 C
  - 2 D
  - 3 C
  - 4 B
  - 5 A
  - 6 D
  - 7 B
  - 8 C
  - 9 D
  - 10 A



# *Additional Reading*

***Test Your Grammar***

# *Gerund and Infinitive*



## Entry test

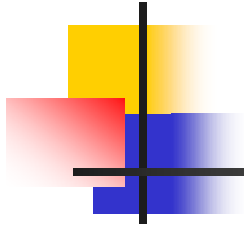
Put the verbs in brackets into the infinitive or *-ing* form



### The chocolate revolution

After 1 *reaching* (reach) Europe with Columbus in 1502, chocolate rapidly became popular as a drink that people took 2... (improve) their health. 3 ... (eat) solid chocolate, however, was unpopular; it was dark and bitter, and manufacturers did not know how 4 .. (mix) it with milk or cream 5... (make) it taste better.

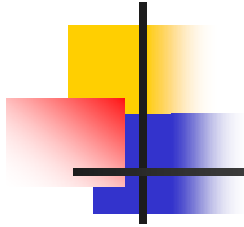
The discovery of milk chocolate was made in 1876 by Daniel Peter in Switzerland. After 6 ... (try) unsuccessfully for eight years to mix milk and dark chocolate, Peter began working with his neighbour, the chemist Henri Nestlé. Nestlé had developed a new product 7... (feed) babies; in the process, he had discovered how 8 ... (make)



condensed milk, which Peter tried instead of 9 ... ( use) ordinary milk.

The result was an instant success, and the two men joined forces 10...( manufacture) milk chocolate for a grateful world.





- 2 to improve
- 3 Eating
- 4 to mix
- 5 to make
- 6 trying
- 7 to feed
- 8 to make
- 9 using
- 10 to manufacture



The Gerund and the Present Participle of verbs have the same -ing form. When it is used as a noun, it is called **the Gerund**:

*writing, swimming, lying, picnicing*

**It is used:**

a) *after prepositions and conjunctions (exceptions – except, but)*

The teacher got a sore throat **from talking** too much.

He was arrested **for smuggling**.

He is afraid **of losing** his job.

b) *after the following verbs:*

suggest, enjoy, mind, can't help, keep, finish, spend time (e.g. a week), postpone, waste time/money, delay, deny, consider, excuse, forgive, avoid, miss, risk, escape, can't bear, can't stand, ...

**I enjoy being** with you.

Would you **mind posting** this letter for me?

**I can't help being** afraid.



c) *The following verbs can be followed by either the Gerund or the Infinitive. The Gerund is used when the action is thought of in a general sense.*

like, love, begin, continue, recommend, ...

**I like to listen / listening** to classical music.

He **continued to bore / boring** us for another thirty minutes.

She loves **to dance / dancing**.

d) *The following verbs can be followed by either Gerund or the Infinitive. Note the difference in meaning.*

remember, forget, need, try, stop, regret

**I remember seeing** that painting at the National Gallery.

Sjećam se da sam vidio tu sliku u Nacionalnoj galeriji.

**I remembered to see** the painting when I was at the gallery.

Sjetio sam se pogledati tu sliku kad sam bio u galeriji.

e) *It can be the subject of a sentence :*

**Fishing** is not allowed.

**Spending** money is easier than earning money.



## Finish the sentences with a suitable gerund and additional words.

- 1 Henry felt ill after \_\_\_\_\_ .
- 2 Pat hasn't found a job since \_\_\_\_\_ .
- 3 Please excuse me for \_\_\_\_\_ .
- 4 Eve got ahead by \_\_\_\_\_ .
- 5 Bob saved the girl from \_\_\_\_\_ .
- 6 I am looking forward to \_\_\_\_\_ .
- 7 Would you mind \_\_\_\_\_ .
- 8 Jo enjoys \_\_\_\_\_ .
- 9 I am used to \_\_\_\_\_ .
- 10 I think he is unable to stop \_\_\_\_\_ .



## Fill in the blanks with a suitable gerund

- 1 \_\_\_\_\_ with **full mouth is not polite.**
- 2 \_\_\_\_\_ is not allowed in national **parks.**
- 3 \_\_\_\_\_ is a speech defect **usually of psychologic origin.**
- 4 \_\_\_\_\_ is not **allowed in Saudi Arabia.**
- 5 \_\_\_\_\_ causes **many accidents.**
- 6 \_\_\_\_\_ is safer **than travelling by car.**
- 7 \_\_\_\_\_ in the parks **of New York City at night can be very enlightening.**
- 8 \_\_\_\_\_ **is popular in Dalmatia.**
- 9 \_\_\_\_\_ is his hobby. **He has some very rare ones.**
- 10 \_\_\_\_\_ needs **skill, intelligence and concentration.**

# *The Infinitive*

It is the substantival form of the verb. It has partly the character of a verb, partly of a noun. There are four forms of the infinitive:

	<i>Simple</i>	<i>Perfect</i>
<b>Active</b>	to write	to have written
<b>Passive</b>	to be written	to have been written

**The Infinitive shows its verbal character in:**

**a) *Having the distinctions of tense and voice.***

to ask (infinitive) to be asking (Active-Continuous)

**b) *Talking the objects and adverbs***

He wanted to use her.

**The Infinitive shows its substantival character in being used in a sentence in the same way as a noun, i.e. as:**

**a) A subject**

To lie is shameful.

**b) An object**

They are learning to dance.

**c) A predicate**

To see is to believe.

**Verbs followed by the Infinitive are:**

learn, remember, forget, promise, swear, consent, agree, neglect, refuse, propose, regret, try, endeavour, attempt, fail, care, hope, hesitate, prepare, decide, determine, undertake, arrange, seem, manage

## Verbs followed by the Infinitive or by object + infinitive are:

want, wish, love, hate, like, prefer, ask, help, expect, beg,  
mean, intend

*I want to go.*

*I want you to go.*

**The Infinitive is usually used with *the preposition to* which may be omitted.**

**The Infinitive is used *without to*:**

a) With auxiliary, defective verbs (except ought to): can - could, may - might, must, shall - should, will - would, do (when used as an auxiliary) and usually but not always with dare and need ( in negative and interrogative sentences).

*He dare not open the door.*

b) With the following verbs : see, watch, mark, perceive, hear, know, feel, bid, let, make ( in the meaning of *to force*).

*I see him enter the room.*

c) With the following phrases: had better, sooner than, need only, cannot but, nothing but etc.

### **The infinitive is used with the preposition to:**

a) With the verbs: to be, to have, ought, used (ju:st) and sometimes with dare and need.

*I do not need to be told.*

b) With: to begin, to come, to continue, to forget, to like, to remember, to want etc.

*When he wanted to go for a walk it began to rain.*



**The Infinitive often replaces a clause.**

*We learn foreign languages to use them.*

**The Infinitive is often used with adjectives and nouns.**

*We had not much time to finish the work.*

**The Infinitive is used with so...as and enough with a noun.**

*Would you be so kind as to come later?*

# *Infinitive or –ing form?*

Complete the sentences below with a suitable verb, using either the infinitive ( to buy, to come, etc.) or the –ing form ( buying, coming, etc.). Choose form the following and use each verb once only. There are two examples at the beginning (0 and 00).

be ~~buy~~ ~~come~~ find get give hurt leave  
like live meet play save see stay take  
talk teach think walk want win

0 Remember to buy some milk on your way home tonight.

00 I'm busy at the moment. Would you mind coming back later?

1 I'm sorry, Joe. I didn't mean \_\_\_\_ your feelings.

2 When she was a child, her parents wouldn't allow her \_\_\_\_ in the street.

- 3 There must be something wrong with Simon. He keeps \_\_\_\_  
he's being followed by a private detective.
- 4 As they'd received a bomb threat, the police ordered everyone \_\_\_\_  
the building.
- 5 What with inflation and everything , it's just not worth \_\_\_\_  
nowadays.
- 6 I remember \_\_\_\_ to be a pop star when I was a child.
- 7 Don't pretend \_\_\_\_ jazz. I know you hate it really.
- 8 'Sara hasn't got a car. Would you mind \_\_\_\_ her a lift?'
- 9 I really enjoy going to parties and \_\_\_\_ new people.
- 10 Her parents were very strict and wouldn't allow her \_\_\_\_ out later  
than 10.30.
- 11 Parents usually warn their children against \_\_\_\_ to strangers.
- 12 I never go swimming because I dislike \_\_\_\_ my hair wet.
- 13 I agreed \_\_\_\_ her English if she helped me with my Spanish.

- 14 It was a very tough match, but in the end England managed \_\_\_\_\_  
by two goals.
- 15 He suggested \_\_\_\_\_ a taxi to the station.
- 16 The film star disguised herself to avoid \_\_\_\_\_ recognized.
- 17 Would you dare \_\_\_\_\_ through a graveyard on your own at night?
- 18 She was very upset when she failed \_\_\_\_\_ work in Sydney.
- 19 He wasn't happy with his room so he demanded \_\_\_\_\_ the manager.
- 20 It's hard to imagine \_\_\_\_\_ without television, isn't it? What on  
earth would you do in the evenings?





- 1 to hurt
- 2 to play
- 3 thinking
- 4 to leave
- 5 saving
- 6 wanting
- 7 to like
- 8 giving
- 9 meeting
- 10 to stay

- 11 talking
- 12 getting
- 13 to teach
- 14 to win
- 15 taking
- 16 being
- 17 to walk
- 18 to find
- 19 to see
- 20 living

# ***Gerund and Infinitive***

**Put the verbs in brackets into the correct form ( gerund or infinitive)**

- 1 I am looking forward to (see) you.
- 2 He dreads (have) to retire.
- 3 I arranged (meet) them there.
- 4 He urged us (work) faster.
- 5 I wish (see) the manager.
- 6 It's no use (wait).
- 7 He warned her (not touch) the wire.
- 8 Don't forget (lock) the door before (go) to bed.
- 9 My mother told me (not speak) to strange men.
- 10 I can't understand her (behave) like that.

