



IEGULDĪJUMS TAVĀ NĀKOTNĒ

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1 Building a Career

Warm-up Questions

1. Think of as many good reasons as possible for studying business.
2. Think of the reasons why people are not interested in business studies.
3. Would you like to study business? Why? / Why not?

Language Focus

Read the letter below and choose the suitable verb for each of 1 – 10 to complete the letter with the appropriate collocations.

Dear Thomas,

You once asked my opinion about going to business school. Well, don't miss out on a wonderful opportunity to (1) **gain/make/boost** knowledge and to (2) **acquire/do/make** skills which will serve you for a lifetime. As well as (3) **receiving/gaining/improving** your employability and (4) **making/having/boosting** your future earnings, you'll (5) **obtain/get/have** lots of fun (6) **going to/getting/doing** parties and (7) **learning/doing/making** friends. If you choose a good school you'll (8) **learn/enhance/receive** tuition from experienced professors and (9) **do/make/obtain** practical experience that will really (10) **obtain/enhance/gain** your CV. If I were you, I wouldn't hesitate for one moment!

Alan

Speaking

Think of the reasons you mentioned before reading Alan's letter. Are any ideas in the letter to Thomas the same as yours?

In pairs, decide which collocations in Alan's letter relate to professional rather than personal experience. Use them to write sentences about yourselves that you could use in a job.

Talk about your education. Was it different from your parent's education? What sort of education would you like your own children to have?

Read the extract below about how to pay for studies. Choose a verb to complete each gap.

arrange borrow finance obtain subsidize support win

If you're not lucky enough to be married to a millionaire or to have parents with deep pockets, you may be wondering how to (1) _____ the next step in your education. Customs vary from country to country; one of the most popular customs is to (2) _____ a student loan, sometimes interest-free or tax-deductible, that is only payable when you are in full-time work. Many students who are unable to (3) _____ money from friends or family prefer to (4) _____ themselves by working part-time, and some are able to (5) _____ grants from local government or to (6) _____ scholarships from their universities. If you're already in work, try persuading your employer to (7) _____ your studies – in some countries companies are bound by law to contribute towards further education.

Discuss

1. What are the advantages of the methods of financing one's education mentioned in the text above?
2. What are the disadvantages of the methods of financing one's education?
3. Which ones would you use? Why?

Giving reasons

With a partner, use words and expressions for introducing a point and seeing both sides to explain the advantages and disadvantages of the following:

1. Studying something you dislike but are good at, and which pays well, or something you love doing, are perhaps not so good at, and which is badly paid.
2. Having a part-time job or borrowing money from the bank to pay for your studies, or working for two or three years before going to university.
3. Taking an interesting but badly-paid job in a small company in order to get more responsibility, or a boring but well-paid job in a large company with few career prospects.

Useful words and expressions:

Firstly, Besides, On the whole, As to , In addition,
As far as....., It's true that....., On the one hand....., on the other hand.....
What's more, Moreover, Furthermore..... Finally,

Case study

Decide which of the following features are more advantageous for an international business school.

History	More than 100 years old	Modern new school
Funding	Public	Private
Students	80% local, 20% foreign	80% foreign, 20% local
Teaching staff	Business professionals	Researchers
Location	International metropolis	Small seaside town
Site	City centre	Campus

Reading

How to Get In: University of Virginia Darden School of Business (by Kim Clark)

Here are some questions to admission officials at the University of Virginia, Darden School of Business regarding the application process. These are their responses:

1. What can applicants do to set themselves apart from their peers?

All business schools are looking for excellent applicants from all fields. So, rather than worrying about being "different," applicants should focus on self-awareness and what they can tell us about what they have done, who they are, and what they want to achieve.

2. What do you look for in the application essays?

Good essays allow us to imagine what this person is like in the workplace and to envision how they will contribute to the classroom discussion. Essays give us a window into who the applicants are and how they interact with others.

3. How much does prior work experience weigh into your decision making?

The quality of a person's work experience is much more important than quantity. We are looking for leaders in the workplace: the people who take initiative, manage or mentor others, manage projects and/or budgets, and work well in teams.

Discuss

1. What is meant by "application essay" in the text above? Have you ever written an essay like that?
2. What could be some of the most common mistakes that applicants make?

Writing

Imagine you are going to apply for business studies at some university next year. Read the Application Instructions and do the written task required below.

Application Instructions

A complete application consists of the following:

- Resume
- Covering Letter
- Essay
- Recommendation Letter
- Test Scores
- Application Fee

Essays

We are interested in learning more about you and how you work, think, and act. Please provide a brief overview of the situation followed by a detailed description of your response. Please limit the experiences you discuss to those which have occurred in the past three years. Choose one of the themes.

- Essay 1: Please describe a time when you did something more than you were expected. (do not exceed 250 words)
- Essay 2: Please describe a time when you convinced an individual or group to accept one of your ideas. (do not exceed 250 words)
- Essay 3: Please describe a time when you took responsibility for achieving an objective. (do not exceed 250 words)

Useful words and expressions:

I was born and raised in ...

In my experience ...

There are a few situations in this world as ...

I consider myself ...

I have had the good fortune to ...

I see/saw it as ...

I conquered first fears and went on to ...

I see/saw it as a challenge in which ...

There is no event that has affected my life as much as ...

2 Companies

Companies are involved in many activities like buying, selling, marketing and production, in a range of different industries, such as information technology, telecommunications, film, and car manufacture. Many well-known companies are multinationals, these are companies which operate in a number of countries.

Multinationals often have a complicated structure. There is usually a parent or holding company. This company owns other companies or parts of other companies. These other companies are called *subsidiaries*.

Match the information about these multinational companies to the correct company name.

