BUSINESS ENGLISH WORKBOOK:
Accounting and Commerce III
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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!

Vesna Vulić, B.A.
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MARKET LEADER

UNIT 10
11
12
14
‘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. guarantee
9. compensation
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</table>
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 ordinary milk.
The result was an instant success, and the two men joined forces to 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 ____________ is not polite.
2. __________ is not allowed in national ____________.
3. __________ is a speech defect ____________ of psychologic origin.
4. __________ is not ____________ in Saudi Arabia.
5. __________ causes ____________ ____________.
6. __________ is safer ____________ travelling by car.
7. __________ in the parks of New York City at night can be very ____________.
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:

<table>
<thead>
<tr>
<th>Active</th>
<th>Passive</th>
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<tr>
<td>Simple</td>
<td>Perfect</td>
</tr>
<tr>
<td>to write</td>
<td>to have written</td>
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<tr>
<td>to be written</td>
<td>to have been written</td>
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</tbody>
</table>

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 (just) 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 from 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?
<table>
<thead>
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<th>to hurt</th>
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<th>talking</th>
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<tr>
<td>2</td>
<td>to play</td>
<td>12</td>
<td>getting</td>
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<td>3</td>
<td>thinking</td>
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<td>to teach</td>
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<td>4</td>
<td>to leave</td>
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<td>to win</td>
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<td>6</td>
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<td>to walk</td>
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<td>giving</td>
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<td>to find</td>
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<td>9</td>
<td>meeting</td>
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<td>to see</td>
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<tr>
<td>10</td>
<td>to stay</td>
<td>20</td>
<td>living</td>
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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  11 to explain, to listen
2 having  12 smoking
3 to meet  13 to know
4 to work  14 to disguise, dressing
5 to see  15 to wait
6 waiting  16 showing, to work
7 not to touch  17 walking, catch up
8 to lock, going  18 to understand
9 not to speek  19 exceeding
10 behaving  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
The ISO website is at
www.iso.org.

Miele
www.miele.com
Unit 11

ETHICS
“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**

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<tr>
<td>1</td>
<td>trustworthy – H</td>
<td>law-abiding – H</td>
</tr>
<tr>
<td>2</td>
<td>a slush fund – D</td>
<td>a sweetener – D</td>
</tr>
<tr>
<td>3</td>
<td>insider trading – D</td>
<td>industrial espionage-D</td>
</tr>
<tr>
<td>4</td>
<td>a whistleblower-H</td>
<td>a fraudster – D</td>
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<tr>
<td>5</td>
<td>a bribe-D</td>
<td>secrecy</td>
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<tr>
<td>6</td>
<td>fraud-D</td>
<td>a cover up-D</td>
</tr>
<tr>
<td>7</td>
<td>a confidentiality agreement</td>
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</table>
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 fonđ’ – 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-laundering/laundering
bolovanje – sick leave
žalba – complaint
prigodan poklon – appropriate gift
zahtjev – demand
odbiti – refuse
parničenje – litigation
neodgovoran - irresponsible
obuća – footwear
prijevara – fraud
nagovoriti – persuade
bezobziran - ruthless
Reading
Responsible business

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’ behaviour 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!
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.’
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
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 sweetshops  
C social
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
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.

<table>
<thead>
<tr>
<th>can</th>
<th>could</th>
<th>may</th>
<th>might</th>
<th>will</th>
<th>would</th>
</tr>
</thead>
<tbody>
<tr>
<td>shall</td>
<td>should</td>
<td>must</td>
<td>ought to</td>
<td>need</td>
<td></td>
</tr>
</tbody>
</table>
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**