- 11 He tried (explain) but she refused (listen).
- 12 At dinner she annoyed me by (smoke) between the courses.
- 13 You are expected (know) the laws of your own country.
- 14 He decided (disguise) himself by (dress) as a woman.
- 15 I am prepared (wait) here all night if necessary.
- 16 Would you mind (show) me how (work) the lift?
- 17 After (walk) for three hours we stopped to let the others (catch up) with us.
- 18 I am beginning (understand) what you mean.
- 19 He was fined for (exceed) the speed limit.
- 20 The boys like (play) games but hate (do) lesson.





- 1 seeing
- 2 having
- 3 to meet
- 4 to work
- 5 to see
- 6 waiting
- 7 not to touch
- 8 to lock, going
- 9 not to speak
- 10 behaving

- 11 to explain, to listen
- 12 smoking
- 13 to know
- 14 to disguise, dressing
- 15 to wait
- 16 showing, to work
- 17 walking, catch up
- 18 to understand
- 19 exceeding
- 20 playing, doing





## Complete the sentences with the correct form of the verb in brackets.

*Example*     *I don't mind helping you. (help)*

- 1 You can't stop some people \_\_\_\_\_ what they want to do. (do)
- 2 I didn't mean \_\_\_\_\_ you. I'm sorry. (upset)
- 3 We spent the summer \_\_\_\_\_ around Europe. (travel)
- 4 I'll always regret not \_\_\_\_\_ the opportunity to travel. (take)
- 5 At school, we were made \_\_\_\_\_ long poems by heart. (learn)
- 6 It's no use \_\_\_\_\_ James. He never comes to our parties. (invite)
- 7 We were against the decision \_\_\_\_\_ the local primary school.  
(close)
- 8 He admitted \_\_\_\_\_ lies to the police. (tell)
- 9 We weren't allowed \_\_\_\_\_ dictionaries during the exam. (use)
- 10 They invited me \_\_\_\_\_ an interview. (attend)



- 1 doing
- 2 to upset
- 3 travelling
- 4 taking
- 5 to learn
- 6 inviting
- 7 to close
- 8 telling
- 9 to use
- 10 to attend





## Read on

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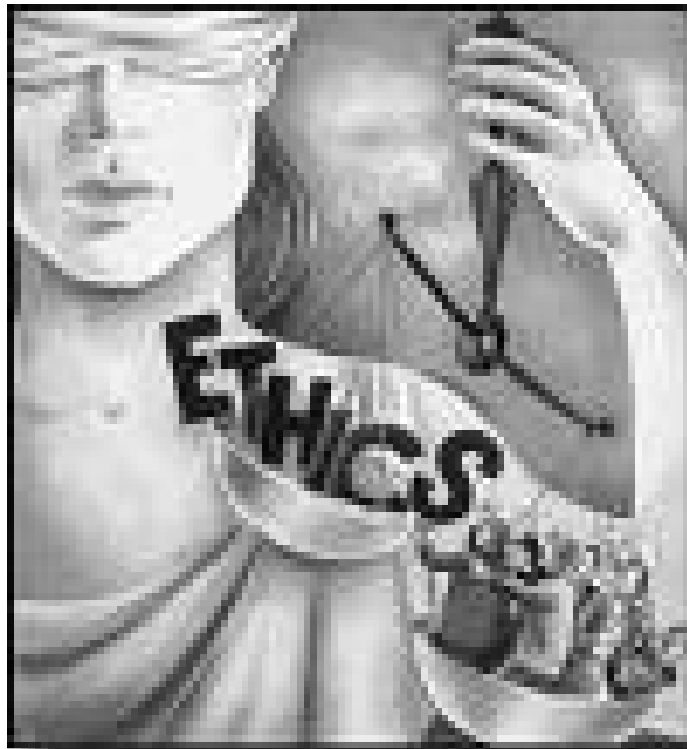
- The ISO website is at [www.iso.org](http://www.iso.org).
- Miele [www.miele.com](http://www.miele.com)



# Unit 11

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## ETHICS



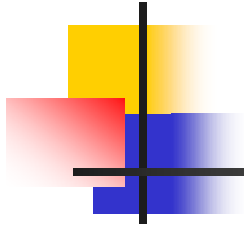


## Quotation

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**“ There is no such thing as business ethics. There is only one kind – you have to adhere to the highest standards.”**

Marvin Bower, former managing partner of  
McKinsey & Company



**ethics** – moral principles that control or influence a person's behaviour

- professional/business/medical ethics
- to draw up a code of ethics
- ethics ombudsman

**ethical** - connected with beliefs and principles about what is right and wrong

- ethical issues/standards/questions/problems/investment

# Vocabulary

## Honesty and dishonesty

---

A

1 trustworthy – H

2 a slush fund – D

3 insider trading -D

4 a whistleblower-H

5 a bribe-D

6 fraud-D

7 a confidentiality  
agreement

law-abiding – H

a sweetener – D

industrial

espionage-D

a fraudster –D

a bonus

secrecy

a cover up-D

corrupt – D

compensation

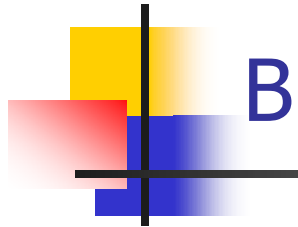
disclosure

a con artist –D

a commission

integrity-H

a whitewash-D



B

- 1 law-abiding
- 2 a slush fund
- 3 industrial espionage
- 4 a whistleblower
- 5 a bribe
- 6 integrity
- 7 a confidentiality agreement





# Vocabulary list

---

računovođa – an accountant

državni službenik – civil servant

‘crni fond’ – slush fund

zviždač – whistleblower

mito, podmićivanje – bribe, bribery

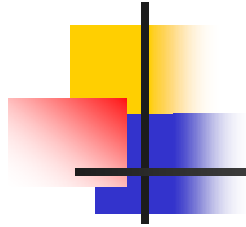
ugovor o povjerljivosti – confidentiality agreement

prikrivanje (činjenica) – a cover up

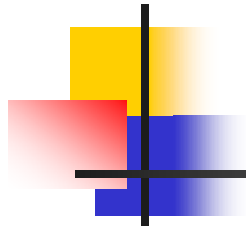
razotkrivanje – disclosure

provizija – a commission

zataškavanje – a whitewash



nerazvijena zemlja – underdeveloped country  
poštenje, pravednost – fairness, honesty, integrity  
pretjerana debljina – obesity  
'pranje novca' – money-laundry/laundering  
bolovanje – sick leave  
žalba – complaint  
prigodan poklon – appropriate gift  
zahtjev – demand  
odbiti – refuse  
parničenje – litigation  
neodgovoran - irresponsible



obuća – footwear

prijevvara – fraud

nagovoriti – persuade

bezobziran - ruthless

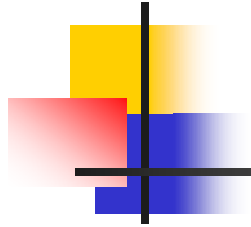


# Reading Responsible business

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E

- 1 responsibility
- 2 threats
- 3 corruption
- 4 regulation
- 5 peer pressure
- 6 transparency
- 7 controversial



# *Additional Reading*

***Test Your Vocabulary***



## A Code of ethics

---

Ethics are moral beliefs about what is right and wrong, and the study of this. Some actions are not criminal, but they are morally wrong : **unethical**. Areas where choices have to be made about right and wrong behaviour are **ethical issues**. Some organizations have a **code of ethics** or **code of conduct** where they say what their managers' and employees' behavior should be, to try to prevent them behaving **unethically**.



## B Ethical standards

---

Ten years ago, Zoe Fleet and Lena Nimble founded FN, which makes trainers ( running shoes ). Zoe explains :

We want FN to be **socially responsible** and behave ethically. We don't run plants directly: we buy trainers from plants in Asia. We often visit the plants to check that they don't exploit workers by underpaying them or making them work long hours : **sweatshop labour**. In management in the US, we have an **affirmative action program**, to avoid **racial** or **sex discrimination**. Every year, we ask an independent expert to do a 'social performance audit' to see how we are doing in this areas. We always publish it, even if we don't like everything in it!



C

## Ethical investment

---

'Investors are more and more concerned about where their money is invested. We take **ethical investment** very seriously. We don't invest, for example, in arms companies or tobacco firms.

**Environmental or green issues** are also very important. Recently we were involved in a project to build a large dam in the Asian country of Paradiso. We discovered that large numbers of farming people would be forced to leave the area flooded by the dam, and that the dam would also be environmentally damaging, reducing water supplies to neighbouring countries. It was green activists from the environmental organization Green Awareness who told us this. We withdrew from the project and tried to persuade other organizations not to invest in it. We didn't want to damage our reputation for ethical investment.'



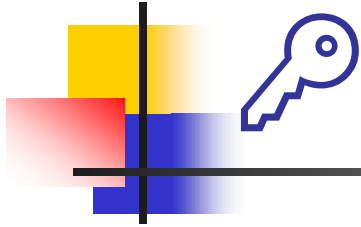


## Complete these sentences with words from A.

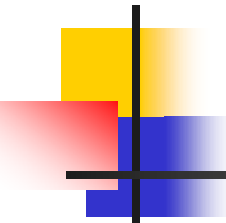
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- 1 Retailers say packaging that imitates the style and image of market leaders is not wrong and has nothing to do with .....
- 2 A company is behaving ..... if it pollutes the environment.
- 3 Working conditions are very poor ; the organization 'Ethics in Business' blames the ..... employers and agencies that exploit the workers.
- 4 The television industry should adopt a ..... on violence in its programmes.
- 5 ' ..... behaviour is good for business', says Carol Marshall, vice president for ethics and business conduct. 'You get the right kind of employees, and it's a great draw for customers.'





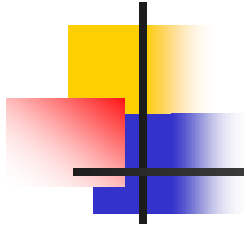
- 1 ethics
- 2 unethically
- 3 unethical
- 4 code of ethics
- 5 Ethical



**Choose the best word to fill each gap from the alternatives given below. Put a circle around the letter A, B or C, of the word you choose.**

---

'My name is Peter Gill. I manage the One World (1) ..... investment fund. We follow a very clear (2) .... of conduct when we choose stocks. We only invest in companies that are socially (3) ..... so we don't put money into tobacco companies or arms manufacturers. Green (4) .... are very important to us. We check that our companies are not damaging the (5) ..... We invest in some companies that make their products in countries where (6) ..... is cheaper, and we make sure that they do not (7) .... their workers. Some expensive, famous brand clothing is made in (8) ..... where people work long hours for very low wages. We think that is completely (9) .....



