

### 3 Language focus

Articles: *and* some/*any*

- 1 Refer to the Language Notes on page 16 and complete the sentences with *a, the, some, any* or *–*. In some cases, there is more than one possibility.
- a Have you got ..... today's newspaper?
  - b Have you seen ..... paper?
  - c I bought ..... interesting magazine today.
  - d We need ..... new equipment.
  - e Have you heard ..... latest news?
  - f We don't have ..... problems with ..... new machine.
  - g My assistant never does ..... work.
  - h ..... standard of his work is very poor.
  - i I have ..... information for you.
  - j I've got ..... new job.



Time differences

- 3 Notice these ways of talking about time differences.
- We open at 8am; that's four in the afternoon Korean time. We're eight hours behind you.
  - They arrive at eleven o'clock Eastern Standard Time. That's 2pm your time. You are three hours ahead.
  - Sorry, I didn't mean to wake you up. I forgot you were in Shanghai. I thought you were still in Berlin.

In pairs, practise talking about time differences. Make calls to these cities.

- a Seoul    b Istanbul    c Moscow    d Colombo    e Shanghai

Seasons and festivals

- 2 Work in pairs. Discuss which of these festivals you celebrate and which your overseas contacts celebrate. Are there any other festivals which you celebrate which are not listed below?

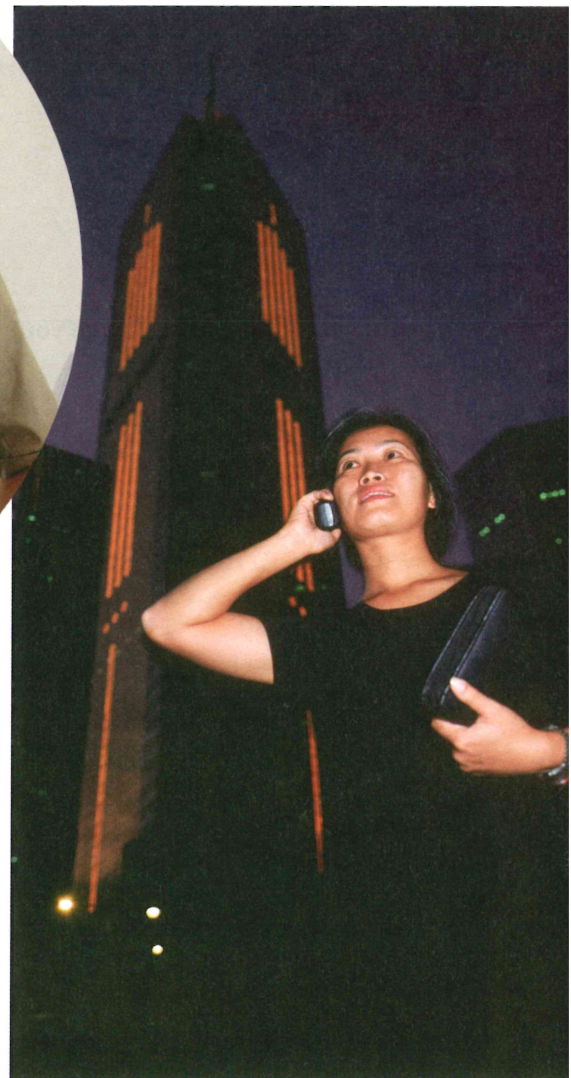
When do they occur?

How do you celebrate them?

How do you greet someone on that day?

Do they cause any inconvenience?

- |                    |                    |
|--------------------|--------------------|
| ▶ Ramadan          | ▶ Chinese New Year |
| ▶ Christmas        | ▶ Passover         |
| ▶ May Day          | ▶ Boxing Day       |
| ▶ Thanksgiving     | ▶ Easter           |
| ▶ Independence Day | ▶ Divali           |





# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Some uses of *a/an*

Note the following examples of *a/an*.

- e.g. **A man called for you earlier.**  
**Matt was an excellent boss.**  
**It's a European project.**  
**I've had an interesting idea.**  
**Can I take a message?**  
**I'd like a cup of coffee.**

Note that if a noun is uncountable or plural, we use *some/any* in place of *a/an*.

- e.g. **I brought some petrol.**  
**We need some information.**  
**Have you got any change?**  
**She is reading some reports.**  
**Are there any messages for me?**

### Some uses of *the*

Note the following examples of *the*.

- e.g. **I read the report you sent me.**  
**The government supports the plan.**  
**The people from CIT have arrived.**  
**It's the biggest company in the world.**  
**I'll meet you at the airport.**  
**Could you tell me the time, please?**

Note when *the* is not used.

- e.g. **Money is very tight right now.**  
**We make shoes for children.**  
**It's Independence Day.**  
**I haven't got time to talk now.**  
**I had lunch with Tom.**  
**I came by car.**

Note when *the* is used in names.

- e.g. **I work for Goldwell.**  
**I work for the Goldwell company.**  
**Fazer is head of Finance.**  
**He runs the finance department.**  
**He lives in America.**  
**He lives in the USA.**  
**I have booked a room at the Hilton.**  
**Do you have a copy of the *Times*?**

### Some uses of *some* and *any*

**Affirmative:**

- We need some samples.**  
**We need some stationery.**  
**You could order some.**

**Negative:**

- They can't give us any information.**  
**They don't have any leaflets.**  
**We don't need any.**

**Interrogative:**

- Have you got some/any biscuits/milk?**  
**Did you ask for some/any?**  
**Where can I get some?**

**Short answers:**

- Have you got any spare copies?**  
**Yes, I've got some. No, I haven't got any.**  
**Yes, some. No, none.**

(Note that we do not use the short answer *No, not any.*)

## Useful phrases

Hello, is that Mrs Friedman?  
Speaking. It's Jan here.  
Are you busy? Is this a good time to talk?  
Can you talk?  
Yes, go ahead.

Is it about Thursday?  
I'm sorry, I'm in a meeting.  
Can I call you back this afternoon?  
Could I speak to the sales manager?  
Is Harry Pontia there?  
He's on another line.  
I'm afraid he isn't available.

We open at 8am Eastern Standard Time.  
That's eleven o'clock your time.  
You're three hours ahead of us.  
It's a public holiday today.  
There's no one in the office.

Can I take a message?  
Can you give Maria a message?  
Could you tell her that Rosa called?  
Could you ask her to call me?

Do you have any time this afternoon?  
No, but I have some free time tomorrow.  
So, have we covered everything?  
Is there anything else?  
I think that's everything. Thanks for calling.

How often do you use English in your job?  
I use English every day.  
I sometimes have problems on the phone.  
The company's official language is English.

### 3 Language focus

Refer to the Language Notes on page 20 as you do these exercises.

much, many *and* a lot (of)

- 1 Complete these sentences using *much*, *many* and *a lot (of)*. In some cases, there will be more than one possibility.
  - a I have got quite ..... friends in Germany.
  - b I haven't got very ..... to do tomorrow.
  - c There are ..... things to arrange.
  - d Are there ..... more calls to make? Yes, quite .....
  - e There isn't very ..... enthusiasm for the project.
  - f There aren't ..... days till the deadline.
  - g Have you got ..... more work to do? No, not .....

several, (a) few *and* (a) little

- 2 Use *several*, *(a) few* and *(a) little* to complete these sentences so that they are true.

e.g. I know several *people who could help you.*

  - a We have very little .....
  - b There are quite a few .....
  - c We receive very few .....
  - d Would you like a little ..... ?
  - e There are several .....
  - f There were a few .....
  - g We have quite a few .....

so *and* such (a)

- 3 Complete the sentences using *so* and *such (a)*.
  - a They have ..... good contacts that ...
  - b Everyone was ..... helpful that ...
  - c It would be difficult to find ..... comfortable hotel in my country.
  - d There are ..... many people I need to see.
  - e Why was the customer ..... angry?
  - f We gave him ..... good deal that ...
  - g How did you get ..... cheap deal?
  - h I have had ..... much work to do recently.