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

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

<table>
<thead>
<tr>
<th>Time</th>
<th>Aspect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>Simple</td>
</tr>
<tr>
<td>Past</td>
<td>Continuous</td>
</tr>
<tr>
<td>Future</td>
<td>Perfect</td>
</tr>
</tbody>
</table>
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 0 ______ 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 minitues 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.
<table>
<thead>
<tr>
<th>Verb Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auxiliary verb</td>
<td>11</td>
</tr>
<tr>
<td>Conditional</td>
<td>5</td>
</tr>
<tr>
<td>Future</td>
<td>10</td>
</tr>
<tr>
<td>Future continuous</td>
<td>13</td>
</tr>
<tr>
<td>Future perfect</td>
<td>8</td>
</tr>
<tr>
<td>Gerund</td>
<td>3</td>
</tr>
<tr>
<td>Imperative</td>
<td>17</td>
</tr>
<tr>
<td>Modal verb</td>
<td>20</td>
</tr>
<tr>
<td>Passive</td>
<td>1</td>
</tr>
<tr>
<td>Past continuous</td>
<td>6</td>
</tr>
<tr>
<td>Past perfect</td>
<td>12</td>
</tr>
<tr>
<td>Past perfect continuous</td>
<td>15</td>
</tr>
<tr>
<td>Past simple</td>
<td>0</td>
</tr>
<tr>
<td>Phrasal verb</td>
<td>19</td>
</tr>
<tr>
<td>Present continuous</td>
<td>18</td>
</tr>
<tr>
<td>Present participle</td>
<td>4</td>
</tr>
<tr>
<td>Present perfect</td>
<td>14</td>
</tr>
<tr>
<td>Present simple</td>
<td>16</td>
</tr>
<tr>
<td>Present continuous with future meaning</td>
<td>7</td>
</tr>
<tr>
<td>Present perfect continuous</td>
<td>2</td>
</tr>
<tr>
<td>Present simple with future meaning</td>
<td>9</td>
</tr>
</tbody>
</table>
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
1c 2b 3d 4a 5a 6b 7c 8d 9b
10d 11a 12d 13d 14b 15c 16d
17c 18a 19c 20c 21c 22c 23c
24d 25b
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
The Center for Ethics and Business
Ethics toolbox
Ethical orientation quiz

http://cba.lmu.edu/academicprograms/centers/ethicsandbusiness.htm
Unit 12

LEADERSHIP
“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)
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  
chairman  
chef  
coach  
foreman  
general  
king  
manager  
monarch  
president  
principal
Vocabulary B

indecisive  formal
uncharismatic  cold
incautious, careless  unadventurous
unaggressive  unenergetic, lazy
unattractive  -
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

**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

Test Your Vocabulary
Businesspeople and business leaders
Businesspeople and entrepreneurs

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:

<table>
<thead>
<tr>
<th>media</th>
<th>magnate</th>
</tr>
</thead>
<tbody>
<tr>
<td>press</td>
<td></td>
</tr>
<tr>
<td>shipping</td>
<td></td>
</tr>
<tr>
<td>oil</td>
<td></td>
</tr>
<tr>
<td>movie</td>
<td></td>
</tr>
<tr>
<td>media</td>
<td></td>
</tr>
<tr>
<td>mogul</td>
<td></td>
</tr>
<tr>
<td>shipping</td>
<td></td>
</tr>
<tr>
<td>property</td>
<td></td>
</tr>
<tr>
<td>software</td>
<td></td>
</tr>
<tr>
<td>tycoon</td>
<td></td>
</tr>
</tbody>
</table>
Exercise 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
'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

- 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.
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.
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

<table>
<thead>
<tr>
<th></th>
<th>To refer to people</th>
<th>To refer to things</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>who, that</td>
<td>which, that</td>
</tr>
<tr>
<td>Object</td>
<td>( who, that, whom*)</td>
<td>( which, that)</td>
</tr>
<tr>
<td>Possessive</td>
<td>whose</td>
<td></td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th></th>
<th>To refer to people</th>
<th>To refer to things</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>who</td>
<td>which</td>
</tr>
<tr>
<td>Object</td>
<td>who, whom</td>
<td>which</td>
</tr>
<tr>
<td>Possessive</td>
<td></td>
<td>whose</td>
</tr>
</tbody>
</table>
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 ballon 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
The Leadership Trust
www.leadership.co.uk
What is Leadership?
http://www.leadersdirect.com/leadership.html
Leadership Style Quiz
http://www.leadersdirect.com/leadstylequiz.html/
COMPETITION
“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
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
Nokia and the insistent ringing of competition
1 crush, dominate
2 match, rival
3 overtake
4 regain
5 exceed
1 exceeded
2 dominated
3 rivals
4 overtook
5 regained
6 match
7 crush
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
preklopnii 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