Company	Company activities	The company says
REUTERS	The third largest record company in the world. It is also the world's largest publisher of songs and music.	"We are committed to providing high quality food."
THE EMI GROUP	The world's largest hamburger restaurant company. It has over 19,000 restaurants in 100 countries.	"We lead the world in the provision of news and financial information to broadcasters, newspapers, financial markets and on-line services."
DHL (worldwide express)	This company provides news and financial data to the business community.	"We aim to be the world's premier music company in all aspects of our business."
Mc DONALD'S	This company is an international air-express carrier. It delivers packages and documents all over the world.	"We keep your promises."

2.1. Company History

Choose one of the companies and write what you know about:

- what the company produces or provides,
- where the company started,
- where the company operates,
- who its main competitors are,
- what the company's business slogan is.

(BMW Coca-Cola Nike Levi Strauss & Co. Microsoft)

Tell about the chosen company using the underlined words and phrases below:

1. Car Parts Japan was established in 1958 in Nagoya.
2. It is mainly involved in selling used and new car parts all over the world.
3. They have three plants, two in Nagoya and one in Hiroshima.
4. The headquarters are located in their main plant in Nagoya.
5. The total number of employees is around 2890.
6. Total sales last year were around ¥ 76,890,000.
7. Its main competitors are the ones in China and USA.

Write down the possible questions that might have been asked to the answers above.

- 1 _____ ?
- 2 _____ ?
- 3 _____ ?
- 4 _____ ?
- 5 _____ ?
- 6 _____ ?
- 7 _____ ?

With a partner, ask and answer questions about the following companies. You can begin by asking "When was _____ established?"

Company: Smith Software Ltd.
Established: 1978
Plants: None
Head office: Los Angeles
Employees: 45
Total sales last year: \$ 45 m
Business line: industrial software

Company: Gough Hardware Ltd.
Established: 1892
Plants: 2 (Manchester, Hull)
Head office: Birmingham, UK
Employees: 1200
Total sales last year: £ 32 m
Main products: brass products

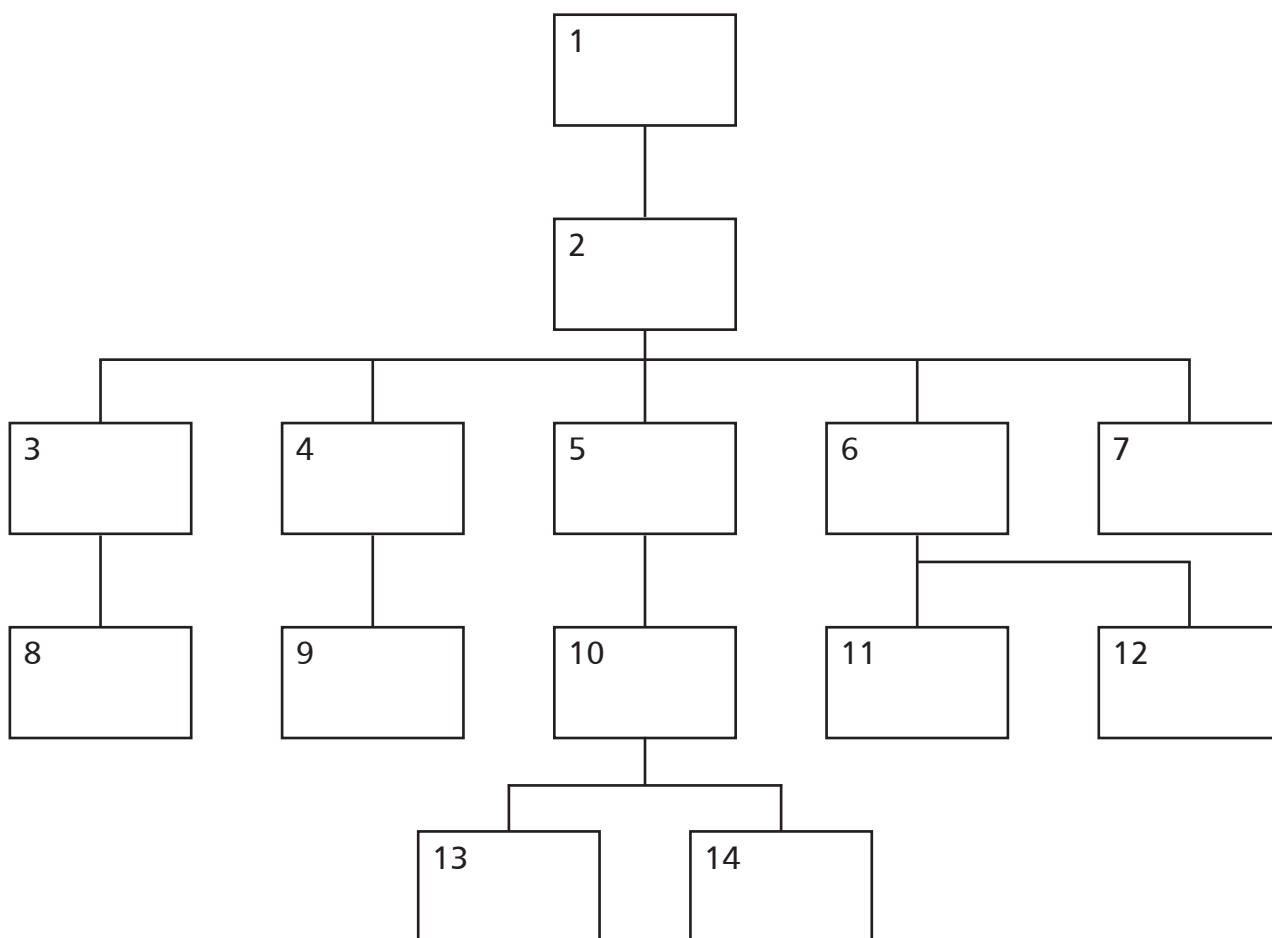
Company: Marine U.S.A.
Established: 1962
Plants: 2 (Miami, Nassau)
Head office: Miami
Employees: 320
Total sales last year: \$ 41 m
Main products: sailing yachts

Company: New Investments Inc.
Established: 1996
Plants: None
Head office: New York
Employees: 15
Total sales last year: \$ 31.6 m
Business line: estate property

2.2. Company Structure

Read this short presentation of the management team of a certain company and write the appropriate letters in the right places in the organization chart.