1 A honesty

2 A note

3 A responsible

4 A issues

5 A neighbours

6 A work

7 A export

8 A sweatshops

9 A moral

B ethical

B list

B spectacular

B actions

B environment

B job

B employ

B sweatshirts

B unethical

C rights

C code

C interested

C indexes

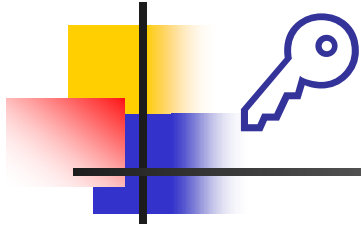
C local

C labour

C exploit

C sweatshops

C social



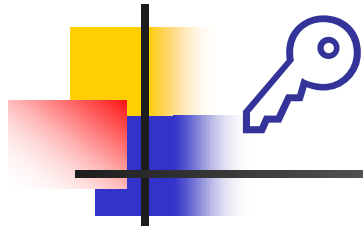
- 1 B
- 2 C
- 3 A
- 4 A
- 5 B
- 6 C
- 7 C
- 8 A
- 9 B



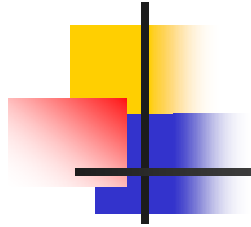
**Complete each sentence by writing one word in each gap. Use the words in brackets ( ) to help you.**

---

- 1 We expect everyone in this company to behave e\_\_\_\_\_.(ethics)
- 2 We regularly discuss e\_\_\_\_\_ issues with managers and workers. (ethics)
- 3 Last year we put in place an a\_\_\_\_\_ action programme. (affirm)
- 4 This helps us to avoid sexual and racial d\_\_\_\_\_. (discriminate)
- 5 Many of our employees are green a\_\_\_\_\_. (active)
- 6 They take direct action on a wide range of e\_\_\_\_\_ issues.  
(environment)



- 
- 1 ethically
  - 2 ethical
  - 3 affirmative
  - 4 discrimination
  - 5 activists
  - 6 environmental

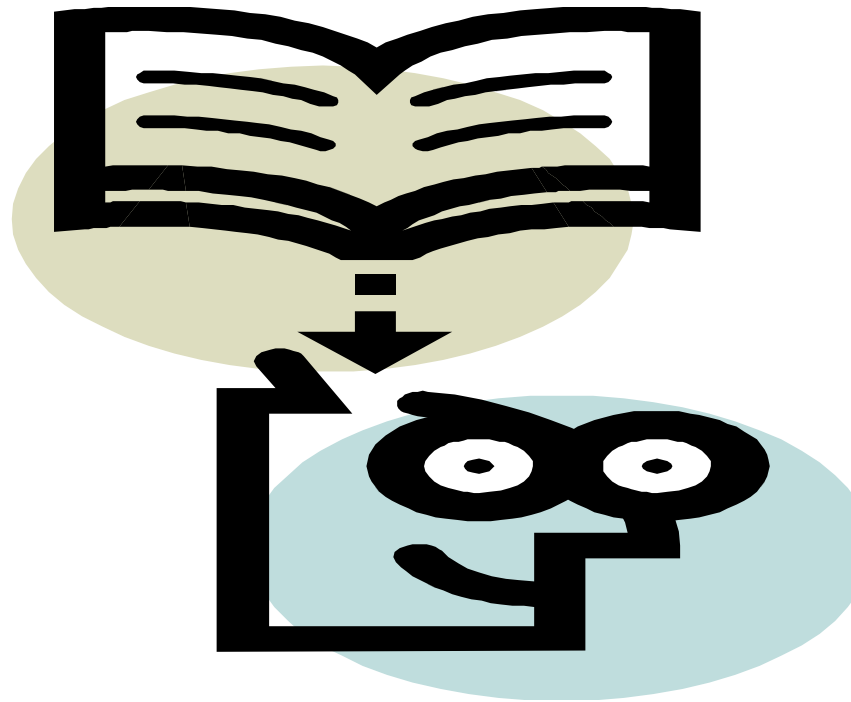
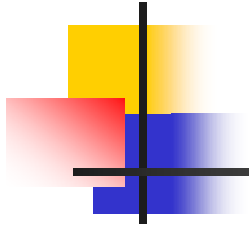


# *Additional Reading*

***Test Your Grammar***



# Verbs



# Entry test

## 1 Match the verb forms in 1-12 with tenses a-l.

- 1 \_\_\_ I'd never been to Ireland before.
- 2 \_\_\_ It hasn't been fixed yet.
- 3 \_\_\_ She'll be working in Brussels next week.
- 4 \_\_\_ The products are not tested on animals.
- 5 \_\_\_ He's already met her.
- 6 \_\_\_ We are being watched.
- 7 \_\_\_ I'll speak to her at the end of the lesson.
- 8 \_\_\_ He was kept in hospital overnight.
- 9 \_\_\_ They were eating popcorn during the film.
- 10 \_\_\_ The photocopier's been breaking down a lot recently.
- 11 \_\_\_ He applied for the post.
- 12 \_\_\_ They're always arguing.

- a Present Perfect Passive
- b Past Perfect
- c Present Continuous Passive
- d Present Perfect Continuous
- e Future Continuous
- f Past Simple
- g Future Simple
- h Present Perfect
- i Present Continuous
- j Past Continuous
- k Present Simple Passive
- l Past Simple Passive



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

## There are three classes of verbs in English

### 1 Auxiliary verbs

The auxiliary verbs are be, do and have.

They are used to express various grammatical functions, for example to form *questions* and *negatives* and to form *tenses*.

### DO

**Do, does** and **did** are used to form the question and negative in the Present Simple and the Past Simple.

*Where do they live?*

*He doesn't want to go to school.*



## BE

**Be** is used with -ing forms and past participle forms to make continuous and passive verb forms.

*She's crying.*

*He was born in Italy.*

## HAVE

**Have** is used to make perfect verb forms.

*Have you ever been to China?*

## 2 Modal auxiliary verbs

**These are the modal auxiliary verbs.**

can   could   may   might   will   would  
shall   should   must   ought to   need

**They are modal auxiliary verbs because they "help" other verbs. They are different from do, be and have because they have their own meanings.**

*Can you help me?*

### **3 Full verbs**

**Full verbs are all the other verbs in language.**

*write*

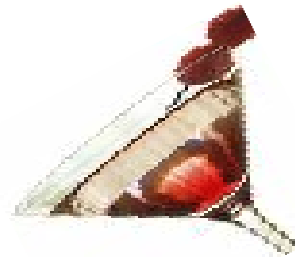


*speak*

*talk*



*drink*



# *The tense system*

**a**

English tenses have two elements of meaning: *time* and *aspect*.

**Time** refers to when, and **aspect** refers to how the speaker sees the event:

Time	Aspect
<b>Present</b> <b>Past</b> <b>Future</b>	<b>Simple</b> <b>Continuous</b> <b>Perfect</b>



## **b**

The **simple aspect** describes an event which is permanent, complete, habitual or a simple fact.

*He speaks four languages.*

## **c**

The **continuous aspect** describes an event which is temporary, incomplete or in progress.

*It was raining last night.*

## **d**

The **perfect aspect** describes an event which relates to two different times. The event is completed at an indefinite time before another time.

*I have already seen that film.*

## **e**

English has an **active** and **passive voice**.

*She speaks English.*

*English is spoken all over the world.*

## 1 Verbs

**Which verb forms or tenses are shown below? Choose from the following. There is an example at the beginning (0).**

auxiliary verb	_____	conditional	_____
future	_____	future continuous	_____
future perfect	_____	gerund	_____
imperative	_____	modal verb	_____
passive	_____	past continuous	_____
past perfect	_____	past perfect continuous	_____
past simple	<u>0</u>	phrasal verb	_____
present continuous	_____	present participle	_____
present perfect	_____	present simple	_____
present continuous with future meaning	_____		
present perfect continuous	_____		
present simple with future meaning	_____		

- 0 She **wrote** her first novel at the age of nineteen.
- 1 Fifty people **were killed** in the explosion.
- 2 He **has been teaching** English as a Foreign Language for ten years.
- 3 Our team has had a **winning** streak lately.
- 4 Do you like **singing**?
- 5 **If it stops** raining soon, **we'll go** to the beach.
- 6 At 8 o'clock last night I **was walking** home through the park.
- 7 Janet **is having** a party on Saturday.
- 8 By this time next year they **will have been married** for twenty-five years.
- 9 The coach **leaves** Swansea at 8.20 and arrives at Heathrow at 11.45.
- 10 **I'll meet** you on Friday outside the station.