### 4 Talking point

#### Multinational teams

Read the article, using a dictionary where necessary. Then discuss in pairs the questions that follow.

Cultural differences present much greater problems than language for companies setting up multinational teams or expanding into foreign countries, says a report published in *Personnel Management*.

Experts looked at problems in a British Petroleum office in Brussels combining 40 staff from 13 countries.

They found that while British members of the team consider working late to be a sign of loyalty and enthusiasm, Scandinavians think that it shows inefficiency or incompetence.

Another potential area for misunderstanding is rank. French executives believe authority comes with the job and do not expect their judgement to be challenged.

But managers from Britain, Scandinavia and the Netherlands want to have their decisions questioned, or at least discussed.

The authors found that the differences confirmed common stereotypes. Dutch managers wanted to discuss more and were more relaxed about management style. They were happy for subordinates to go above them for help.

The Germans, on the other hand, were anxious that decisions were put into operation quickly. They insisted on a more hierarchical management structure and, when invited to seek advice from more senior managers, thought that they were being 'set up'.

At the other end of the scale, Americans were astonished to find French colleagues wanting to shake hands every morning. They thought it excessively formal for day-to-day greetings. But the French considered it 'simple friendliness'.

From *The Daily Telegraph*

- a What picture does the article give of British and French managers? Do you agree with this picture?
- b What cultural differences have you noticed when dealing with other nationalities – on the telephone, for example?
- c How do other nationalities stereotype your nationality?
- d What is the stereotype view of the countries you deal with? Do these stereotypes have any basis in reality?



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Some uses of *much*, *many*, *a lot (of)* and *lots (of)*

#### Affirmative:

There is (quite) a lot of interest in it.  
There are (quite) a lot of messages for you.  
Many companies are closing down.  
There is lots (of work) to do.

#### Negative:

There isn't (very) much profit in it.  
There isn't a lot of profit in it.  
We haven't got (very) many competitors.  
We haven't got a lot of competitors.  
They don't sell much in Turkey.  
They don't sell a lot there.

#### Interrogative:

How much money do you need?  
How many pieces would you like?  
Have you got much work?  
Have you got a lot to do?

#### Short answers:

Are there many more (calls) to make?  
Yes, (quite) a lot.      No, not (very) many.  
Yes, lots.      No, not a lot.  
Do you like it?  
Yes, very much.      No, not (very) much.  
Yes, (quite) a lot.      No, not a lot.

### Some uses of *a few*, *a little* and *several*

Note that *a few* and *a little* mean *some*.

e.g. He made (quite) a few phone calls.  
Could I have a little milk, please?

Note that *few* and *little* mean *not many* and *not much*.

e.g. They have (very) few contacts in Poland.  
We have (very) little time.

Note that *several* means more than *some*, but less than *many*.

e.g. We have several contacts in Latin America.  
There are several good watch repairers in the area.

Note the following short answers.

e.g. Have you got any contacts there?  
Yes, several. / Yes, a few. / Yes, but very few.  
Have you got any free time?  
Yes, a little. / Yes, but very little.

### Some uses of *so* and *such (a)*

Note the following examples of *so*.

e.g. Their products are so cheap that we can't compete.

There are so many points to remember.

There isn't so much pressure now.

Note the following examples of *such (a)*.

e.g. They have such good contacts that it's difficult to compete with them.  
It was such a big order that ...

### Some notes on time references

We use *at* with precise times.

e.g. at midnight      at two o'clock

Note also *at night*, *at the weekend*, *at Christmas*, *at lunchtime*.

We use *on* with days.

e.g. on the 4th of July      on Monday  
on Independence Day

We use *in* with other times.

e.g. in 2008      in the morning  
in the first quarter      in winter

We do not use a preposition with *today*, *tomorrow*, *yesterday*, *tonight*, etc.

e.g. I'll call you tomorrow.

We do not use a preposition with *next*, *last* and *this*.

e.g. They are coming this Saturday.  
I'll see you next week.

## Useful phrases

Do you know any potential suppliers in the Poznan area?  
There are a few I can recommend.      There are quite a lot.  
Not very many.      Very few.  
Do you have any other contacts in Poland?  
Do you know anyone who supplies copiers?  
Yes I do.      No, I'm afraid I don't.

We have a lot of contacts in Eastern Europe.  
And I have a few very good contacts in Bulgaria.  
I know several people who could help you.  
I'm afraid we have very few contacts in that area.

What's your accountant like?  
I can recommend her.  
She's very efficient.  
She's reliable and hard-working.  
She's really good to work with.

Let me give you some other names and addresses.  
I'll give you a letter of introduction.

AC is such a large company it's difficult to compete with it.  
It's so efficient that we can't compete.

We met a couple of days ago.  
last week      the week before last  
Let's meet for lunch on the 10th.  
in ten days time      a week on Monday  
I'll see you then.      I look forward to it.



### 3 Language focus

Look at the examples in Language Notes (page 24) as you do these exercises.

#### Requests (can, could, would, etc.)

1 Change the demands into requests.

e.g. Ask her to call me.

*Could you ask her to call me?*

a Write down this phone number down.

b Take this parcel to reception.

c Give her a message.

d Book my flight tickets.

e Don't give anyone my home number.

f Don't park there.

g Don't phone me tomorrow.

#### Offers (shall, let, can, etc.)

2 Offer to help, using the prompts.

e.g. (take a message)

*Can I take a message?*

a (call you next week)

b (prepare an agenda for the meeting)

c (get in touch with the Beijing office)

d (book some theatre tickets for you)

e (buy you a drink)

f (drive you to the station)

g (check the order number)

3 With reference to the examples you have written and those in the Language Notes, practise making short requests and offers in pairs. Respond as indicated in the Language Notes examples.

#### Mobile phone/cell phone language

4 Complete the sentences with words from the box.

▶ line	▶ battery	▶ text
▶ message	▶ charger	▶ desk
▶ pick	▶ voice	▶ answer

a I couldn't ..... my phone. I was in a meeting.

b The ..... is very bad. I'll call you later.

c This is a ..... for Kemal Rodriguez.

d I'll call you later. I'm not at my ..... at the moment.

e Can you call me when you ..... up this message.

f I'm sorry you couldn't contact me. My ..... was flat.

g Do you have a spare ..... ? I left mine at home.

h Please leave a message on my ..... mail.

i ..... me when you get to the airport.





### 3 Language focus

#### High numbers

1 In how many ways can you say these figures? Refer to the Language Notes on page 28.

- |         |        |          |                 |
|---------|--------|----------|-----------------|
| a 0.25m | c 0.5m | e 0.75bn | g 1,276,005     |
| b 1.25m | d 3.5m | f 3.75bn | h 7,370,565,725 |

#### Vocabulary building

2 Complete the sentences with words from the box below. Use the singular or plural form. Then write sentences about your own company or one which you know using these words.

- |              |              |               |
|--------------|--------------|---------------|
| ▶ subsidiary | ▶ client     | ▶ acquisition |
| ▶ activity   | ▶ turnover ✓ | ▶ employee    |
| ▶ supplier   | ▶ profit     | ▶ sale        |

e.g. Our annual *turnover* is £3.5m.

- a We have 500 ..... in our London plant.  
 b Our main ..... are in manufacturing.  
 c Last year, we made £1/2m .....  
 d We made an important ..... in Australia last year.  
 e We now have ..... in ten countries.  
 f We try to keep our ..... happy by offering a good service.  
 g We insist that all of our ..... are accredited.  
 h ..... are better than they have ever been.

### 4 Listening

#### Basic company information

- 1 Listen to the conversation, and fill in the form.  
 2 Fill in the form on page 133 for you and your company. Change the currency as necessary.