At the top of the company, the Chairman of the Board [A] is responsible to the shareholders. The day-to-day running of the company is the responsibility of the Chief Executive Officer or CEO [B], who has a seat on the Board. Five directors form the senior management committee of the company. Going from the left to right on the chart, we start with the Director of Finance [C], who runs his division with his Deputy [D]. Then we have the Director of Operations [E], who is responsible for production and logistics. The Factory Manager [F] answers directly to him. Next we have the Director of Marketing [G], who is also responsible for sales so the national Sales Manager [H] reports to him on the activities of the whole sales team, which is divided into two region, north and south, each managed by a regional sales manager [I; J]. The Director of Human Resources [K] has a Training and Development Manager [L] and a Compensation and Benefits manager [M], who look after the day-to-day running of the department. Finally, the Director of Research and Development [N] runs a small but important division of the company. She also reports directly to the CEO.



Practice

Describing layout. When describing the layout, go from general to more specific. Try to use your position as the focal point.

This is the office area.

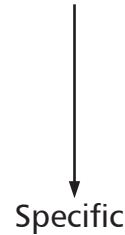
There are four departments on this floor.

In front of us there is ...

Next to the ... there is the.....

On your right/left there is the.....

General

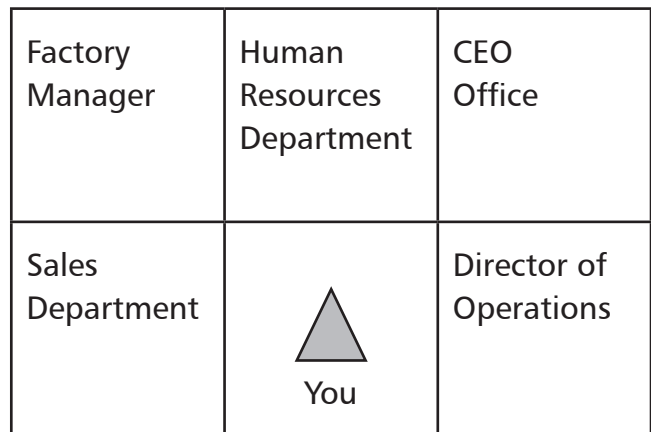


Look at the following layouts and describe each of them to your partner. Remember to start from general and go to specific.

Layout 1



Layout 2



Explaining Responsibilities / Functions

While on the tour around the company the visitor may ask you questions about what people do in every department or about functions of some equipment.

A: What does the Sales Department do?

B: It's responsible for supervising and directing the sales activities.

A: What are those computers used for?

B: They're used for customer orders.

Ask and answer questions with your partner about the following responsibilities and function.

1. Overseas Department (overseas sales)
2. Planning Department (long range business plans)
3. Systems Department (computer systems management)
4. robots (folding boxes)
5. rooms (meetings)
6. Product Development Department (developing new products)

2.3. Company Departments

A certain company is in trouble, several problems have appeared. Read the problems and match them with the correct departments.

- | | | | |
|--------------------|-------|-----------------------------|-------|
| 1 Distribution | _____ | 7 Telephone After-sales | _____ |
| 2 Personnel | _____ | 8 Marketing | _____ |
| 3 Research | _____ | 9 Reception | _____ |
| 4 Finance | _____ | 10 Switchboard | _____ |
| 5 Public Relations | _____ | 11 Information Technologies | _____ |
| 6 Production | _____ | 12 Quality | _____ |

Supply the missing remarks for the short dialogues.

A

One of the robots on the assembly line has stopped working.

B

Cash flow is much worse than I thought.

C

There's a national newspaper on the phone. They want to talk about water pollution near the factory.

D

There's something wrong with the network: all the screens have gone blank.

E

We have ten lorries waiting outside the main warehouse and there's nothing to put in them.

F

The unions have just asked for another 10%.

G

If we don't start producing some more useful ideas soon, they'll close down the laboratory.

H

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

I

I'm very sorry, madam. We certainly asked the taxi to be there at 3 p.m. I'll call them again immediately.

J

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

K

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

L

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

- 1 A: My name is Patrick Freewill. I'd like to see your Managing Director.
B: _____
A: Thank you.
- 2 A: I'm glad to welcome you to our company.
B: _____
A: I hear you'd like to see our headquarters.
B: _____
- 3 A: We have studied your latest catalogues and we are interested in buying some machines for our company.
B: _____
A: Could we see these models in operation?
B: _____
- 4 A: I understand that your company is the leading footwear manufacturer in this country.
B: _____
A: Is it possible to show us around the main shops?
B: _____
- 5 A: How many different products do you make?
B: _____
A: May I have your advertising literature with technical specifications?
B: _____

Work in a group. You have arrived in a big company and want to get a general picture of its activities. Choose one person to play the role of the manager of this company. Ask all the possible questions about the company's activities. Start with general questions and continue with specific ones.

Act out the following situations together with your partner.

- 1 You are planning to buy some computers for your office. You want to study the catalogues and ask your business partner some questions about the latest models.
- 2 You are very eager to get an expert order for your company. You are having preliminary talks with a potential customer. Try to make your proposals attractive to him.
- 3 The customer wants you to increase the export of your equipment to his country. You find the customer's proposal attractive but before the final decision you want to consult the Chairman of the Board.

2.4. Giving a Presentation about a Company

Warm-up Questions

- 1 Have you ever given a formal presentation at a meeting or conference?
Did you enjoy the experience?
- 2 Have you ever given a formal or informal presentation in English?
What about? Who to?

Signposting. Useful phrases.