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:

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
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<tbody>
<tr>
<td>enters, penetrates</td>
<td>it starts selling there for the first time.</td>
</tr>
<tr>
<td>abandons, gets out of</td>
<td>it stops selling there.</td>
</tr>
<tr>
<td>leaves</td>
<td></td>
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<tr>
<td>dominates</td>
<td>a market, it is the most important company selling there.</td>
</tr>
<tr>
<td>corners, monopolizes</td>
<td>it is the only company selling there.</td>
</tr>
<tr>
<td>drives another company</td>
<td>it makes the other company leave the market, perhaps because it can no</td>
</tr>
<tr>
<td>out of</td>
<td>longer compete.</td>
</tr>
</tbody>
</table>
More word combinations with ‘market’

‘Market’ is often used in these combinations:

In the late 1990s, Internet use was doubling every 100 days. **Market growth** was incredible.

Women are a particularly interesting target for the Volvo V70. They are an important **market segment** for Volvo.

The Softco software company divides the software market into large companies, small companies, home office users, and leisure users. This is its **market segmentation**.

Among UK supermarkets, Tesco sells more than any of the other chains. It has the highest **market share**.

Tesco is the **market leader** among UK supermarkets as it sells more than any of the other chains.
Market growth

Market segments

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
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  
- wage negotiations  
- merger or takeover 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**.

<table>
<thead>
<tr>
<th>Word Combinations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intense</strong></td>
<td>are very difficult and tiring, with a lot being discussed.</td>
</tr>
<tr>
<td><strong>Intensive</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Delicate</strong></td>
<td>are very difficult and could easily fail.</td>
</tr>
<tr>
<td><strong>Tense</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Eleventh-hour negotiations</strong></td>
<td>take place at the last possible moment of the time available.</td>
</tr>
<tr>
<td><strong>Last-minute</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Protracted</strong></td>
<td>take a very long time.</td>
</tr>
</tbody>
</table>

Intense and Intensive are very difficult and tiring, with a lot being discussed. Delicate and Tense are very difficult and could easily fail. Eleventh-hour negotiations take place at the last possible moment of the time available. Protracted take a very long time.
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 bargaining**
- **wage bargaining** (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
- An issue that a negotiator uses in order to gain an advantage
- A particular issue that a negotiator discusses, the degree to which one side is strong enough to obtain what it wants
- The way that negotiations develop

- Ploy
- Tactic
- Chip
- Tool
- Point
- Power
- 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.
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 him because I 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) moved to Paris he (3 be) was a student at Princeton University and a member of US army. It was while he (4 train) trained with the army that he (5 meet) met and married Zelda Sayer.

During the 1920s, the Fitzgeralds (6 be) were 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) surprised that he had real talent. He (8 write) wrote many great novels but perhaps his most famous one is The Great Gatsby which (9 publish) was published in 1925.

Zelda Fitzgerald (10 be) was also an author and her autobiographical novel, Save Me the Waltz, (11 publish) was published 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.

<table>
<thead>
<tr>
<th>Infinitive</th>
<th>Past Simple</th>
<th>Past Participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>come</td>
<td>came</td>
<td>come</td>
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<td>arrive</td>
<td>arrived</td>
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<td>leave</td>
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<td>3</td>
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<td>10</td>
<td>gave</td>
<td>given</td>
</tr>
</tbody>
</table>
Looking back on it, it seems like a dream – my year off after university travelling the world. The best bit was definitely Indonesia. Intuition told me even before I left rainy England that Indonesia was where something special was happening. A friend of mine cycled through China with paintbrushes and a sketch pad and we arranged to meet in Bali. We lie on the beach for a day and then decided that what we needed was more of a cross-Indonesia adventure. So we set off for the idyllic island of Lombok. And it was there that I saw him. He sat with his back to me under the shade of a palm tree, looking out to sea. He turned and smiled, which at once rendered me incapable of even thinking of moving on to another island. And that is how I came to stay for six months in one place!
<table>
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<td>15</td>
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</tr>
</tbody>
</table>
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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