#### 1 Name

Title \_\_\_\_\_ First name \_\_\_\_\_ Surname \_\_\_\_\_  
 Position \_\_\_\_\_  
 Business name \_\_\_\_\_  
 Business address \_\_\_\_\_  
 \_\_\_\_\_ Postcode/Zipcode \_\_\_\_\_  
 Telephone number \_\_\_\_\_

#### 2 Type of business

- |                         |                          |            |                          |
|-------------------------|--------------------------|------------|--------------------------|
| Sole proprietor         | <input type="checkbox"/> | PLC        | <input type="checkbox"/> |
| Partnership             | <input type="checkbox"/> | Subsidiary | <input type="checkbox"/> |
| Private Limited Company | <input type="checkbox"/> | Other      | <input type="checkbox"/> |

#### 3 Turnover

- |                |                          |         |                          |
|----------------|--------------------------|---------|--------------------------|
| Up to £250,000 | <input type="checkbox"/> | £5m–20m | <input type="checkbox"/> |
| £250,000–£5m   | <input type="checkbox"/> | £20m+   | <input type="checkbox"/> |

#### 4 Currently involved in import/export

- |             |                          |                   |                          |
|-------------|--------------------------|-------------------|--------------------------|
| Export only | <input type="checkbox"/> | Import and export | <input type="checkbox"/> |
| Import only | <input type="checkbox"/> | None              | <input type="checkbox"/> |

#### 5 Number of employees

- |        |                          |         |                          |
|--------|--------------------------|---------|--------------------------|
| 1–30   | <input type="checkbox"/> | 101–500 | <input type="checkbox"/> |
| 31–100 | <input type="checkbox"/> | 501+    | <input type="checkbox"/> |

#### 6 Your company's main business activities

- |   |                          |
|---|--------------------------|
| Agriculture, forestry and fishing                   | <input type="checkbox"/> |
| Energy and water supply                             | <input type="checkbox"/> |
| Mining, chemicals                                   | <input type="checkbox"/> |
| Metal goods, engineering, vehicles                  | <input type="checkbox"/> |
| Electronics   | <input type="checkbox"/> |
| Other manufacturing industries                      | <input type="checkbox"/> |
| Construction  | <input type="checkbox"/> |
| Retail, distribution, hotels, catering, repairs     | <input type="checkbox"/> |
| Transport, communications                           | <input type="checkbox"/> |
| Banking, financial, business services               | <input type="checkbox"/> |
| Education, health, government and local authorities | <input type="checkbox"/> |
| Other   | <input type="checkbox"/> |



## 5 Application

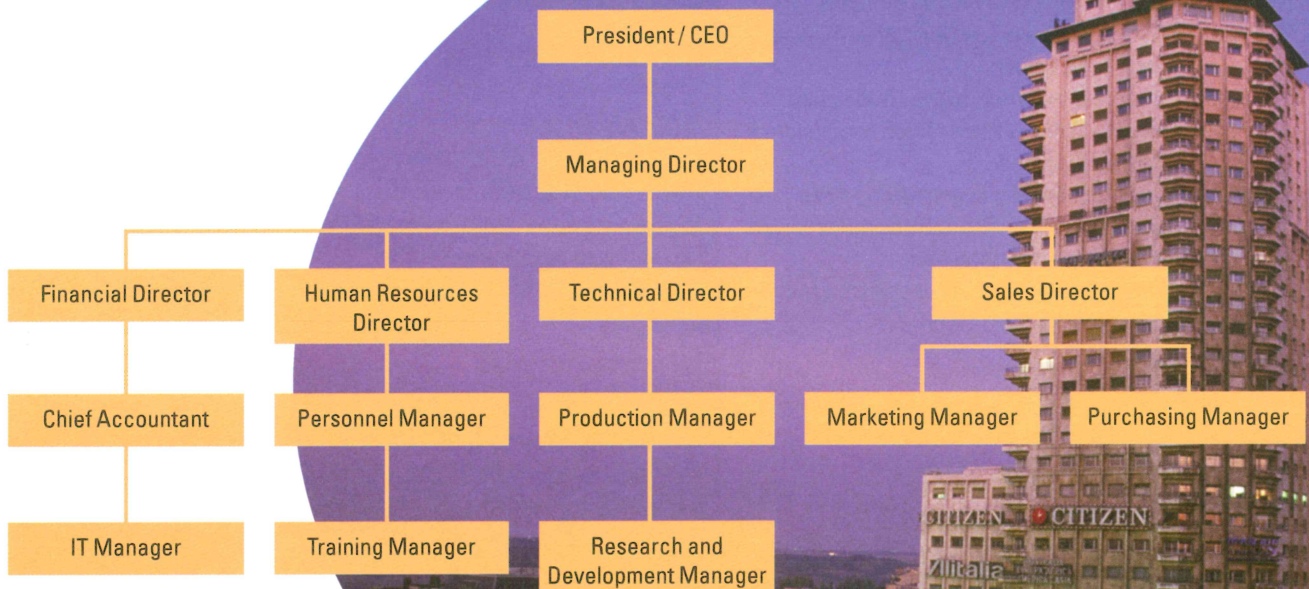
### Company background information

1 Work with a partner. Find out about the organisation which he/she works for, using the following headings.

- Type of company
- Profitability
- Main products or services
- Main markets
- Number of employees
- Location of parent company
- Annual turnover
- Location of offices, plants, etc.

2 How does this organisation chart compare with yours?

Describe the organisation of your company/business unit/organisation to a partner. Use any charts which you have brought to class.



3 Write an email in which you describe the background to an organisational change – real or imaginary.

e.g. I am writing to tell you about some recent changes in the company's organisation. As you know, Carlos Zimmer has retired and the new CEO is now Katya Rico. She was previously our HR director. We have appointed ...



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### High numbers

Note how you say the following:

100,000	a / one hundred thousand
150,000	a / one hundred and fifty thousand
23,500,000	twenty-three million five hundred thousand
250,000	a quarter of a million / two hundred and fifty thousand
500,000	half a million / five hundred thousand
750,000	three-quarters of a million / seven hundred and fifty thousand
3,250,000	three and a quarter million / three point two five million / three million two hundred and fifty thousand
3.75m	three and three-quarter million / three point seven five million / three million seven hundred and fifty thousand
2.5bn	two and a half billion / two point five billion
5.82bn	five point eight two billion

### Abbreviations:

20k	= twenty thousand
70m	= seventy million
2bn	= two billion

### Geographical location

It's **(to the) south of** London.

It's **in the north of** the country.

It's **500km north-west of** Beijing.

It's **just outside** Frankfurt.

It's **on the coast / inland**.

It's **just off** the motorway.

It's **on** a main road.

It's **in the centre/middle of** the city.

It's **in** an industrial zone / **on** an industrial estate.

It's **in** the suburbs.

It's **near / not far from / close to** the centre.

It's **surrounded by** hills.

It's **beyond** the car park.

It's **on the other side of** that building.

### Location inside a building

It's **to the left/right of** the lift.

It's **on** the ground floor.

It's **at the top/bottom of** the stairs.

It's **at the end of** the corridor.

It's **across** the corridor.

It's **the second door on the left/right**.

## Useful phrases

What type of company is it?

It's a public limited company.

They make electronic sensors.

They're in the export business.

The company has three divisions.

Tommy Hoe is the chief accountant.

He reports to the finance director.

Tommy has a staff of 12.

My company is based in Sweden.

We're on the east coast.

Our head office isn't far from Stockholm.

Our main European factory is about 70 kilometres east of Brussels.

It's outside a place called Bruges.

It's just off the ring road.

It will take you two hours to drive there.

Excuse me, where is the main office?

Can you tell me how to get to the warehouse?

The warehouse is behind the administration block.

The training department is on the third floor.

My office is on the other side of the building.

It's at the end of the corridor.

If you get lost, just ask someone!

Our annual turnover is approximately \$2.5 million.

Zodamot's sales are just over €3.5 million.

In comparison, Nabiko's worldwide sales are over ¥1.2 billion.



### 3 Language focus

Check the Language Notes on page 32 as you do these exercises.

#### The Simple Present vs. the Present Continuous

- 1 Write the verbs in the simple or continuous form.  
e.g. The company manufactures (manufacture) components for the car industry.
- a I ..... (forget) the name of the company.
  - b It ..... (have) turnover of \$10m.
  - c It ..... (suffer) from the effects of the recession.
  - d It ..... (make) a loss.
  - e What ..... (you) (do) with the photocopier?
  - f I ..... (try) to mend it.
  - g If our clients ..... (consider) moving, we ..... (provide) assistance.
  - h If companies ..... (think) of relocating, we ..... (give) advice.