- 11 **Have** you ever met David Brown?
- 12 She was very nervous as she **hadn't flown** before.
- 13 Just think. This time next week **we'll be lying** on beach in Bali.
- 14 I **haven't played** rugby since I left school.
- 15 We **had been waiting** for nearly forty minutes when the train finally arrived.
- 16 Jeremy **likes** classical music.
- 17 It's nearly seven thirty. **Wake up** everyone!
- 18 Peter **is walking** to school.
- 19 I've decided to **take up** French.
- 20 You really **ought to** give up bungee jumping – it's so dangerous.



auxiliary verb	<u>11</u>	conditional	<u>5</u>
future	<u>10</u>	future continuous	<u>13</u>
future perfect	<u>8</u>	gerund	<u>3</u>
imperative	<u>17</u>	modal verb	<u>20</u>
passive	<u>1</u>	past continuous	<u>6</u>
past perfect	<u>12</u>	past perfect continuous	<u>15</u>
past simple	<u>0</u>	phrasal verb	<u>19</u>
present continuous	<u>18</u>	present participle	<u>4</u>
present perfect	<u>14</u>	present simple	<u>16</u>
present continuous with future meaning	<u>7</u>		
present perfect continuous	<u>2</u>		
present simple with future meaning	<u>9</u>		



## 2 Decide which answer, A,B,C or D best fits each sentence.

- 1 When your brother ....., he will be very tired.  
a) arrived b) will arrive c) arrives d) is arriving
- 2 I shall wait here until you ..... ready.  
a) would be b) are c) shall be d) will be
- 3 I wish he ..... louder; I can't hear what he is saying.  
a) will speak b) speaks c) is speaking d) would speak
- 4 If I had not called a doctor, your friend .....  
a) would have died b) will have died c) will die d) has died
- 5 By next September she ..... the piano for three years.  
a) will have been learning b) had learnt c) will learn  
d) has been learning
- 6 I wish you ..... to our party tomorrow.  
a) will come b) were coming c) came d) are coming
- 7 We would have helped you if we ..... you were in such difficulties.  
a) knew b) have known c) had known d) were knowing
- 8 Jimmy has been a farmer since he ..... the Army.  
a) has left b) had left c) had been leaving d) left

9 This is the first time that I ..... your city.

- a) visited b) have visited c) had visited d) was visiting

10 We ..... here since the beginning of the month.

- a) are b) had been c) shall be d) have been

11 Our train is leaving in half an hour, you know. It's time we ..... from here. Come on!

- a) were gone b) are gone c) shall go d) are going

12 With all this work outstanding, I ..... to the cinema last night.

- a) mustn't go b) oughtn't to go c) needn't go d) shouldn't have gone

13 If I ..... Prime Minister, I'd call for a new General Election at once.

- a) am b) was c) will be d) were

14 It's sure to rain soon. We ..... a drop for over a month.

- a) didn't have b) haven't had c) haven't d) hadn't

15 No, we ..... go in there. It says ENTRANCE FORBIDDEN.

- a) don't have to b) haven't got to c) mustn't d) needn't

16 I don't think we should wait any longer. They ..... that we are expecting them.

- a) may forget
- b) might forget
- c) might be forgetting
- d) may have forgotten

17 Jim, I do wish you ..... so much, dear. You really are overdoing it, you know.

- a) won't smoke
- b) don't smoke
- c) didn't smoke
- d) aren't smoking

18 Would you please give him this note the moment he ....

- a) arrives
- b) will arrive
- c) is going to arrive
- d) was arriving

19 Susan ..... a wonderful time at the party last night.

- a) ought to have
- b) must have
- c) must have had
- d) might have

20 Jack, you're back again at last! We....you for such a long time.

- a) have to see
- b) didn't see
- c) haven't seen
- d) aren't seeing

21 They ..... at least ten minutes ago.

- a) ought to leave
- b) might leave
- c) must have left
- d) should leave



22 I'm awfully sorry, but I had no alternative. I simply.... what I did.

- a) ought to have done
- b) must do
- c) had to do
- d) have had to do

23 The weekend shopping always ..... by Peter.

- a) was doing
- b) used to be doing
- c) used to be done
- d) ought to do

24 Susan, you are so lazy! This job ..... hours ago.

- a) should finish
- b) must have finished
- c) could be finishing
- d) ought to have been finished

25 You looked at me so angrily just then. I was quite frightened. You ..... to kill me.

- a) should want
- b) might have wanted
- c) used to want
- d) would have wanted





1 c 2 b 3 d 4 a 5 a 6 b 7 c 8 d 9 b  
10 d 11 a 12 d 13 d 14 b 15 c 16 d  
17 c 18 a 19 c 20 c 21 c 22 c 23 c  
24 d 25 b

**3 Read through the sentences below, then decide which answer, A, B, C or D, best fits each space. There is an example at the beginning (0).**

0 John told me that he was ill.

a) told b) explained c) said d) reported

1 His parents wouldn't \_\_\_\_\_ him stay out later than 10.30 at night.

a) allow b) permit c) agree d) let

2 The police \_\_\_\_\_ him for burglary.

a) arrested b) charged c) convicted d) accused

3 Many people \_\_\_\_\_ about the bad behaviour of soccer fans in the town centre after the match.

a) criticized b) disapproved c) complained d) objected

4 I never wear red. It's a colour that just doesn't \_\_\_\_\_ me.

a) go with b) suit c) match d) take to

5 See if you can \_\_\_\_\_ Joe to do his share of the housework.

a) get b) have c) make d) try

- 6 The train was \_\_\_\_\_ from leaving because of a signal failure.  
a) prevented b) forbidden c) detained d) cancelled
- 7 After a lot of difficulty he finally \_\_\_\_\_ to start the car.  
a) succeeded b) coped c) managed d) worked out
- 8 The manager asked her to \_\_\_\_\_ with the complaint.  
a) take care b) attend c) deal d) follow
- 9 If you want a bank loan, I \_\_\_\_\_ you to try the National Bank.  
a) advise b) suggest c) propose d) insist
- 10 I \_\_\_\_\_ the meeting to him the other day. I wonder why he didn't turn up.  
a) mentioned b) warned c) reminded d) pointed
- 11 Combining our two incomes will \_\_\_\_\_ us to get a bigger loan from the bank.  
a) guarantee b) ensure c) enable d) confirm
- 12 'Did you \_\_\_\_\_ to put the cat out?'  
a) recall b) remember c) remind d) recollect
- 13 Is she just \_\_\_\_\_ to be crazy, or is she really mad?  
a) imagining b) faking c) asserting d) pretending

14 Am I happy? It all \_\_\_\_\_ on what you mean by 'happy'!

a) includes b) relates c) concerns d) depends

15 I \_\_\_\_\_ you enjoy the play, Mr Lincoln.

a) wish b) hope c) want d) expect



- |             |             |
|-------------|-------------|
| <b>1 d</b>  | <b>11 c</b> |
| <b>2 a</b>  | <b>12 b</b> |
| <b>3 c</b>  | <b>13 d</b> |
| <b>4 b</b>  | <b>14 d</b> |
| <b>5 a</b>  | <b>15 b</b> |
| <b>6 a</b>  |             |
| <b>7 c</b>  |             |
| <b>8 c</b>  |             |
| <b>9 a</b>  |             |
| <b>10 a</b> |             |





## Read on

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- The Center for Ethics and Business
- Ethics toolbox
- Ethical orientation quiz

<http://cba.lmu.edu/academicprograms/centers/ethicsandbusiness.htm>



# Unit 12

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## LEADERSHIP







## Quotation

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**“ I am looking for a lot of men who have an infinite capacity to not know what can be done.”**

Henry Ford, industrialist (1863 – 1947)

# Definitions of Leader and Leadership



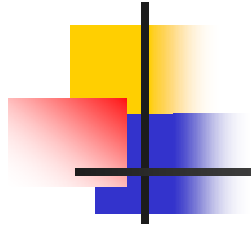
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## A Traditional Definition of Leadership

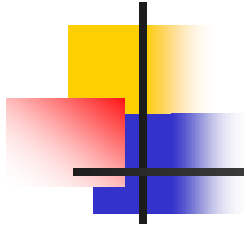
**Leadership** is an interpersonal influence directed toward the achievement of a goal or goals.

Three important parts of this definition are the terms *interpersonal*, *influence*, and *goal*.

- ***Interpersonal*** means between persons. Thus, a leader has more than one person (group) to lead.
- ***Influence*** is the power to affect others.
- ***Goal*** is the end one strives to attain.



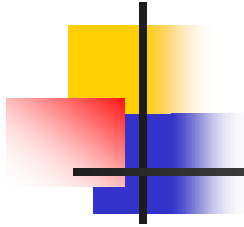
Basically, this traditional definition of leadership says that a leader influences more than one person toward a goal.



## **A New Definition of Leadership**

**Leadership** is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they affect real, intended change.

*(Kevin Freiberg and Jackie Freiberg, NUTS! Southwest Airlines' Crazy recipe for Business and Personal Success, Bard Press, 1996, p. 298)*



Three important parts of this definition are the terms *relationship*, *mutual*, and *collaborators*.

- ***Relationship*** is the connection between people.
- ***Mutual*** means shared in common.
- ***Collaborators*** cooperate to work together.

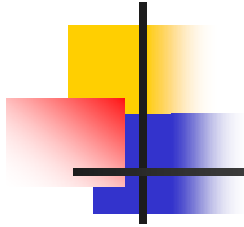
This definition of leadership says that the leader is influenced by the collaborators while they work together to achieve an important goal.



# Leadership versus Management

---

A leader can be a manager, but a manager is not necessarily a leader. The leader of the work group may emerge informally as the choice of the group. If a manager is able to influence people to achieve the goals of the organization, without using his or her formal authority to do so, then the manager is demonstrating leadership.



The key point in differentiating between leadership and management is the idea that employees willingly follow leaders because they want to, not because they have to. Leaders may not possess the formal power to reward or sanction performance. However, employees give the leader power by complying with what he or she requests. On the other hand, managers may have to rely on formal authority to get employees to accomplish goals.



Which are the words you know for *leader* in different contexts?

---

captain

president

chairman

principal

chef

coach

foreman

general

king

manager

monarch





## Vocabulary B

---

indecisive

uncharismatic

incautious, careless

unaggressive

unattractive

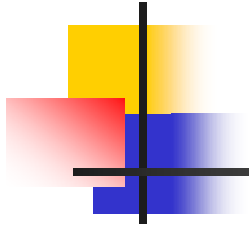
formal

cold

unadventurous

unenergetic, lazy

-



inaccessible, remote  
thoughtless  
inflexible, rigid  
unpersuasive

demotivating  
cautious  
-  
closed



# Listening: Leadership qualities

---

A

- 1 **Vision:** leaders must create a picture of where the organisation is going and each person's role in this process of change.
- 2 **Inspiration:** leaders must inspire the people they work with.
- 3 **Momentum:** leaders must create momentum and make sure that people are moving forward with various projects that are under their control.