Section of presentation	Signpost language
Introducing the topic	The subject/topic of my talk is ... I'm going to talk about ... My topic today is...
Overview (outline of presentation)	I'm going to divide this talk into four parts. I'd like to begin/start by ... Then/ Next ... Finally/ Lastly ...
Finishing a section	That's all I have to say about... So much for...
Starting a new section	The next issue/topic/area I'd like to focus on ... I'd like now to discuss... Let's look now at...
Analysing a point and giving recommendations	Where does that lead us? Let's consider this in more detail...
Giving examples	For example,... As an illustration,...
Summarising and concluding	To conclude... In conclusion... I'll conclude very briefly by saying that ...
Paraphrasing and clarifying	In other words... So what I'm saying is...
Invitation to discuss / ask questions	Please feel free to ask questions. Would you like to ask any questions? Any questions?

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

Cues

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

Language cards

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

Expressing the Movement of a Line

Verbs

Rise (to)
Increase (to)
Grow (to)
Climb (to)
Boom
Peak (at)
Fluctuate

Nouns

a rise
an increase
growth
a climb
a boom
(reach) a peak (at)
fluctuation

Adjectives

Dramatic
Sharp
Huge
Enormous
Steep
Significant

Adverbs

dramatically
sharply
hugely
enormously
steeply
significantly

Fall (to)

Decline (to)

Decrease (to)

Reduce (to)

Level out

Remain stable (at)

a fall (of)

a decline (of)

a decrease (of)

a reduction (of)

a leveling out

Describing the Speed of a Change

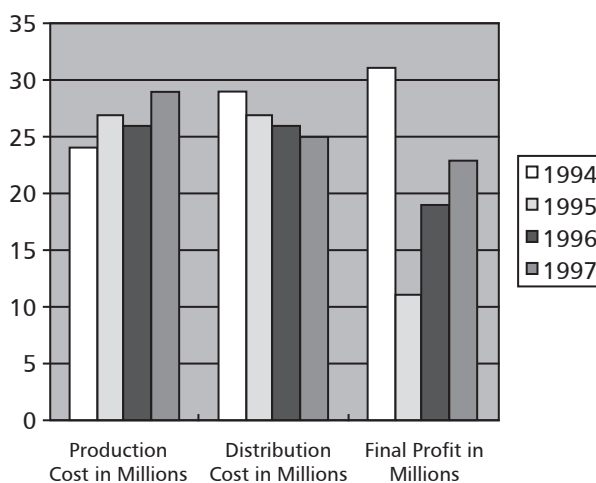
Adjectives

Rapid
Sudden
Gradual
Slow

Adverbs

rapidly
suddenly
gradually
slowly

Look at the graph and describe the three issues using the phrases and necessary parts of speech.



Example

Production costs in 1994 were 24 million dollars, but in 1995 they increased by 2 million dollars and reached 26 million dollars. In 1996 they decreased by 1 million dollars. In 1997 the production costs climbed up to 29 million dollars.

Newspaper headlines

Look at some headlines from the business pages of different newspapers. Match the headlines with the phrases below. There are two headlines for each phrase.

- a fall sharply __ __ c rise sharply __ __ e remain constant __ __
b fall slightly __ __ d rise slightly __ __

COST OF LIVING SOARS 1

Wall Street panics as share prices collapse 3

DEMAND FOR LUXURY GOODS WEAKENS 5

Investors happy as economy begins to recover 4

EURO KEEPS STEADY IN CAUTIOUS TRADING 2

MARKET REMAINS STABLE 8

Modest increase in stock market prices 6

Steep climb in share prices 9

Profits plunge in motor industry 10

SALES DIP IN SECOND QUARTER 7

Comparing Data

World motor vehicle production (in thousands)

	1992	1993	1994	1995	1996
USA	9,729	10,898	12,263	11,985	11,799
Europe	17,628	15,208	16,195	17,001	17,728
Japan	12,499	11,228	10,554	10,196	10,346

Are these sentences true or false? Tick (✓) the correct answer.

- a The USA produced more cars in 1992 than in 1993.
b Japan produced more cars in 1993 than in 1994.
c Europe produced fewer cars than the USA in 1995.
d Europe's best year was 1996.
e The USA's production was highest in 1993.
f Japan's production was lowest in 1995.

True	False

3 Management

3.1. Management Styles

Various **management styles** are dependent on:

- ★ the culture of the business,
- ★ the nature of the task,
- ★ the nature of the workforce,
- ★ the personality and skills of the leaders.

Coercive style (*"Do it the way I tell you"*). Demands immediate compliance. In a crisis, to kick start a turnaround, or with problem employees. Overall impact on climate: Negative

Authoritative style (*"Firm but fair"*). Mobilizes people toward a vision. When changes require a new vision or a clear direction is needed. Overall impact on climate: Most strongly positive

Affiliative style (*"People first, task second"*). Creates harmony and builds emotional bonds. Motivates people during stressful circumstances. Overall impact on climate: Positive

Democratic style (*"What do you think?"*). Forges consensus through participation. To get input from valuable employees. Overall impact on climate: Positive

Pace-setting style (*"Do as I do, now!"*). Sets high standard of performance. To get quick results from a highly motivated and competent team. Overall impact on climate: Negative

Coaching style (*"Try this!"*). Develops people for the future. Helps employee improve performance or develop long-term strengths. Overall impact on climate: Positive



3.2. Functions and Tasks of Management

There are four basic **functions** closely following each other:

- planning (defines company's goals, helps to work out plans)
- organising (gives every employee a specific job, co-ordinates all activities)
- decision-making (information is passed on to employees instructing them to fulfill tasks with maximum efficiency)
- controlling (compares plans and realities).

If we think of management as a group of top executives who steer a firm, the following **tasks** are the most important ones:

- defining the goals,
- inclusion of the goals in the plan,
- defence of the company's integrity,
- solving of critical situations.

Match the two parts to make the basic tasks and functions of efficient management.