#### Verbs normally used in the Simple Present

- 2 Note that the verbs below are normally used in the simple form. Complete the sentences.

- e.g. I hear that XLD are opening a new power plant.
- a I believe .....
  - b We don't own .....
  - c I hear .....
  - d I (can) smell .....
  - e I think I know .....
  - f I know .....
  - g I feel .....
  - h That ..... belongs to me.

#### make and do

- 3 Complete these phrases with *make* or *do*. Use a dictionary to help you. Then use the phrases in sentences which you might use in your everyday work.

e.g. I haven't made a decision about when to hold the meeting.

- a ..... a decision (about)
- b ..... very well (with)
- c ..... a lot of work (for)
- d ..... plans
- e ..... better/worse (than)
- f ..... money/a profit
- g ..... business (with)
- h ..... notes (on)
- i ..... some filing
- j ..... a point (about)
- k ..... something/nothing (about)
- l ..... an effort (to)





# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Some expressions of state involvement

It's a state-owned company.

It's a public utility.

It's a state monopoly.

It's owned by the state/government.

It's subsidised by the state/government.

It was nationalised/privatised in 2003.

### Simple Present vs. Present Continuous

We use the Present Simple to talk about:

– permanent features and things that happen on a regular basis

e.g. **My brother is a lawyer.**

**The factory makes aircraft components.**

**What does your company do?**

– timetables and events

e.g. **The display begins at 10am.**

We use the Present Continuous to talk about:

– things that are happening at the moment of speaking

e.g. **– What are you doing?**

**– I'm working on my report.**

– situations that are temporary, happening around the present time or developing trends

e.g. **I'm working on an interesting project.**

**How is the business doing?**

**Prices are going up all the time?**

### Verbs normally used in the Present Simple

The Present Simple is usually used with state verbs:

– verbs of thinking and knowing (e.g. *believe, think* (= *believe*), *agree, understand, know, remember, forget, realise, expect*, etc.)

e.g. **I think that's a great idea.**

**I agree.**

**I expect he'll be tired when he arrives.**

– verbs of feeling or preference (e.g. *want, wish, like, hate, matter, mind*, etc.)

e.g. **The company wants to relocate.**

**I don't mind where we go.**

– verbs of perception (*taste, hear, see, smell*, etc.)

e.g. **This coffee tastes awful.**

**Can you smell burning?**

(Note: these verbs are often used with *can*.)

– verbs of possession (e.g. *have got, own, belong*, etc.)

e.g. **Who does this jacket belong to?**

**They have sales offices all over the world.**

## Useful phrases

I work for a power company.

I believe it's state owned.

I think it's publicly owned.

It's a public utility company.

Does the company receive subsidies?

Is it subsidised?

It receives substantial government subsidies.

Although it's a state monopoly, it's run like a private company.

What are your main business activities?

Where are your main sites?

How many people do you employ?

Where are your main markets?

Basically, we make and distribute electricity.

We operate a number of power stations.

gas works

water works

sewage plants

coal mines

We are the world's largest producer of electricity.

We account for 94% of the electricity produced in the country.

I believe we are the largest producer of gas in the region.

We are the market leaders.

And what do you do in the company?

What's your job? What's your position?

I'm an engineer, but I work as a project manager.

Currently, I'm working in Algeria.

MBV do a lot of business with gas companies.

They make very good profits.



### 3 Language focus

As you do these exercises, look at the unit Language Notes on page 36.

#### Comparative and superlative adjectives

- 1 Answer the questions. Work in pairs. Refer to your preparation notes.
  - a Can you think of a company which is smaller than yours?
  - b ... and one that has a higher turnover?
  - c Can you think of any jobs which would be more interesting than yours?
  - d ... and any which would be less interesting?
  - e Is job satisfaction more or less important than job security?
  - f What is the most enjoyable meal you have ever had?
  - g ... and the least enjoyable?
- 2 Read these statements. Number the companies in order of size, from **1** to **6**.
  - a Company A is by far the biggest. ☒
  - b Company B is about the same size as Company C. ☐
  - c Company C is slightly bigger than Company B. ☐
  - d Company D is a little smaller than Company B. ☐
  - e Company E is the smallest company. ☐
  - f Company F is far bigger than Company E, but smaller than all of the other companies. ☐

#### Geographical areas

- 3 Give the names of countries in these areas. Make use of an atlas to help you. Then add the related nationalities.
 

e.g. Europe: ..... *Bulgaria, Switzerland* .....  
 Nationalities: ..... *Bulgarians, Swiss* .....

  - a Latin America: .....  
 Nationalities: .....
  - b Far East: .....  
 Nationalities: .....
  - c North Africa: .....  
 Nationalities: .....
  - d Middle East: .....  
 Nationalities: .....
  - e Central America: .....  
 Nationalities: .....
  - f Other areas: .....  
 Nationalities: .....

#### Expressing opinions

- 4 In pairs, compare what you think about:
  - making negative comments about the competition
  - industrial piracy
  - protectionist policies
  - segregated staff dining-rooms
  - company cars and other benefits.

e.g. – What do you think about making negative comments about competitors?  
 – I don't agree with it. I don't believe it helps you to sell your products.

#### Useful language

What do you think?  
 What's your opinion?  
 Do you agree with me?  
 You agree with me, don't you?  
 I (don't) think/believe ...  
 I (don't) consider that ...  
 In my opinion/view ...  
 I'm (not) convinced that ...



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Comparative and superlative adjectives

Short adjectives:

short, shorter, shortest

large, larger, largest

big, bigger, biggest

Longer adjectives:

expensive, more expensive, most expensive

less expensive, least expensive

Irregular adjectives:

good, better, best

bad, worse, worst

far, farther (further), farthest (furthest)

little, less, least

much, more, most

Examples:

Their subsidy is (much) larger than ours.

It's (far) more profitable than it was.

It's (not) the most important development.

It's the best alternative.

This job is (much) less interesting than my last one.

Size is the least important factor in this market.

We're (not) as well established as you are.

### Expressing opinions

Asking for opinions:

What do you think?

What do you think of the new marketing manager?

(of + person/thing)

What do you think about the proposed cuts?

(about + situation)

What's your opinion/view (on this)?

Do you agree with me?

Do you consider it's worth doing?

Giving opinions:

I (don't) think it's a good idea.

In my opinion/view ...

I reckon ...

## Useful phrases

We specialise in mail order.

We're more profitable than our competitors.

We're the most profitable company in Italy.

Our competitors are far less profitable.

Their prices are higher.

They have fewer customers than us.

We offer a better service than our competitors.

The quality of our products is far higher.

Our sales network is much better.

In my view, price is the most important factor.

What is the least important factor?

What's your opinion? What do you think?

I think that the location of a business is vital.

I agree. I don't agree.

I don't think that's true.

Customers want the best quality at the cheapest price.

We consider ourselves to be the best in the business.

We're one of the largest producers in Asia.

We rank in the top ten companies worldwide.

We have a very strong market position.

The competition in our business is very hard.

We face tough competition.

The European market is so difficult that we can't compete.

We need to be more competitive.

We can't compete on price.

Our competitors' wage costs are lower.

Their supply chain is more streamlined.



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### too and enough

Note the following examples of *too*.

- e.g. **This equipment is too heavy for me to lift.**  
**Is the noise too loud for you?**  
**These shelves are too high to reach.**  
**The light is bright, but it isn't too bright.**

Note the following examples of *enough*.