## Reading D

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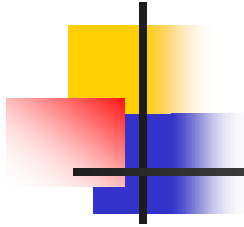
**Wealth:** 17th richest person in the world

**Personality:** Charismatic, humble, private

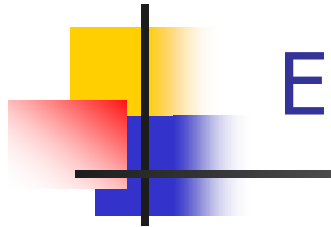
**Lifestyle:** Simple luxuries – he likes to buy a smart shirt and a cravat from time to time

Modest – washes plastic cups

Economical – recently found a cheaper barber



**Leadership style:** Cost-conscious, encourages this by setting a good example, for example in flying tourist/economy class  
Expresses 'togetherness' by hugging  
Informal - 'call me Ingvar', no tie  
Ability to choose the right managers  
Attention to detail even after stepping down as Chief Executive  
Hates short-termism



- a) cost-consciousness
- b) togetherness
- c) informality
- d) lack of hierarchy
- e) obsessive attention to detail



# Vocabulary

---

vodstvo – leadership

odlučan – decisive, determined

privlačan – attractive, magnetic

neslužben, neusiljen – informal

pustolovan – adventurous

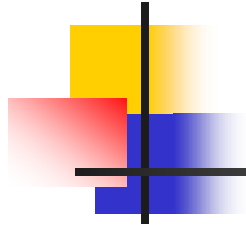
poduzetan – energetic

nemilosrdan – ruthless

pristupačan – accessible

obziran – thoughtful

prilagodljiv - flexible



uvjerljiv – persuasive  
poticajan – motivating  
neobuzdan, nagao – impulsive  
prevrtljiv – opportunistic  
bezobziran – thoughtless  
neodlučan – indecisive  
poduzetnik – entrepreneur  
skroman – humble  
smijuljiti se – chuckle  
održavati, čuvati – maintain  
jasan, određen - distinct



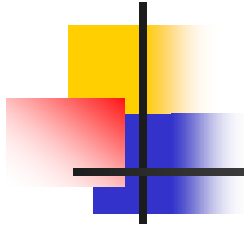


# *Additional Reading*

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*Test Your Vocabulary*

# Businesspeople and business leaders





## Businesspeople and entrepreneurs

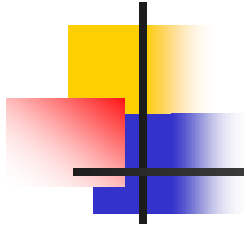
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A **businessman**, **businesswoman** or **businessperson** is someone who works in their own business or as a manager in an organization.

**Note:** *The plural of businessperson is **businesspeople**. Businessperson and businesspeople can also be spelled as two words: **business person**, **business people**.*

An **entrepreneur** is someone who starts or **founds** or **establishes** their own company. Someone who starts a company is its **founder**. An entrepreneur may found a series of companies or **start-ups**.

**Entrepreneurial** is used in a positive way to describe the risk-taking people who do this, and their activities. Some entrepreneurs leave the companies they found, perhaps going on to found more companies. Others may stay to develop and **grow** their businesses.



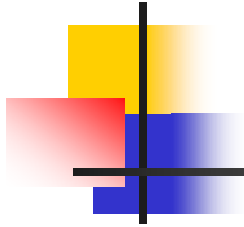
**Note:** *Found* is a regular verb.

*Past tense and past participle: **founded**.*

***Establishment** can also describe an action (e.g. the establishment of a successful business was his main aim in life).*



## Leaders and leadership



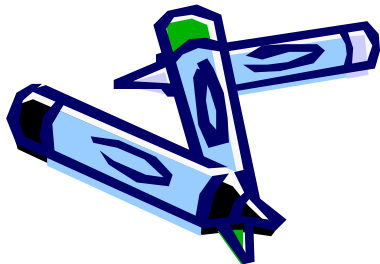
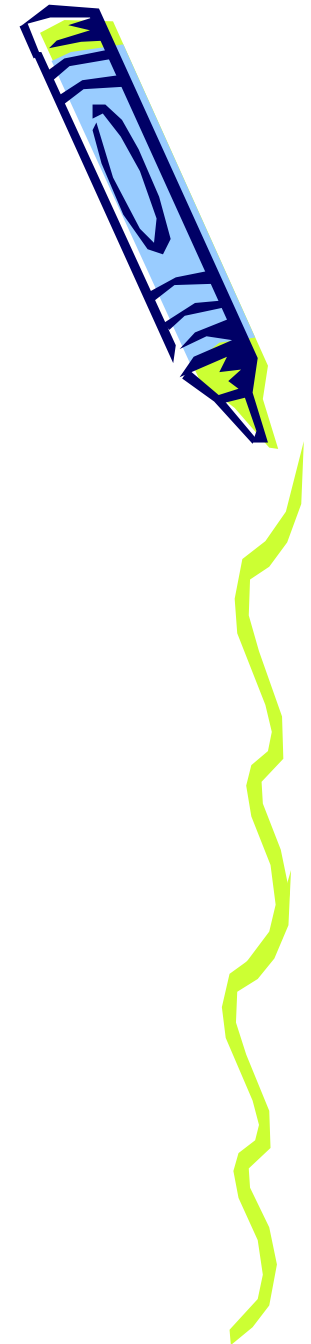
A large company mainly owned by one person or a family is a **business empire**. Successful businesspeople, especially heads of large organizations, are **business leaders** or, in journalistic terms, **captains of industry**.

There is a lot of discussion about whether people like this are born with **leadership skills**, or whether such skills can be learned.

## Magnates, moguls and tycoons

People in charge of big business empires may be referred to, especially by journalists, as **magnates**, **moguls** or **tycoons**.  
These words often occur in combinations such as these:

media press shipping oil	magnate
movie media shipping	mogul
property software	tycoon



## Excercise 1

Who are (or were) these famous businesspeople?  
Use the appropriate expressions to describe them.



a Randolph Hearst  
(1863-1951)



b Masayoshi Son  
(b.1957)



c Rupert Murdoch  
(b.1931)



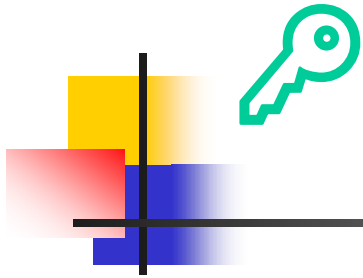
d Aristotle Onassis  
(1906 - 1975)



e J. Paul Getty  
(1892-1976)



f Donald Trump  
(b.1946)



---

**a Press magnate**

**b Software tycoon**

**c Media mogul**

**d Shipping magnate**

**e Oil mogul**

**f Property tycoon**





# Leadership

---

' Traditionally, the model for **leadership** in business has been the army. Managers and army officers give orders and their **subordinates** ( the people working below them ) carry them out. Managers, like army officers, may be sent on leadership courses to develop their **leadership skills**, their ability to lead. But they still need a basic **flair** or talent for leadership.'





## *What makes a great leader ?*

---

'The greatest leaders have **charisma**, an attractive quality that makes other people admire them and want to follow them. A leader may be described as a **visionary**, someone with the power to see clearly how things are going to be in the future. People often say leaders have **drive**, **dynamism** and **energy**.'





## Modern management styles

---

Before, leaders were **distant** and **remote**, not easy to get to know or communicate with. Today, managers are more **open** and **approachable** : you can talk to them easily. There is more management by **consensus**, where decisions are not **imposed** from above in a **top-down approach**, but arrived at by asking employees to contribute in a process of **consultation**.

There are more women managers now, who are often more able to build consensus than traditional military-style **authoritarian** male managers.



# Empowerment

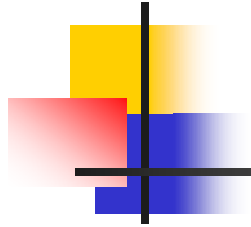
## What, exactly, is empowerment?

---

Encouraging employees to use their own **initiative**, to take decisions on their own without asking managers first, is **empowerment**.

**Decision-making** becomes more **decentralized** and less **bureaucratic**, less dependent on managers and systems. This is often necessary where the number of management levels is reduced.

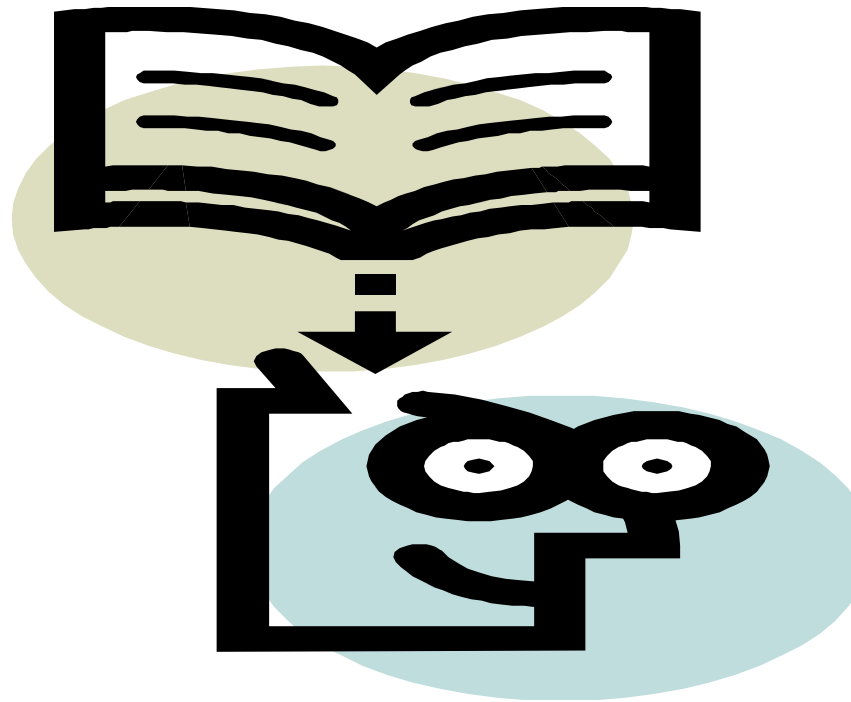
To empower employees, managers need the ability to **delegate**, to give other people responsibility for work rather than doing it all themselves. Of course, with empowerment and **delegation**, the problem is keeping control of your operations: a key issue of modern management.



# *Additional Reading*

***Test Your Grammar***

# *Relative clauses*





# Entry test

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- Which of these is/are right?