- | | |
|-------------|------------------------|
| 1. fulfill | a. goals |
| 2. define | b. plans and realities |
| 3. give | c. employees |
| 4. compare | d. critical situations |
| 5. instruct | e. a job |
| 6. solve | f. tasks |

Find 10 words relating to management in the word search below (across, down and diagonally).

W	G	A	N	A	L	Y	S	E	T
D	E	V	E	L	O	P	Z	N	H
G	W	O	A	W	Y	I	E	P	R
M	E	I	P	E	N	M	V	V	E
Z	S	D	L	A	E	Z	A	W	A
G	R	C	G	G	O	A	L	S	T
J	Y	R	A	E	W	P	U	T	H
C	O	N	T	R	O	L	A	E	E
V	A	U	D	I	T	A	T	E	E
M	R	I	V	A	L	N	E	R	D

Latvian: analizēt, attīstīt, kontrolēt, plānot, vērtēt, vadīt, organizēt, audits, mērķis, menedžments.

3.3. Business Idioms

Read the sad tale of a manager John Fails. Then match the idioms (1-12) with their meanings (a-l).

John Fails was on the ball, he had a good track record and he had a good nose for a sale. He usually played his cards right, but success went to his head, he began to lose his touch, he was always up to his eyes in work, he started trying to pass the buck and then he put his foot in it. The boss gave him a piece of his mind, nobody put him in the picture any more and in the end he was fired.

- | | |
|---|--|
| 1. John Fails was on a ball. | a. He began to have too important an opinion of himself. |
| 2. He had a good track record. | b. He had too many things to do. |
| 3. He had a nose for a sale. | c. He made a big mistake. |
| 4. And he usually played his cards right. | d. He lost his job. |
| 5. But success went to his head. | e. He was not told what was happening. |
| 6. He began to lose his touch. | f. He was clever, he knew what was going on. |
| 7. He was always up to his eyes in work. | g. He made the right decisions. |
| 8. He started trying to pass the buck. | h. He passed responsibility to other people. |
| 9. And then he put his foot in it. | i. His job experience was good. |
| 10. The boss gave him a piece of his mind. | j. He talked to him very directly. |
| 11. Nobody put him in the picture any more. | k. He started to make mistakes. |
| 12. And in the end he was fired. | l. He was a natural salesman. |

Now write (or retell) the above information in everyday English.

4 Marketing

Complete each gap in the texts below with the appropriate word to create basic definitions about marketing, its aims and functions.

customers developing distribute needs place price producing
product (2x) profit promote service time want

Marketing is connected with getting the right (1) PRODUCT to the right (2) _____ at the right (3) _____.

Marketing is about meeting consumer (4) _____ at a (5) _____.

Marketing makes it easier for (6) _____ to do business with you.

Marketing aims to find out what people (7) _____; then (8) _____ and (9) _____ a (10) _____ or (11) _____ that will satisfy those wants; and then determining the best way to (12) _____ (13) _____ and (14) _____ the product or service.

customers plan marketing product services research
quality mix distribution goods demand

Marketers and all levels of management realise the vital importance of (1) _____. This has become the watchword of good business. (2) _____ and experience has shown that (3) _____ will pay more for (4) _____ and (5) _____ of high quality, and also that they expect every aspect of the (6) _____, including (7) _____, to meet the highest standards. The job of marketers is to design a (8) _____ (9) _____ with a (10) _____ of all the necessary components to satisfy consumer (11) _____.

'CCB Cables' wants to enter a new market. Read the e-mail to a possible export partner. Complete the e-mail with the words given below.

analysis demand free goods mix plan research trends

To: Peter Harrison

From: CCB Cables

Subject: Export proposal

Dear Peter,

Thanks for your letter about marketing our products in the South Pacific region. We certainly do want to sell our (1) _____ in every (2) _____ market in the world, but we need to do some market (3) _____ in your region.

I have four questions to start with:

- 1. What is the supply and (4) _____ like at present for our kind of products?*
- 2. What kind of (5) _____ do you think we should develop in our marketing (6) _____ ?*
- 3. What are the market (7) _____ in this sector?*
- 4. Can you recommend someone to carry out a detailed market (8) _____ for us?*

Please email as soon as possible. Thank you!

Steven Pierce

Marketing is often discussed in terms of the following factors:

- **product** – what you are selling
- **promotion** – ensuring people know what you are selling
- **place** – making sure that the product is available and accessible
- **price** – how much the customer pays for the product
- **people** – your own staff as well as the customer
- **process** – how you operate
- **physical evidence** – what the customer actually sees and gets

4.1. USP

Every company has or should have a USP (Unique Selling Point). The USP tells people what makes your business different from every other. Businesses currently use USPs as a basis for their marketing campaigns.

Fill the gaps with the missing words.

care competitors employees empowered experience
flexible goal invest quality talking

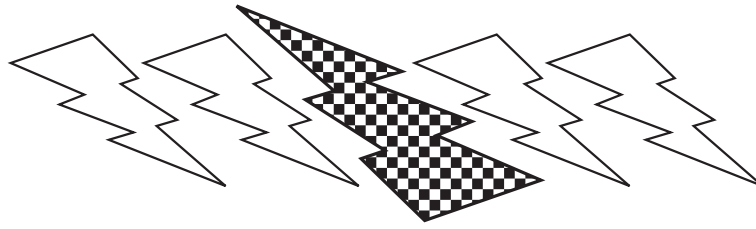
1. Our _____ are the best trained in the country.
2. We look at what our _____ do, then we do it better.
3. We spend more time _____ to our customers than any other company in our field.
4. The _____ of our goods and services is second to none.
5. We regularly win industry awards for our levels of customer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

Use the words in bold to fill in the blanks in the sentences below.

registered image advertising relations

1. Press conferences are important for public _____.
2. The main goal of public relations is to create or enhance _____.
3. A trademark is a _____ brand.
4. Endorsement is an _____ technique.