- e.g. **Is the room cool enough to work in comfortably?**  
**There isn't enough space for all of us to work comfortably.**  
**Have you got enough chairs for everyone?**  
**I didn't read the instructions carefully enough.**

### The Past Continuous tense

#### Affirmative:

- I was waiting for you to call.**  
**We were discussing that problem.**

#### Negative:

- It was not (wasn't) working.**  
**You were not (weren't) listening.**

#### Interrogative:

- What was he saying?**  
**Were you expecting me?**

#### Short answers:

- Yes, I was.**      **No, I wasn't.**  
**Yes, we were.**      **No, we weren't.**

#### Examples:

- They were interviewing someone when you phoned.**  
**I was reading my notes while he was talking.**  
**Where were you working this time last year?**

### The Past Perfect tense

#### Affirmative:

- We had (We'd) gone home by then.**  
**She had (She'd) already told us that ...**

#### Negative:

- I had not (hadn't) expected the job to be ...**  
**They had not (hadn't) started when ...**

#### Interrogative:

- Had the meeting ended by the time you ...?**  
**Had he begun his new job by then?**

#### Short answers:

- Yes, it had.**      **No, it hadn't.**  
**Yes, you had.**      **No, you hadn't.**

#### Examples:

- I thought that you'd made a decision.**  
**When I went down to reception, the visitor had already left.**  
**Had we moved to the new offices when you joined the company?**

## Useful phrases

- What benefits do you receive in your job?**  
**Do you get private health insurance?**  
**Does your company pay your phone bill?**  
**Is there a bonus scheme?**  
**What's the scheme worth?**

- What's your office like?**  
**Is it a good place to work?**  
**Is it noisy? Is it a friendly place?**  
**Is there enough space for everyone?**  
**Is the lighting bright enough?**

- There's plenty of space.**  
**The lighting is reasonable – it's not too bright.**  
**The office chairs are very comfortable.**  
**But the work surfaces aren't wide enough.**  
**And some of the shelves are too high for me to reach.**

- Where were you working this time last year?**  
**What were you working on?**  
**I was working in Pisa on the Dexo project.**

- What were you doing between three and four o'clock this afternoon?**  
**I was having a very late lunch.**

- I was making some coffee when the alarm went off.**  
**When I got outside, smoke was coming out of the window.**  
**I had just finished work.**  
**I tried to call you, but you had already gone home.**



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Replying to negative statements

Note the following examples.

*You don't agree with me.*

**To confirm:** No, I don't.

**To deny:** Yes, I do.

*She didn't phone.*

**To confirm:** No, she didn't.

**To deny:** Yes, she did.

*They didn't give you the job.*

**To confirm:** No, they didn't.

**To deny:** Yes, they did.

*This isn't your signature.*

**To confirm:** No, it isn't.

**To deny:** Yes, it is.

### Some adjectives to describe appearance and dress

#### Some common materials:

cotton, leather, silk, wool, denim, corduroy, nylon, acrylic, lycra, polyester

#### Some common designs:

floral, plain, spotted, striped, checked

#### Some adjectives describing colours:

bright, dark, light, pastel, pale

#### Some adjectives describing hair:

blond, fair, grey, dark, curly, wavy, straight, short, thinning

### Forming the opposites of adjectives

*un-* is the most common negative prefix.

e.g. **profitable/unprofitable**  
**safe/unsafe**

*in-* is another common negative prefix. It becomes *im-* before an *m* or *p*; *ir-* before an *r*; and *il-* before an *l*.

e.g. **direct/indirect**  
**flexible/inflexible**

**possible/impossible**

**mobile/immobile**

**legal/illegal**

**relevant/irrelevant**

*dis-* is another common negative prefix.

e.g. **honest/dishonest**  
**organised/disorganised**  
**encouraging/discouraging** (not *disencouraging*)

*-less* is a common negative suffix.

e.g. **colourful/colourless**

## Useful phrases

Kasha Meld is a qualified accountant.

She joined the company last year.

She trained as an accountant with Touche Ross.

Sanjay Patel studied law at university.

He also has a degree in business studies.

Maurice Pot is responsible for the day-to-day running of the department.

He has to liaise with the production manager.

He spends a lot of his time advising people.

He doesn't have much to do with the sales side of the business.

What's Kasha like?

She's honest and reliable.

dishonest      unreliable

She's experienced and efficient.

inexperienced      inefficient

What does Maurice look like?

He's quite tall. He has curly dark hair.

What's he wearing today?

He's wearing a pin-striped suit and a yellow spotted tie.

Kasha's wearing a light-coloured trouser suit.

Do you think I should wear a jacket and tie?

I don't need to wear a tie, do I?

No, you don't. It's a very informal occasion.

I need to wear something smart, don't I?

Yes, you do. It's going to be a formal dinner.



### 3 Language focus

Check the Language Notes on page 52 as you do these exercises.

#### Numbers and symbols

1 Write out the numbers, letters and symbols.

e.g. 104T/2-55A *one oh four T slash two hyphen five five A*

- |                  |                         |
|------------------|-------------------------|
| a 12/4734-AZ97   | e 14 sq m               |
| b 17-VLD/44/900  | f 37 cu cm              |
| c $\frac{3}{8}$  | g 25% = $\frac{1}{4}$   |
| d $\frac{1}{10}$ | h 66.6% = $\frac{2}{3}$ |

#### Materials and substances

2 Name two materials or substances that might be used in the production of the following items.

- |              |       |
|--------------|-------|
| a a desk     | ..... |
| b a keyboard | ..... |
| c a bridge   | ..... |
| d a wall     | ..... |
| e a suit     | ..... |
| f a suitcase | ..... |
| g a violin   | ..... |
| h a sandwich | ..... |

### 4 Listening

#### Key selling points

1 Match the products with the key selling points.

- |                          |   |
|--------------------------|---|
| a Industrial clothing    | i Stylish and very economical                 |
| b Educational toys       | ii Highly competitive prices and very durable |
| c Furniture and fittings | iii Quality, price, original designs          |
| d Glass conservatories   | iv Extremely well made, three-month guarantee |

2 Describe some of the products you buy regularly. Why do you buy them? Use adverbs such as *highly competitive* and *reasonably priced* in your statements.

e.g. I buy suits from Ato Clothing. They are always beautifully made and very stylish.

3 Write an email in which you recommend a particular product. Describe the points which support your recommendation.

#### used to

3 Write five statements about products/services you used to/didn't use to buy or use and/or things you used to/didn't used to do. Compare your statements with other members of your group.

e.g. *I used to print out my messages, but now my office is completely paperless!*  
*We didn't use to spend so much on courier services.*



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Adverbs in phrases

We can use adverbs to modify adjectives.

e.g. **absolutely accurate**, **really expensive**,  
**completely reliable**

We can use adverbs to modify past participles.

e.g. **extremely well-made**, **highly recommended**,  
**beautifully designed**

### Numbers and symbols

#### Reference numbers:

106/B-2 one oh six stroke B dash two

A3/077-PP A three slash zero seven seven hyphen  
double P (or PP)

#### Dimensions:

10m × 6.5m ten by six point five metres

10m × 10m ten metres square

10m<sup>2</sup> ten square metres

10m<sup>3</sup> ten cubic metres

#### Fractions:

$\frac{2}{3}$  two-thirds

$\frac{3}{4}$  three-quarters

$\frac{1}{12}$  a/one-twelfth

$\frac{3}{8} = 37.5\%$  three-eighths equals thirty-seven point five  
per cent

### Some materials and metals

#### Some common metals:

aluminium, chrome, copper, iron, steel, brass, silver,  
gold, zinc

#### Other common materials:

concrete, brick, glass, plastic, stone, wood, quartz,  
rubber, cardboard, polystyrene, fibreglass, leather

### Used to

#### Affirmative:

**You used to stock wall clocks.**

**They used to be our best line.**

#### Negative:

**We didn't (did not) use to advertise.**

**Nobody used to buy them.**

#### Interrogative:

**Where did you use to get them?**

**Did they use to sell well?**

**Did we use to supply many?**

#### Short answers:

**Yes, they did. No, they didn't.**

**Yes, we did. No, we didn't.**

#### Examples:

**I used to work in Australia.**

**That line didn't use to be very popular.**

**We never used to get any complaints.**

**Did you use to make them in a larger size?**

## Useful phrases

Our products are reasonably priced.

competitively priced conveniently packaged

extremely well made highly competitive

What are they made of?