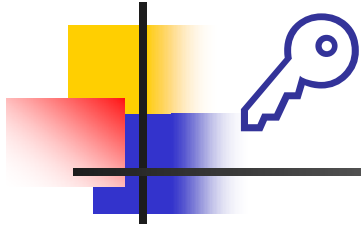
A He's written a book **whose** name I've forgotten.

B He's written a book **the name of which** I've forgotten.

C He's written a book **that** I've forgotten **the name of**.

D He's written a book **of which** I've forgotten **the name**.

E He's married to a woman **of whom** I've forgotten **the name**.



- A He's written a book **whose** name I've forgotten. **R**
- B He's written a book **the name of which** I've forgotten. **R**
- C He's written a book **that** I've forgotten **the name of**. **R**
- D He's written a book **of which** I've forgotten **the name**. **R**
- E He's married to a woman **of whom** I've forgotten **the name**. **W**





# Defining and non-defining relative clauses

---

- **Defining relative clauses**

We use defining relative clauses to add essential information to a sentence.

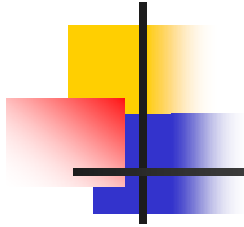
*Which company are you talking about?*

*I mean the company **that made an offer for mine.***

# We use these relative pronouns to introduce a defining relative clause

	To refer to people	To refer to things
Subject	who, that	which, that
Object	( who, that, whom*)	( which, that)
Possessive	whose	

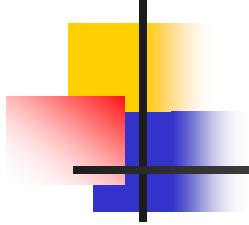
\* Whom is mainly used in formal, written English



- We can omit the relative pronoun when it is the object of the relative clause.

*Some of the applicants ( **who/that** ) we interviewed were very highly qualified.*

*The job ( **that/ which** ) they asked us to do was almost impossible.*



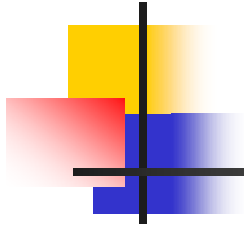
## ■ Non-defining relative clauses

We use non-defining relative clauses to add non-essential information to a sentence.

*The company, **which was started in 1997**, is reducing its workforce.*

We use these relative pronouns to introduce a non-defining relative clause

	To refer to people	To refer to things
Subject	who	which
Object	who, whom	which
Possessive	whose	



- We cannot use the relative pronoun **that** in a non-defining relative clause.
- We cannot omit the relative pronoun in a non-defining relative clause.
- We usually use commas to separate a non-defining relative clause from the rest of the sentence.

*The manager, who was in his late fifties, accepted early retirement.*



# People or things?

---

We use **who** and **whom** for people, and **that** or **which** for things, or for groups of people ( a team etc.).

We use **whose** for both.

It is usually the mother **who** *has most influence on young children.*

*Nepal is a country **that/which** has always interested me.*



# Who or whom?

---

**Whom** is an object pronoun, **who** is a subject pronoun:

*I had further discussion with Toby, **whom** I had met the previous week.*

However, **whom** is now considered very formal and we often use **who** instead:

*I saw John, **who** I had met the previous week.*





# Position of relative pronouns

---

Relative pronouns usually immediately follow the noun they refer to:

*The film **that** we saw was very interesting.*

*A common exception , especially in newspaper reports, is when the noun and relative clause(s) are separated by another noun phrase:*

*Is Richard Branson, **the Virgin boss**, whose attempts to fly round the world in a hot air balloon have all ended in failure, a better businessman than a pilot?*



# Whose

---

**Whose** is a possessive relative pronoun. It's a determiner and so can only be used before a noun:

*My uncle, **whose house** we stayed in every summer, never had any children of his own.*

We use **whose** with both people and things, but **of which** is more common with things:

*The house, **the gardens of which** sloped down to the beach, was enormous.*

## Exercise 1

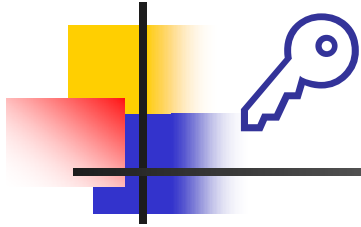
In each of the gaps in the following sentences, write in as many of the five words as possible

*who whom that whose which*



---

- A We are blessed with good health, for ... we should all be grateful.
- B Anything .... you want you can have.
- C Anyone .... wants to help should leave their contribution in this box.
- D Much .... has been said will soon be forgotten.
- E My daughter invited five of her friends to dinner, none of .... expressed any kind of thanks.



- A which
- B that
- C who, that
- D that, which
- E whom



## Read on

---

- The Leadership Trust

[www.leadership.co.uk](http://www.leadership.co.uk)

- What is Leadership?

<http://www.leadersdirect.com/leadership.html>

- Leadership Style Quiz

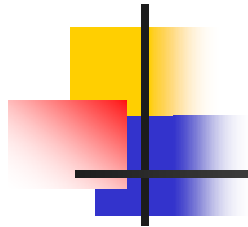
<http://www.leadersdirect.com/leadstylequiz.html/>



# Unit 14

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## **COMPETITION**

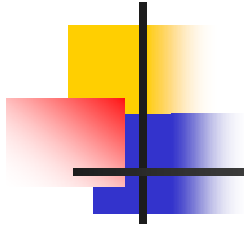


## Quotation

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**“In business, the competition will bite you if you keep running, if you stand still, they will swallow you.”**

William Knudsen, Jr., Chairman, Ford Motor Company



competition – a situation in which people or organizations compete with each other for sth that not everyone can have

**aggressive/fair/fierce/stiff/tough/unfair** competition  
**growing/increasing/intensifying** competition

the competition – the people who are competing against sb

to **beat/keep ahead of/out-think** the competition

compete

competitor

competition



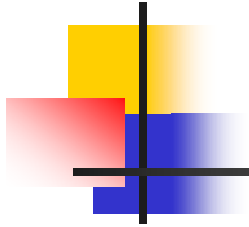


# Vocabulary: Competition idioms

---

## A - B

- 1 field – a
- 2 seat – h
- 3 neck – c
- 4 horse – e
- 5 goalposts – g
- 6 ball – f
- 7 game – b
- 8 race – d



## C

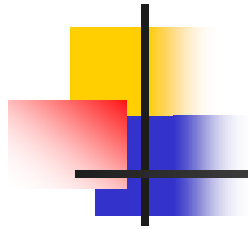
- 1 playing field
- 2 a one horse race
- 3 ahead of the game
- 4 moved the goalposts
- 5 flogging a dead horse
- 6 in the driving seat
- 7 are neck and neck
- 8 keep your eye on the ball



Reading

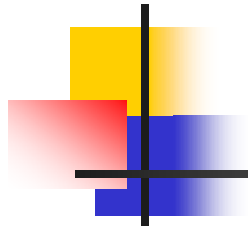
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Nokia and the insistent ringing of  
competition



C

- 1 crush, dominate
- 2 match, rival
- 3 overtake
- 4 regain
- 5 exceed



D

- 
- 1 exceeded
  - 2 dominated
  - 3 rivals
  - 4 overtook
  - 5 regained
  - 6 match
  - 7 crush



# Vocabulary

---

tržišni udio – market share

dobiti krila/zamah – momentum

neopipljiv – intangible

ponovo steći vodstvo/poziciju – regain its lead/position

nezanimljiv – bland

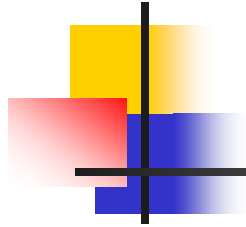
pretplatnik – subscriber

konkurent, natjecatelj – competitor

premašiti, biti veći od – exceed

prepreka – obstacle

umrežen – wired



bežičan – wireless

suosnivač – co-founder

rabat, popust – rebate

preklopni ekran koji se okreće - twisting flip-up screen

izaći na kraj s nečim - tackle

'otkačen' - zappy

zamjenjiv – snap-on

skuplji - premium-priced

spajati - blend

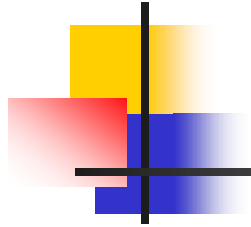


*Additional Reading*

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*Test Your Vocabulary*





# Markets and competitors



## Companies and markets

You can talk about the people or organizations who buy particular goods or services as the **market** for them, as in the 'car market', 'the market for financial services', etc.

Buyers and sellers of particular goods or services in a place, or those that might buy them, form a **market**.

If a company:

<b>enters</b> <b>penetrates</b>		<b>it starts selling there for the first time.</b>
<b>abandons</b> <b>gets out of</b> <b>leaves</b>		<b>it stops selling there.</b>
<b>dominates</b>	<b>a market</b>	<b>it is the most important company selling there.</b>
<b>corners</b> <b>monopolizes</b>		<b>it is the only company selling there.</b>
<b>drives another company out of</b>		<b>it makes the other company leave the market, perhaps because it can no longer compete.</b>

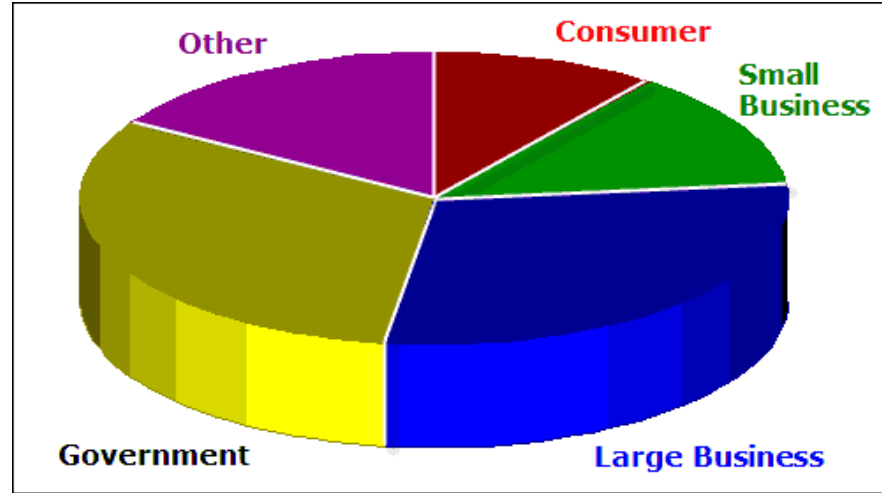
## More word combinations with 'market'