4.2. Branding



*The greatest change in marketing in recent years has been the growth in importance of **brands** and **branding**. **Brand strength** is often a more important factor in company valuations than physical assets. These days it is often brands and brand names that attract take-overs, rather than physical assets or access to particular markets.*

Complete each sentence with the correct word or phrase from the list:

brand identity
brand name
brand image

own-brand
brand valuation
unbranded

intangible assets
brand loyalty
premium brand

1. Coca Cola, Sony, Mercedes Benz: each of them is a famous _____ .
2. Deciding a financial value for a brand name is called _____ .
3. Consumers usually expect to pay less for products that are _____ .
4. Products like Chanel or Christian Dior have a _____ which is more glamorous than that of many less well-known competitors.
5. In the 1990s most supermarkets began to sell _____ products.
6. A brand name is valuable not only for the main products that are represented by the name, but also for the range of _____ that accompany that name.
7. A key concern for marketers is to establish _____ among their customers so that they do not buy similar products made by other companies.
8. Consumers are often prepared to pay a high price for a _____ which they believe represents high quality.
9. A new product must create a _____ so that it is easily recognised and associated with specific qualities.

4.3. Promotion and Advertising

Promotion is a universal name used to describe the ways in which companies get their message across to target groups and boost sales. Promotion is closely connected to marketing. Before any decision is made on the choice of the most suitable forms of promotion, the basic questions of communication have to be answered:

- ? who are the receivers
- ? what is to be told
- ? what is the best form of communicating the message.

Promotional means are the following:

- advertising
- sales promotion
- public relations
- personal selling.

Successful advertising generates sales. There are lots of ways to advertise a product:

- traditional media – TV, radio, the press
- outdoor advertising (billboards and transport)
- print media (newspapers, magazines, leaflets, posters)
- word-of-mouth
- online media (websites).

In the era of fierce competition companies have to come up with better ways of ensuring that people pay attention to their ads. Some ads are funny and interesting, some are shocking but they all are supposed to attract people's attention.



Look at the ad and think of the following:

- 1) What is the message of this ad?
- 2) How do you like it?
- 3) How do you feel looking at this photo?
- 4) Is it shocking? Why?/Why not?
- 5) What is the target audience for an ad like this?
- 6) Where could you find an ad like this?

Many advertisements contain a **slogan** or short phrase to attract the consumers' attention. Effective slogans are usually short, easy to remember, easy to repeat and easy to translate for international markets.

Read the texts about translations of slogans and brand names, and note the problem in each case.

A In Taiwan, the translation of the Pepsi slogan 'Come alive with the Pepsi generation' came out as 'Pepsi will bring your ancestors back from the dead.'

B When Parker marketed a pen in Mexico, its ads were supposed to say 'It won't leak in your pocket and embarrass you.' However, the company translated 'embarrass' as 'embarazar', which means 'to become pregnant.' So the ads said 'It won't leak in your pocket and make you pregnant.'

C In Italy, a campaign for Schweppes Tonic Water translated the name as Schweppes Toilet Water.

D Colgate introduced a toothpaste in France called Cue, the name of a French pornographic magazine.

E When Braniff Airlines translated a slogan for its comfortable seats, 'fly in leather' it came out in Spanish as 'fly naked.'

Write down five popular slogans in Latvian. Translate them into English.

1. _____
2. _____
3. _____
4. _____
5. _____

5 Conferences and Business Meetings

5.1. Selecting a Conference Venue

Choose an appropriate venue for a two-day business conference for about 320 guests from all over the world. Conference participants are going to need a reasonably priced place with Internet connection, good food and preferably some entertainment facilities.

Hilton Chicago *The following list provides some relevant information about Hilton Chicago.*

- Centrally located
- Conference room capacity - 200 people
- Audio/visual equipment, high speed Internet access
- Room discount for conference participants
- Fitness center and swimming pool
- On-site dining
- Rather expensive rental fees

Intercontinental Chicago *The following list provides some relevant information about Intercontinental Chicago.*

- Centrally located
- Conference room capacity - 350 people
- Wireless Internet connection available
- Fitness center and pool
- On-site restaurant, variety of dishes
- Affordable room prices
- Presenters need to bring their own laptop

Pheasant Run Resort *The following list provides some relevant information about Pheasant Run Resort.*

- Located at Chicago's doorstep
- Winner of the Best Venue Outside of Chicago
- Convenient public transportation
- 320-seat Auditorium
- Audio-visual equipment and wireless Internet connection
- Exceptional on-site entertainment and cuisine
- Rather high rental and accommodation fees

How to Choose a Conference Venue or Meeting Place

There is more to consider than just the budget when choosing a venue for the meeting or conference. Considering who is attending, numbers and where attendees are coming from, take into account the following with any potential venue.

- **Pick the right location**
- Is it a suitable conference venue?
- What is the availability of the venue?
- What are the size considerations?
- Does the conference venue have the right facilities?
- How much will it all cost?

The venue you choose has to enhance the experience of those attending and ensure positive attendance for future years. Take the time to choose carefully. Get a second opinion.

Your notes about the three venue options from text on previous page:

<u>Hilton Chicago</u>		<u>Intercontinental Chicago</u>		<u>Pheasant Run Resort</u>	
<i>for</i>	<i>against</i>	<i>for</i>	<i>against</i>	<i>for</i>	<i>against</i>
Your final decision: _____ because _____					

5.2. Meetings and Minutes Terminology

Preparing for and Calling a Meeting

There are many reasons why people may call or be called to a meeting. Meetings are announced

- by e-mail,
- by posting information on bulletin boards,
- at the end of another meeting.

There also must be verbal announcements or reminders which should always be backed up by documented ones. The date, location, time, length, and purpose of the meeting should be included. It is also important to indicate exactly who is expected to attend, and who is not.