The casing is made of plastic.

The working parts are all stainless steel.

The components are made in Spain.

The base is made of concrete.

Twenty-five per cent of the components are rubber.

Two-thirds of the parts are made of copper.

The structure covers an area of 5 square metres.

We stock the full product range.

Most items are available from stock.

The XC range is currently out of stock.

When can you deliver the goods?

We offer next-day delivery.

Delivery usually takes two days.

How much do they cost?

How much are they?

The reference number is 12/473-AZ9.

I'd like to order one.

Do you still supply them in green?

I'm afraid we don't stock that colour anymore.

That line is discontinued.

We used to make them in that size.

We used to stock that design.

It used to be very popular, but there's no longer any demand for it.

What is the nearest equivalent?

The A444-909 is very similar.



### 3 Language focus

Refer to the Language Notes on page 56 as you complete these exercises.

#### Present Perfect Continuous tense

- 1 Put one verb in the Present Perfect Simple and the other in the continuous.
  - a He ..... (never meet) the MD.  
He ..... (work) for the company for 11 years.
  - b They ..... (make) hang-gliders since 1998.  
They ..... (produce) over 3000 hang-gliders in that time.
  - c I ..... (call) clients all morning.  
I ..... (only speak) to five so far.
  - d It ..... (rain) three times this week.  
It ..... (rain) all day today.

#### Indirect questions

- 2 Write an indirect form of these questions, using *Do you know ...?*, *I'd like to know ...*, *Can you tell me ...?*, etc.

e.g. What does it look like?

*Can you tell me what it looks like?*

- a How big is it?  
.....
- b Does it run on petrol or gas?  
.....
- c How often does it need servicing?  
.....
- d Where can I buy it?  
.....
- e Can you deliver it on Friday afternoon?  
.....
- f How soon can you arrange delivery?  
.....

#### The Present Simple Passive tense

- 3 Listen to someone describing how a balloon is made. Put these steps in the right order. Notice how the Simple Present Passive tense (*it is made*, *The panels are sewn*, etc.) is used to describe a process.
  - a Holes are made in the 'envelope'. ☐
  - b The nylon is cut into panels. ☒
  - c Wires are used to connect the envelope with the burner. ☐
  - d The nylon panels are sewn together. ☐
- 4 Describe a production process which you are familiar with. Then write a description of the process. Refer to the audioscript and notes on the Simple Present Passive to help you.

#### Shapes

- 5 Match the shapes and the objects. Describe other familiar objects.
 

a round	i an American football
b square	ii a plus sign
c oval	iii a pyramid
d triangular	iv a wheel
e rectangular	v a chess board
f heart-shaped	vi a golf club
g L-shaped	vii a shield
h in the shape of a cross	viii a football pitch



### 3 Language focus

Check the Language Notes on page 60 as you do these exercises.

#### Relative pronouns

- 1 Rewrite the examples using *who*, *which*, *whose*, *where* etc.  
e.g. This is the woman. Her car was damaged.  
*This is the woman whose car was damaged.*
- a The hotel was expensive. I stayed there.  
.....
- b I wrote down the number. He gave it to me.  
.....
- c Have you found that file? You lost it yesterday.  
.....
- d I drove to Leaton. We have an good customer there.  
.....
- e The man is very helpful. He works in the office next to mine.  
.....
- f I work for a Taiwanese company. It specialises in customer care.  
.....
- g That's the man. It's his job to deal with these enquiries.  
.....

#### Order of adjectives

- 2 Use adjectives from the box to describe the products below. Then write descriptions of your own products/products that you use.

▶ shiny	▶ copy	▶ HP	▶ smoke
▶ fibreglass	▶ plastic	▶ nylon	▶ stainless steel
▶ French	▶ Swedish	▶ Japanese	▶ American
▶ Italian	▶ green	▶ black	▶ grey
▶ blue	▶ cream	▶ square	▶ new
▶ cheap	▶ faulty	▶ efficient	▶ light

- e.g. hockey stick *a black fibreglass hockey stick*
- a phone .....
- b alarm .....
- c machine.....
- d desk.....
- e printer .....

#### need + -ing

- 3 Listen to the conversation between a garage owner and a person who is considering buying the car. What is wrong with the car? Choose from the words and phrases in the box.

▶ scratched	▶ broken	▶ dented
▶ doesn't work	▶ loose	▶ bent
▶ leaking	▶ stiff	▶ cracked

- a paintwork .....
- b bumper .....
- c petrol tank .....
- d headlamps .....
- e windows.....
- f petrol gauge .....
- 4 Write other sentences using *need*. Think of things in your life that need doing or buying.  
e.g. *I need a new laptop.*  
*My laptop needs replacing.*  
*We need new fans.*  
*The old fans need replacing.*  
*I need new strings on my tennis racquet.*  
*My racquet needs restringing.*
- .....
- .....
- .....
- .....
- .....
- .....
- .....
- .....
- .....
- .....



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Some notes on relative pronouns

Note when we use *who* or *that*.

e.g. **the engineers who/that serviced it**  
**the woman who/that made the complaint**

Note when we use *which* or *that*.

e.g. **a product which/that sells well**  
**a company which/that makes pharmaceuticals**

Note when we can omit *who/which/that*.

e.g. **the salesman (who/that) I spoke to**  
**the advertisement (which/that) I saw**

Note when we use *where*.

e.g. **the town where the factory is**  
**the office where I work**

Note when we use *whose*.

e.g. **employees whose work is satisfactory**  
**a firm whose main market is Korea**

### The order of adjectives

Note the following examples.

e.g. **a large, red container**  
**a small, rectangular table**  
**a white, polystyrene box**  
**a beautiful long, Kirghiz jacket**  
**black, leather golfing shoes**  
**a faulty, plastic smoke alarm**  
**a new, fibreglass tennis racquet**

## Useful phrases

I would like to return ...

... some faulty, plastic smoke alarms.

... this lightweight graphite tennis racquet.

Some parts need replacing.

It needs sorting out.

The windows don't close properly.

The control system doesn't work.

There is something wrong with the case.

It's scratched.

broken      dented      cracked

faulty      damaged      substandard

We're very unhappy about the quality.

It isn't good enough.

I'm sorry to hear that.

We're very sorry.

We apologise for any inconvenience.

What can we do to put it right?

I spoke to the man who wrote the report.

I contacted the customer who made the complaint.

I'll phone the person whose job it is to mend it.

The customer was very pleased with the replacement.

He says it's been working very well indeed.

He hasn't had any more trouble with it.

That's good to hear.

Thank you for saying that.

I appreciate that.



# LANGUAGE REFERENCE

## Language notes

For more detailed notes, see the Business Grammar Guide.

### Rentals and charges

Note the following examples.

e.g. **The rental is €9.50 a day.**

**It has to be paid monthly.**

**We are invoiced quarterly.**

**They charge a €1 000 per quarter.**

**She earns \$50,000 per year.**

**The service charge is reviewed every six months.**

Note the following abbreviations.

pa = *per annum* (Latin), per year, annually

pd = per day, daily

pw = per week, weekly

### to have/get something done

*have/get* + noun + past participle is used when we get someone else to do something for us.

e.g. **We only had the copier serviced two weeks ago.**

It is often used after modal verbs.

e.g. **We need to get the printer repaired.**

**We must have the windows cleaned.**

**We should get some photographs taken.**

**We ought to have the system updated.**

**Where can I get this machine serviced?**

**Where can I have my suit cleaned?**

### myself, ourselves, my own, etc.

myself	ourselves
yourself	yourselves
himself/herself/itself	themselves
my own	our own
your own	your own
his/her/its own	their own

Note how we use these to emphasise who does something.

e.g. **I make all my travel arrangements myself.**

**I make all my own travel arrangements.**

**We do our repairs ourselves.**

**We do our own repairs.**

**Do you have to do the work yourself/selves?**

We also use *myself*, etc. when the subject and the object of a sentence are the same.

e.g. **I burnt myself yesterday. (not I burnt me)**

**Could you introduce yourselves?**

## Useful phrases

We do the office cleaning ourselves.