'Market' is often used in these combinations:

In the late 1990s, Internet use was doubling every 100 days. <b>Market growth</b> was incredible.	<b>growth</b>	<b>market</b>
Women are a particularly interesting target for the Volvo V70. They are an important <b>market segment</b> for Volvo.	<b>segment</b>	
The Softco software company divides the software market into large companies, small companies, home office users, and leisure users. This is its <b>market segmentation</b> .	<b>segmentation</b>	
Among UK supermarkets, Tesco sells more than any of the other chains. It has the highest <b>market share</b> .	<b>share</b>	
Tesco is the <b>market leader</b> among UK supermarkets as it sells more than any of the other chains.	<b>leader</b>	



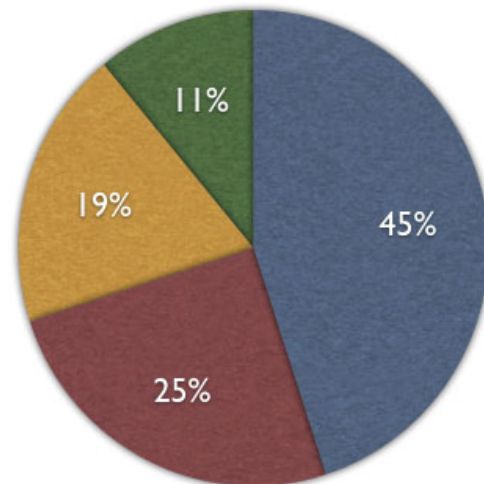
Market growth



Market segments

● Garmin ● TomTom ● Magellan ● Other

Market share



# Competitors and competition

Companies or products in the same market are **competitors** or **rivals**. Competitors **compete** with each other to sell more, be more successful, etc.

The most important companies in a particular market are often referred to as **key players**.

**Competition** describes the activity of trying to sell more and be more successful. When competition is strong, you can say that it is **intense, stiff, fierce** or **tough**. If not, it may be described as **low-key**.

**The competition** refers to all the products, businesses, etc. competing in a particular situation, seen as a group.

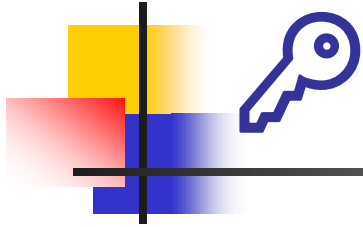


## Exercise 1

Use the correct form of the words in brackets to complete the sentences.

---

- 1 European films do not export well: European movies barely \_\_\_\_ (abandon/corner/penetrate) the US market.
- 2 In the 1970s, Kodak \_\_\_\_ (corner/enter/leave) the instant photography market, until then \_\_\_\_ (abandon/dominate/penetrate) by Polaroid.
- 3 The Hunt brothers tried to fix silver prices and to \_\_\_\_ (corner/enter/leave) the silver market, \_\_\_\_ (enter/drive out/monopolize) all competitors.
- 4 In the 1940s, MGM \_\_\_\_ (abandon,get out of/monopolize) the market on film musicals. But by the late 1950s, Warner Bros had also started buying film rights to musicals.



- 
- 1 penetrate
  - 2 entered, dominated
  - 3 corner, driving out
  - 4 monopolized



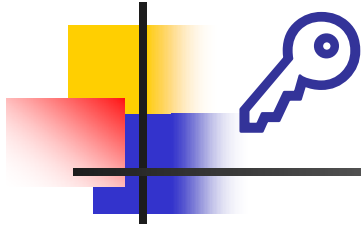
## Exercise 2

Replace the underlined expressions with the appropriate words. You may need to add a verb in the correct form.

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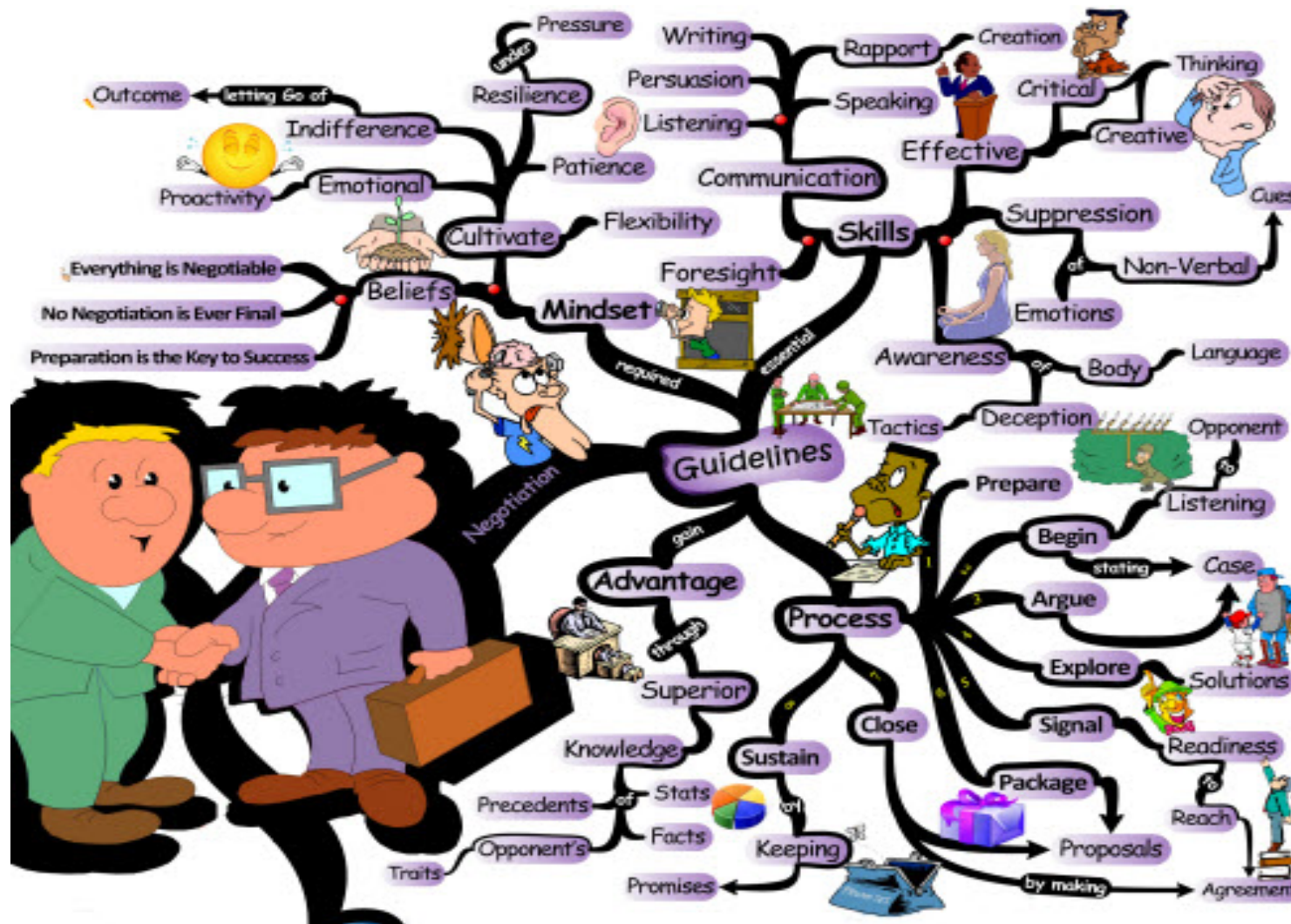
I'm Kalil and I'm marketing manager for CrazyCola in a country called Newmarket. In this market we (1) sell more than any other cola. In fact, we (2) have 55 per cent of the market. (3) Sales are increasing at seven to eight per cent per year. There are two main (4) groups of users : those who drink it in cafés, bars and restaurants, and those who buy it to drink at home. Of course, many users belong to both groups, but this is our (5) way of dividing our consumers.





- 1 are the market leader**
- 2 have a 55 percent market share**
- 3 Market growth is**
- 4 market segments**
- 5 market segmentation**

# Negotiations: situations and negotiators





## Types of negotiation

---

If people **negotiate (with each other)**, they talk in order to reach an agreement which is to their **mutual advantage** (good for them both). For example:

- customer-supplier negotiations
- merger or takeover negotiations
- wage negotiations
- trade negotiations

Negotiations also take place to settle disputes (decide arguments) such as:

- contract disputes
- labour disputes
- trade disputes

## Word combinations with 'negotiations'

Someone who takes part in negotiations is a **negotiator**, and someone who is good at getting what they want is a **tough negotiator**.

<b>Intense</b> <b>Intensive</b>	negotiations	are very difficult and tiring, with a lot being discussed.
<b>Delicate</b> <b>Tense</b>		are very difficult and could easily fail.
<b>Eleventh-hour</b> <b>Last-minute</b>		take place at the last possible moment of the time available.
<b>Protracted</b>		take a very long time.



## Bargaining

---

Another word for 'negotiate' is **bargain**. This is also used to talk specifically about discussing and agreeing the price of something. Another name for 'negotiator' is **bargainer**.

Another word for 'negotiation' is **bargaining**, used especially in phrases like:

- **collective bargaining**
- **pay bargainig**
- **wage bargainig** (discussions between groups of employees and their employers about pay and conditions)

## **'Bargaining' is often used in these combinations:**

a particular technique used by  
a negotiator

**ploy  
tactic**

an issue that a negotiator uses  
in order to gain an advantage

**chip  
tool**

a particular issue that a negotiator discusses  
the degree to which one side is strong enough  
to obtain what it wants

**point  
power**

the way that negotiations develop

**process**

*bargaining*

### Exercise 3

Match the sentence beginnings (1-8) with the correct endings (a-h).