Sample E-mail:

To: jane@paristours.com
cc: kana@paristours.com; thomas@paristours.com; nolan@paristours.com
From: pierre@paristours.com
Subject: Meeting

Hi Everyone,

We will be having a meeting next Friday from 2 PM-4 PM in Room 3.

All supervisors are expected to attend. The purpose of the meeting is to discuss the upcoming tourist season. As you probably have heard, this could be our busiest season ever. There are already twenty bus tours booked from Japan, and fifteen walking tours booked from North America. We are also expecting Korean and Australian tours in late summer.

Please make arrangements to have other staff members cover your duties during the meeting.

Thank you,
Pierre

Sample Notice:

MEETING
LOCATION: Room 3
DATE: Friday, May 5th
TIME: 2:00 PM-4:00 P.M.
FOR: Supervisors only
SUBJECT: Tourist Season
ATTENDANCE IS MANDATORY

5.3. Writing an Agenda

To keep the meeting on task and within the set amount of time, it is important to have an agenda. The agenda indicates **the order** of items and an estimated amount of **time** for each item.

Sample Agenda:

- 1 Welcome, Introduction: Pierre and Stella (5 minutes)
- 2 Minutes from previous meeting: Jane (10 minutes)
- 3 Japan Tours: Pierre (15 minutes)
- 4 N.A. Tours: Pierre (15 minutes)
- 5 Korean Tours: Pierre (15 minutes)
- 6 Australian Tours: Pierre (if time allows 10 minutes)
- 7 Feedback from last year: Everyone (15 minutes)
- 8 Vote on staff picnic: Everyone (15 minutes)
- 9 Questions/Closing remarks/Reminders: Everyone (5 minutes)

Business Minutes

In minutes there are a number of sections or headings under which work is carried out. Put the headings of each part of the minutes into the correct order that you expect to see in a set of minutes. Next to each one, translate the title into your own language.

English	Order	Your language
Any other business		
Participants present		
Introduction to meeting		
Date of the next meeting		
Apologies		
Items e.g. 1-10		
Approval or correction of previous minutes		
Matters arising		

Sample Minutes Outline:

Supervisor's Meeting

Friday, May 5

Room 3

Start: _____ Finish: _____

Chair: Pierre

Attendees:

1. _____

2. _____

3. _____

4. _____

5. _____

Late to arrive: _____

Early to depart: _____

The minute-taker can use a pen and paper or a laptop computer and does not need to include every word that is spoken. It is necessary to include important points and any votes and results. Indicating who said what is also necessary. A minute-taker should type out the minutes immediately after the meeting so that nothing is forgotten.

Basic Rules to be Observed

- Follow the Agenda
- Take the minutes
- Watch the time
- Regain focus
- Do voting
- Feedback, comments, discussions
- Closing the meeting
- Reminders
- Thank You's and Congratulations
- Follow-up discussing the next meeting



Imagine you are co-workers of one company and there is a need to have a brief meeting on some urgent issue. Select a chairman and decide on the theme the meeting will be about. Decide on the agenda. Keep to the rules and take the minutes.

Discuss the following questions

- 1) *What are the main reasons for holding a meeting?*
- 2) *Why are some meetings unsuccessful?*

6 Offices

Offices are places of work, social environments and they help represent the firm's image to the outside world.

One way of describing the function of the office is the administrative back-up for the organisation. Everyone involved in a business operation must refer to the office from time to time. Even in the first few minutes of the day the office comes alive. The salesperson calls to find out about prices, discounts or delivery dates. A customer telephones to find out about his or her orders. The applicants come for their interviews with the Personnel Manager. The Company Secretary comes to ask if the Agenda for the Board of Directors' Meeting is typed.

The office junior brings in the morning mail – it is opened, sorted and given to the various managers. The staff needs to know much about the business. They must be knowledgeable, courteous, prompt and competent. The receptionists create the first impression about the company.

The importance of the office is obvious. It is the hub of the communications network for the whole organisation. Technology affects the whole business, the concept of paperless office is beginning to emerge. Keyboards can communicate with computers which control all the electronic devices in the office. Electronic files replace conventional filing cabinets, copying machines appear together with printers which can print anything from texts to diagrams. Telephones can incorporate facilities from an answering machine to video-conferencing.

Whatever happens as a result of the new technologies, the role of the office will be changed, but not diminished. In other words, we can expect to have offices that are even more emphatically the very hub of the business.

Discuss

1. What is the function of the office?
2. Is the office work boring? Why / Why not?
3. Why is the receptionist's job so responsible?
4. What is a paperless office?
5. What sort of equipment would you expect to find on the desk of an executive in a modern office?



6.1. OFFICE REGULATIONS

1. Fire doors should be kept closed; fire exits must be kept clear.
2. Make sure filing cabinets are closed after use; do not open more than one drawer at a time.
3. Do not leave electric appliances plugged in overnight, or at any time when they are not being used.
4. Do not stack files, etc., on cupboards.
5. Make sure that gangways are not blocked with bags, files, wastebins, etc.
6. If any machine is not working properly, please call the maintenance service; do not try to mend it yourself.
7. Do not leave valuables unattended.
8. Make sure that confidential documents are carefully locked away in filing cabinets.
9. Please close all windows at the end of the day.
10. Please do not cover these instructions.








Think of any other issues to be included in the regulations. What else should be written in general regulations? Add at least two more issues.

1. _____
2. _____

Working Environment

You work in an office with eight sales staff, for a company with a turnover of 1.25 million pounds. You are an employees' representative responsible for health and safety. You feel that an improvement in the working conditions would result in higher productivity, happier staff and fewer days off for reasons of minor illness.

You have a note about working conditions:

-  *The work stations – old-fashioned and uncomfortable*
-  *Chairs – bad design*
-  *Lighting causes headaches*
-  *Paint work – dull, depressing*
-  *Traffic noise from the street*
-  *Too hot in summer*
-  *The space is too small*

You have a meeting with a manager responsible for the office. Ask for improvements in as many areas as you can.