We handle our own cleaning.

We manage everything in-house.

We subcontract our logistics to CLK.

Routine maintenance work is done by an outside contractor.

CLK provides an excellent service.

The service they provide is very good value.

We ought to have our IT system updated.

We need to have all of our machines serviced.

We must get the job done soon.

We're considering whether to lease or to buy.

What's the cost of outright purchase?

What does it cost to lease?

There's a discount of 20% if you buy today.

There's a 20% discount.

The net price is \$1 512.

Sales tax is extra.

The rental is €95 per day.

per week    weekly

per month    monthly

We offer a full service contract.

What does the contract include?

It covers routine and emergency call-outs.

It doesn't cover spare parts.

The service charge is \$690 per annum.

The first six months are free of charge.



### 3 Language focus

Refer to the language notes on page 72 when completing these exercises.

#### Correcting misunderstandings

- 1 Using the information about Emba Catering, practise correcting misunderstandings. Work in pairs.

They told me that ...  
He/She said that ...  
According to their sales people ...  
Apparently ...  
They were sure that ...



Are you sure he/she said that ...  
They must have said/meant ...  
They wouldn't have said ...  
I must have misunderstood ...  
That can't be right.  
I need to check.

- 2 Write a message in which you check that you have understood information correctly.

e.g. It says in your brochure that you can supply ten contractors, but I have heard that this is not true any more. Also I read that ...

#### Jobs in service industries

- 3 Write jobs which go with these service industries.  
Refer to your dictionary if you need to.

e.g. law *solicitor, lawyer, judge* .....  
a insurance .....  
b bank .....  
c stock market .....  
d dentistry .....  
e medicine .....  
f hotel industry .....  
g police .....  
h fire service .....  
i information and communication technology (ICT) .....  
j security .....  
k catering .....

#### Fees and charges

- 4 Choose words from the box to complete the sentences. Refer to the examples in the Language Notes (page 72).

► fee    ► charge    ► commission    ► expenses  
► quote    ► rates    ► figure    ► estimate

- a They charge a one-off ..... of €500.  
b Our Turkish agent works on a ..... basis.  
c We have just received a bill for their travel .....  
d Could you ..... for five days work?  
e We ..... that the total will be \$5000.  
f Are your ..... the same as last year's?  
g It was a much higher ..... than we expected.  
h How much do you ..... for a weekly service?

### 4 Listening

#### Identifying service industries

Match the speakers with the service industries.

- |             |                         |
|-------------|-------------------------|
| a Speaker 1 | i insurance             |
| b Speaker 2 | ii law firm             |
| c Speaker 3 | iii newspaper recycling |
| d Speaker 4 | iv IT consultancy       |
| e Speaker 5 | v stockbroking          |





# Glossary of business-related terms

**acquisition:** acquiring something; in business this is usually another company, e.g. *XYZ plc is our latest acquisition*

**ad hoc:** an ad hoc meeting is a meeting arranged informally to suit the participants

**AGM:** annual general meeting

**Annual Percentage Rate (APR):** rate of interest (such as on hire-purchase agreements) shown on an annual compound basis, including fees and charges

**annual report:** report of a company's financial situation at the end of each year, sent to all shareholders

**anti-trust:** attacks monopolies and encourages competition

**AOB:** Any Other Business (on an agenda)

**APR:** annual percentage rate (see above)

**Arabic numerals:** numbers written as 1, 2, 3, 4, etc. (see also Roman numerals)

**assets:** things which belong to a company or person, and which have a realistic value

**asset value:** value of a company calculated by adding together all its assets (see also current assets and fixed assets)

**audit:** examination of the books and accounts of a company

**authorisation:** give formal approval; sanction something

**back-up:** support

**balance:** amount to be put in one of the columns of an account to make the total debits and credits equal

**balance brought forward/carried forward:** amount entered in an account at the end of a period or page of an account book to balance the debit and credit entries; it is then taken forward to start the new period or page

**balance sheet:** statement of the financial position of a company at a particular time

**beamer:** a digital projector

**bid:** offering an amount of money for something in competition with other people/organisations; the highest bidder is successful in securing the goods or services

**(the) book (financial jargon):** the value of an asset according to the company's books/accounts

**bought ledger:** set of accounts recording money owed to each supplier, i.e. the creditors of the company

**branch:** local office or shop belonging to a larger organisation

**brand:** the make/name of a product

**broker:** dealer who acts as a middleman between a buyer and a seller (stock broker: person who buys or sells shares for clients; insurance broker: person who sells insurance to clients)

**budget:** plan of expected spending and income (usually for one year)

**bullet points:** a list of points identified by dots or asterisks

**buyout (management buyout):** takeover of a company by a group of employees (usually managers and directors)

**capital:** the money put into a business

**capital goods:** goods used to manufacture other goods, i.e. machinery

**carry forward:** to take an account balance at the end of the current period as the starting point for the next period (see also balance)

**catalogue selling:** selling from a book where items for sale are listed

**catering:** providing food and drink for a number of people

**CBI:** Confederation of British Industries

**CEO:** chief executive officer

**chartered accountant:** accountant who has passed professional examinations and is a member of the Institute of Chartered Accountants

**childrenswear:** retail term for children's clothing

**commission:** financial proportion of a sale paid to the person who makes the sale, e.g. 5% of total value of sales

**company secretary:** role of administrative responsibility within an organisation

**conglomerate:** group of subsidiary companies linked together and forming a group, each making very different types of products

**contract out:** the company gives a proportion of its work to an outside organisation or person; this may be because the work contracted out requires skills not provided by the company, or because the company is too busy

**conveyancing:** legally transferring a property from a seller to a buyer

**core business:** main business

**credit control:** check that customers pay on time and do not owe more than their credit limit

**credit limit:** fixed amount which is the most a customer can owe in credit

**creditor:** organisation/business/person owed money

**current assets:** assets used by a company in its ordinary work (such as materials, finished products, cash, monies due) and which are held for a short time only

**customise:** change to fit the special needs of a customer

**cut down on:** reduce

**CV:** curriculum vitae; a summary of a person's work experience and education/qualifications

**defer (deferred taxation):** to put back to a later date or to postpone

**depreciation:** reduction in value of an asset

**diversification:** taking on forms of work that are different, but related to, the core business of the organisation/company

**dividend:** percentage of profits paid to shareholders

**equity:** value of a company's shares

**estimate:** an approximation rather than something precise or specific

**ETA:** estimated time of arrival

**expenditure:** the total financial outgoings (spending) of a company/business

**expressway/turnpike (UK English motorway):** a stretch of road with three or more lanes of traffic going in the same direction; there may be a payment for travelling on these roads

**factoring:** business of buying debt at a discount (a 'factor' collects a company's debts when due, and pays the creditor in advance part of the sum to be collected, so 'buying' the debt)

**(to) fire:** to tell someone that you no longer need him/her to work for the company, e.g. *We had to fire him because he just wasn't meeting our requirements*

**fire retardant:** chemical which slows down the burning process

**fiscal:** referring to tax or to government revenues

**fiscal year:** 12-month period on which taxes are calculated, e.g. in the UK 6 April to the following 5 April

**fixed assets:** property or machinery which a company owns and uses, but which the company does not buy and sell as part of its regular trade, including the company's investments in shares or other companies