1 After 48 hours of intensive negotiations in which he slept for

2 One of the problems of protracted negotiations is that achieving agreement can come

3 After tense negotiations between the hijackers and air traffic control in Cyprus,

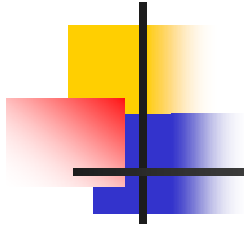
4 The agreement on limiting television violence represents the climax of several months of intense

5 The painting has been withdrawn from sale and acquired by the National Gallery

6 Then violence broke out, and it took six months

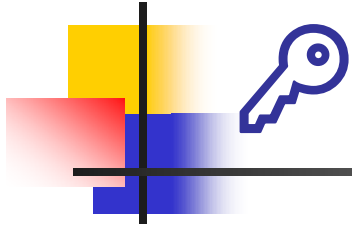
7 The deal was struck only after eleventh-

8 He's a tough negotiator



- a the plane was allowed to land at Larnaca airport.
- b hour negotiations between the US, the European Union and Japan.
- c only one hour, Mr Prescott said, 'It has been both tough and incredibly complicated.'
- d of delicate negotiations to put the process back on track.
- e negotiations between television executives and the National Parent Teacher Association.
- f to be more important than anything else, including the final decision.
- g and likes bargaining about everything.
- h after last-minute negotiations with the auctioneers, Sotheby's.





1 c

2 f

3 a

4 e

5 h

6 d

7 b

8 g



# *Additional Reading*

---

***Test Your Grammar***

# *Tenses*



**1 Read the following text and the options below.**

**You must circle the answer (a, b, c or d) which best fits each numbered space. The task begins with an example (0).**

I (0) \_\_\_\_\_ at a school in Manchester. There (1) \_\_\_\_\_ twenty-five students in my class and we (2) \_\_\_\_\_ our exams. We (3) \_\_\_\_\_ the results yet. They usually (4) \_\_\_\_\_ some time in August. Last year I (5) \_\_\_\_\_ eight subjects altogether and now I (6) \_\_\_\_\_ choose three of those subjects to study for A levels. I still (7) \_\_\_\_\_ which four subjects to choose for AS levels. I (8) \_\_\_\_\_ good results in Maths so I don't think I'll choose Maths. However, I (9) \_\_\_\_\_ a great teacher last year for Physics, and I (10) \_\_\_\_\_ Art since I was little, so I think I might study those subjects next year.

- 0 a) studied                      b) have studied   c) study                      d) am  
studying
- 1 a) is                                  b) are                      c) are being                      d) will be
- 2 a) have just taken   b) just take                      c) just took                      d) took
- 3 a) have received    b) haven't received   c) received                      d) will  
receive
- 4 a) arrived                          b) will arrive                      c) have arrived                      d) arrive
- 5 a) study                              b) have studied    c) studied                      d) am  
studying
- 6 a) am having to    b) have to                      c) had to                      d) must
- 7 a) haven't decided   b) didn't decide    c) decide                      d) am not  
deciding
- 8 a) was never having   b) have never had    c) am never having  
d) never having
- 9 a) didn't have                      b) have had                      c) have                      d) had
- 10 a) enjoyed                          b) have enjoyed    c) am enjoying                      d) enjoy





- 1 b) are
- 2 a) have just taken
- 3 b) haven't received
- 4 d) arrive
- 5 c) studied
- 6 b) have to
- 7 a) haven't decided
- 8 b) have never had
- 9 d) had
- 10 b) have enjoyed

## 2 Underline all the options that can complete each sentence.

- 1 My lawyer \_\_\_\_\_ me to be on time.  
a) wanted b) offered c) asked d) told
- 2 Many people \_\_\_\_\_ to help.  
a) offered b) agreed c) didn't mind d) promised
- 3 Their teacher \_\_\_\_\_ against talking to strangers.  
a) advised b) recommended c) suggested d) warned
- 4 My girlfriend suggested \_\_\_\_\_ alone.  
a) I go b) going c) I went d) to go
- 5 Many people \_\_\_\_\_ on Rita's new hairstyle.  
a) complimented b) talked c) commented d) remarked
- 6 In the end they agree to our \_\_\_\_\_ two teams for the tournament.  
a) entered b) enter c) entry d) entering
- 7 I tried to \_\_\_\_\_ Tara from having her nose pierced.  
a) persuade b) discourage c) encourage d) dissuade
- 8 The actress \_\_\_\_\_ to having had first-night nerves.  
a) admitted b) agreed c) accepted d) confessed



- 1 a, c, d
- 2 a, b, d
- 3 a, d
- 4 a, b, c
- 5 c, d
- 6 d
- 7 b, d
- 8 a, d





### 3 Complete the sentences with the correct form of the verb, Past Simple or Past Perfect.

- 1 I (recognize) recognized him because I (meet) had met him at a meeting earlier in the year.
- 2 It (be) \_\_\_\_\_ hot in September but August (be) \_\_\_\_\_ even hotter.
- 3 When I (see) \_\_\_\_\_ her this morning her hair was wet because she (go) \_\_\_\_\_ swimming before work.
- 4 I'm sure they (have) \_\_\_\_\_ an argument before they (arrive) \_\_\_\_\_ .
- 5 When I (get) \_\_\_\_\_ home, he (tidy up) \_\_\_\_\_ the whole house.
- 6 My boss (not tell) \_\_\_\_\_ me to finish the report so I (not do) \_\_\_\_\_ it.





**2 was, had been**

**3 saw, had gone/been**

**4 had had, arrived**

**5 got, had tidied**

**6 hadn't told, didn't do**

#### 4 Complete the text with the correct form of the verb.

F Scott Fitzgerald was born in 1896 in St Paul Minnesota and, like his friend Ernest Hemingway, he (1 live) lived in Paris in the 1920's. Before Fitzgerald (2 move) \_\_\_\_\_ to Paris he (3 be) \_\_\_\_\_ a student at Princeton University and a member of US army. It was while he (4 train) \_\_\_\_\_ with the army that he (5 meet) \_\_\_\_\_ and married Zelda Sayer.

During the 1920s, the Fitzgeralds (6 be) \_\_\_\_\_ at the centre of a lively group of writers and artists in Paris. Their lifestyle involved lots of drinking and parties and some people (7 surprise) \_\_\_\_\_ that he had real talent. He (8 write) \_\_\_\_\_ many great novels but perhaps his most famous one is The Great Gatsby which (9 publish) \_\_\_\_\_ in 1925.

Zelda Fitzgerald (10 be) \_\_\_\_\_ also an author and her autobiographical novel, Save Me the Waltz, (11 publish) \_\_\_\_\_ in the early 1930s.



- 2 moved
- 3 had been
- 4 was training
- 5 met
- 6 were
- 7 were surprised
- 8 wrote
- 9 was published
- 10 was
- 11 was published



## 5 Verb forms

Write the Past Simple and the Past Participle forms of the verbs.

<b>Infinitive</b>	<b>Past Simple</b>	<b>Past Participle</b>
come	came	come
arrive	arrived	arrived
leave		
write		
speak		
see		
have		
do		
meet		
take		
ride		
give		





<b>1 left</b>	<b>left</b>
<b>2 wrote</b>	<b>written</b>
<b>3 spoke</b>	<b>spoken</b>
<b>4 saw</b>	<b>seen</b>
<b>5 had</b>	<b>had</b>
<b>6 did</b>	<b>done</b>
<b>7 met</b>	<b>met</b>
<b>8 took</b>	<b>taken</b>
<b>9 rode</b>	<b>ridden</b>
<b>10 gave</b>	<b>given</b>



## 6 Verb patterns

Complete this extract by putting the verbs (1-15) in an appropriate form.

Looking back on it, it seems like a dream – my year off after university travelling the world. The best bit (0) ..... was (be) definitely Indonesia. Intuition (1) ..... (tell) me even before I left rainy England that Indonesia was where something special (2) ..... (happen). A friend of mine (3) ..... (cycle) through China with paintbrushes and a sketch pad and we (4) ..... (arrange) to meet in Bali. We (5) ..... (lie) on the beach for a day and then decided that what we (6) ..... (need) was more of a cross-Indonesia adventure. So we (7) .... (set) off for the idyllic island of Lombok. And it was there that I (8) ..... (see) him. He (9) ..... (sit) with his back to me under the shade of a palm tree, (10) .... (look) out to sea. He (11) ..... (turn) and (12) .... (smile), which at once (13) .... (render) me incapable of even (14) ..... (think) of moving on to another island. And that is how I (15) .... (come) to stay for six months in one place!

<b>0</b>	<b>was</b>
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	
<b>6</b>	
<b>7</b>	
<b>8</b>	
<b>9</b>	
<b>10</b>	
<b>11</b>	
<b>12</b>	
<b>13</b>	
<b>14</b>	
<b>15</b>	





- 1 TOLD / HAD TOLD
- 2 WAS GOING TO HAPPEN / WOULD HAPPEN
- 3 WAS CYCLING / HAD BEEN CYCLING
- 4 ARRANGED / HAD ARRANGED
- 5 LAY
- 6 NEED
- 7 SET
- 8 SAW
- 9 WAS SITTING
- 10 LOOKING
- 11 TURNED
- 12 SMILED
- 13 RENDERED
- 14 THINKING
- 15 CAME





## Read on

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- Business Week Online

[www.businessweek](http://www.businessweek.com)

- Entreworld

[www.entreworld.orgentreworld](http://www.entreworld.orgentreworld.com)

New Generation Youth market

[www.newgeneration](http://www.newgeneration.com)

[www.generationyouth](http://www.generationyouth.com)

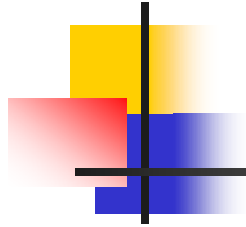
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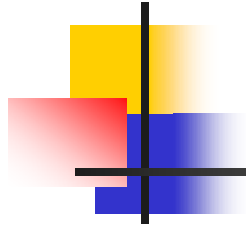
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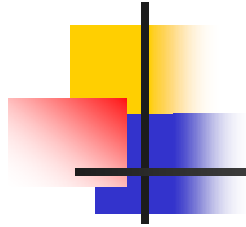
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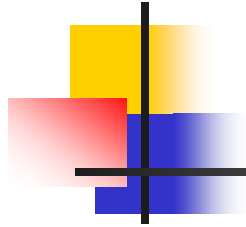
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