**flagship:** something of importance, e.g. *The paper-shredder is our flagship product*

**flipchart:** a board with paper attached

**franchise:** licence to trade using a brand name and paying a royalty for it

**franchising:** act of selling a licence to trade as a franchise



- freehold site:** site which the owner holds forever and on which no rent is paid
- freelance:** an independent worker who works for several different companies
- fringe benefits:** extra items given by a company to workers in addition to a salary, e.g. company cars, private health insurance
- GDP:** gross domestic product
- GNP:** gross national product
- goodwill:** adding value beyond money alone, e.g. *The company has built up goodwill because of the fair way it treats its customers*
- gross profit:** profit before deductions (e.g. tax)
- hacking:** getting into someone else's computer system without their permission
- hand over to:** give time/responsibility to someone else
- hard disk:** computer disk which has a sealed case and can store large quantities of information
- hardware:** computer hardware; machines used in data processing including the computers and printer, but not the programs
- hedge:** protecting yourself against a loss (possibly financial), e.g. *a hedge against inflation*
- human resources:** the workers a company has available, seen from the point of view of their skills and experience
- Inc. (US):** incorporated
- inflation:** an increase in prices
- institutional investors:** institutions such as pension funds and insurance companies that buy large quantities of shares
- intangible assets:** the value of something that isn't physical, e.g. a trademark
- interest:** payment made by a borrower for the use of money, calculated as a percentage of the capital borrowed (high interest = interest at a high percentage)
- interest rate:** percentage charge for borrowing money
- investment trust:** company whose shares can be bought on the Stock Exchange, and whose business is to make money by buying and selling stocks and shares
- joint venture:** very large business project where two companies join together, often forming a new joint company to manage the project
- laminating:** sticking together thin layers of materials, e.g. wood, plastic
- lease:** an agreement (generally for a fixed period and a fixed amount of money) between someone who owns something and someone who wants to rent it
- ledger:** book in which accounts are written
- liabilities:** debts of a business
- liaise:** communicate about something; meet in a specific place
- licence:** to give someone official permission to do something
- licensee:** person who has a licence, especially a licence to sell alcohol or to manufacture something
- logistics:** the practicalities of a chain of events, e.g. getting materials shipped from one country to another so they can be used in a factory to make finished goods, which are then forwarded to retail outlets
- loss adjuster:** person who calculates how much insurance should be paid on a claim
- margin:** difference between the money received when selling a product and the money paid for it
- margins:** profit margins
- market:** area where products might be sold, or group of people who might buy a product
- market leader:** company with the largest market share
- market value:** value of a product or company if sold today
- materials handling:** moving raw materials and semi-finished goods from one place to another
- MD:** managing director
- merchant bank:** bank which arranges loans to companies and deals in international finance, buys and sells shares, launches new companies on the Stock Exchange, but does not provide normal banking services to the general public
- motion:** a formal proposal put forward at a meeting
- net:** price, weight or pay, etc. after all deductions have been made
- net profit:** profit after deductions (e.g. tax)
- network:** system which links different points together
- NIC:** national insurance contributions
- offering:** a contribution
- off-the-shelf:** ready-made
- operating cost:** costs of the day-to-day organisation of a company
- operating profit:** profits made by a company in its usual business
- O/S:** outstanding; not yet paid or completed
- outsource:** to give work to another company/person outside the company
- overdraft:** when a person/organisation has spent more money than is in their bank account
- PA:** personal assistant
- parent company:** company which owns more than 50% of the shares of another company
- partnership:** unregistered business where two or more people (but not more than 20) share the risks and profits according to a partnership scheme
- passive smoking:** breathing in other people's cigarette/pipe/cigar smoke
- perks:** special benefits or advantages received
- petty cash:** a float of cash kept in an office to cover general and day-to-day expenses
- PIN (personal identification number):** unique number allocated to the holder of a cash or credit card, by which the holder can enter an automatic banking system
- PLC (UK):** public limited company
- PR:** public relations
- pre-dyed:** colour-dyed before
- premises:** a building for either staff or goods, e.g. *Our warehouse premises are where we keep the bulk of our goods*
- president:** head of a company; in the UK, president is sometimes a title given to a non-executive former chairman of a company; in the USA, the president is the main executive director of a company
- products:** range of products = different products from which a customer can choose; a line of products = different products that form a group (a range of products might include a number of different lines)
- profit and loss account:** statement of a company's expenditure and income over a period of time, almost always one calendar year, showing whether that company has made a profit or loss
- proofs:** test copies of written materials
- proprietor:** owner (see also sole trader)
- protectionism:** protecting producers in the home country against foreign competitors by banning or taxing imports or by imposing import quotas
- prototype:** the first model of a new machine, built for testing
- proviso:** a condition
- publicly owned:** the company's shares are owned by the public and can be traded on the Stock Exchange
- quantity surveyor:** person who carries out a quantity survey (to carry out a quantity survey = to estimate the amount of materials and the cost of the labour required for a construction project)
- query:** a doubt or uncertainty about something, e.g. *I have a query on this invoice; Can I query that date with you?*



**ratify:** to give formal consent or approval, e.g. *Management have ratified the new contracts for factory workers*

**receipt:** a document to prove purchase of goods or services, e.g. *Make sure you get a receipt when you pay the taxi fare*

**recruitment:** finding new people to join a company

**redundancy:** being no longer employed, because the job is no longer necessary

**redundancy package:** various benefits and payments given to a worker who is being made redundant

**reimburse:** to give money back for services and goods already paid for, e.g. *Will you reimburse me for the train fare?; These goods are faulty, so I'd like you to reimburse the total costs*

**retail outlets:** shops

**retail sales:** sales to the general public

**revenue:** income

**Roman numerals:** numbers written as i, ii, iii, iv, etc. (see also Arabic numerals)

**RPI:** retail price index = index which shows how prices of consumer goods have increased or decreased over a period of time

**search engine:** a computer program that locates information; Google and Yahoo! are Internet search engines

**securities:** investments in stocks and shares; certificates to show that someone owns stocks or shares

**server:** a computer program that links the user to data, e.g. a web server provides documents to your computer from the World Wide Web

**settlement:** an agreement, usually financial, e.g. *ABC Ltd made a huge out-of-court settlement*

**sewage plant:** a place where waste matter is treated

**(on the) shop floor:** in the factory, in the works or among the ordinary workers

**Sir/Lord (UK):** honorary titles

**sole proprietor:** person who owns a business on his own, with no partners, without forming a company

**sole trader:** person who runs a business by himself but has not registered it as a company

**spreadsheet:** a document on which financial information is kept, e.g. *Can we see the spreadsheet for last month's sales?*

**staple:** fasten with a short, thin piece of wire

**statute:** the law

**stifle:** to suppress or control something

**stock:** materials to be used in production or goods to be sold

**stock market:** stock exchange, a trading and dealing house

**stocks and shares:** shares in ordinary companies

**(to) subcontract:** to agree with an outside company that they will do part of the work for a project

**subcontractor:** company which has a contract to do work for a main contractor

**subscription:** a sum of money paid for membership of a club or for delivery of newspapers, journals, etc.

**subsistence allowance:** money provided by an employer which is designed to cover basic living costs and expenses

**sundry expenses:** various small expenses which are not itemised

**systems analysis:** using a computer to suggest how a company should work by analysing the way in which it works at present

**systems analyst:** persons who specialises in systems analysis

**takeover:** the purchase of a controlling interest in one company by another company

**tally:** correspond with, match, e.g. *We managed to get the final figures to tally*

**tender (to put a job out to tender):** to invite an outside company to bid for the work

**'top-drawer':** expression meaning 'first class'

**trim:** decorative detail

**turnover:** total amount of goods/services sold by a company

**turnpike:** see **expressway**

**Twh:** the terawatt hour, a unit for measuring energy; it corresponds to 1,000,000,000 kWh (kilowatt hours)

**utility company:** company that is regulated by its own country to provide a public service, e.g. the Swedish company Vattenfall provides energy in Europe under government control

**value-added tax (US equivalent 'sales tax'):** tax imposed as a percentage of the invoice value of goods and services

**VAT:** value-added tax

**waiver:** giving up (a right) or removing the conditions (of a rule)

**waiver clause:** clause in a contract giving the conditions under which the rights in the contract can be given up

**weblink:** a link that takes you from one part of the Internet to another

**weighting (regional weighting allowance):** additional salary or wages paid to compensate for living in an expensive part of the country

**weld:** to join two pieces of metal together by melting the parts which touch each other

**works manager:** person in charge of a works/plant

**write off:** to cancel an outstanding debt or to acknowledge a failure of some kind, e.g. *At the G8 summit, politicians met to discuss writing off third world debt; The last idea was a complete write off, so we're going to start again!*