6.2. The Internet and Computers

The Internet is a combination of telecommunications and computing. It is a network of computers sharing a common standard. The Internet:

- **technically** is a network of servers and linked up computers or another equipment
- **organizationally** it is a multitude of interconnected operators, the Internet service providers and users
- **materially** it is a range of all services which the Internet is capable of providing.

Computers:

Match the pictures with the appropriate word:

printer scanner monitor tower case mouse keyboard



1. _____



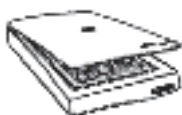
2. _____



3. _____



4. _____



5. _____



6. _____

There are input and output devices to be connected to a computer for a specific purpose.

Sort the following devices in two categories: Input and Output devices.

1. monitor _____
2. mouse _____
3. inkjet printer _____
4. scanner _____
5. digital camera _____
6. keyboard _____
7. speakers _____

6.3. E-commerce and Electronic Trading

E-commerce is commerce conducted via computers and electronic networks which are both public (the Internet) and private (corporate intranets and extranets). The public generally views e-commerce as the buying and selling of products and services over the Internet.

Our era is of a special nature not only because it is the most technologically advanced, but mainly because it allows the creation of an entirely non-physical business world where virtual firms can exist just by doing business online.

E-commerce can be applied in two ways:

- in business involving physical goods, digital information mainly serves for control purposes throughout the distribution channel
- in virtual business, companies can carry out various kinds of online transactions by organizing relevant information.

Main benefits of e-commerce

The Internet offers several advantages for both the sellers and the buyers.

Advantages for sellers:

- Market research can be carried out faster and more efficiently.
- New partners can be enlisted faster.
- When orders are sent electronically, the potential for errors is eliminated.
- Inexpensive swap of all kinds of data.
- Information technologies shorten the time needed for technical research.
- Manufacturing costs are reduced thanks to shorter production cycles.
- In the wholesale and retail trade, there can be big savings in the transaction and processing costs.
- Routine operations run much faster.

Interesting!

Processing an airline ticket sold by a travel agent or by the airline directly costs \$8.00; if the same ticket is sold electronically, the processing costs \$1.00

Advantages for buyers:

- Market research is easier for consumers who identify the best suppliers of quality goods with the lowest prices and the most comprehensive service.
- Convenience and wide selection suit many companies. Customers may place orders for products and services from their own homes.
- Auctions, marketplaces and e-hubs are convenient locations for buyers to select the most competitive offers.
- Shoppers are able to shop for almost anything, anywhere and any time of the day.

Problems of e-commerce

- Social and economic factors. Online commerce moves very slowly from North America and the most developed regions of Europe and Asia to other areas where only a small number of companies are wired. Different industries move at uneven speeds, but e-commerce requires equally equipped partners.
- Communication problems. Doubts as to whether the communication will be congestion-free.
- Legal problems. Different taxation in different countries, privacy protection, intellectual property rights.
- Security concerns. Confidential transactions are still endangered.
- Obstacles on the international trade. Moving physical goods across borders is often problematic. Problems start with different export and import regulations on both sides.
- Subjective factors. Resistance to the Internet. Many people choose to make purchases in shops where they 'do not buy a pig in a poke'. They also do not want to disclose credit card data to others. 77 % people (USA survey, 2002) say that shopping in normal stores is more secure, easier and more enjoyable.

The Internet and the e-commerce not only offer opportunities but also pose some threats. The Internet is much about learning. There is a rising number of companies which learn to use it to advance in sales, purchases, services and other kinds of operations.

Think of the following. Discuss with your classmates:

1. Are you a competent user of computers? Do you know a lot about software and hardware issues?
2. How old were you when you learned to use a computer? What was the main purpose you used a computer for?
3. What do you use the Internet for? How often do you use it?
4. Can you imagine living without having possibility to use the Internet? Why? / Why not?
5. Have you ever purchased anything online? What was it? How did you like the process of purchasing? Were there any problems or difficulties you experienced? If so, what were they?
6. Which kind of shopping do you prefer – online shopping or shopping in stores? Why?
7. Are you concerned about security in the Internet? Why? / Why not?
8. Decide what are the three biggest advantages and disadvantages of e-commerce. Explain your choice.

Advantages	Disadvantages
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

9. Prepare a short speech/monologue on one of the following themes:

- E-commerce – the way I see it.
- E-commerce and the consumer.
- E-commerce – still a few problems to overcome.

Notes:

7 Job and Career

7.1. Applying for a Job

Job search

You've decided you need a new job.

- Where do you start to look and what kinds of resources are available?
- Who are the best people to talk to?

The following text gives some suggestions which you might find helpful. Complete the sentences and test your knowledge of the language of jobs by choosing the correct noun to fill the gaps.

Most jobs are advertised as current (1.vacancies/application/position). They appear in the local and national (2.press/bodies/resource), trade (3.journals/contacts/resource) and specialist career publications. In addition, many professional (4.bodies/contacts/agencies) offer an appointments service which can help job seekers find a suitable (5.position/application/vacancy) in a particular (6.industry/ladder/scheme). Recruitment (7.bodies/agencies/contacts) hold details of a wide range of vacancies, and possibly local training (8.industry/ladder/scheme). The Internet is a valuable (9.press/journals/resource) not only for vacancies but to find background information on companies.

Approximately one third of jobs are never advertised, but may be found by approaching a company directly. This is called a speculative (10.position/application/vacancies), and is common among students starting at the bottom of the career (11.industry/ladder/schemes). Finally, don't forget to use your personal (12.bodies/contacts/agencies).

Describing ability

A Human Resources Manager has created a shortlist of applicants who could be suitable for a vacancy in the company. Look at the descriptions of the possible candidates he plans to invite for a job interview.

- Harry has a can-do attitude and is able to meet deadlines.
- Tomoko is a self-starter who can work on her own initiative.
- Ivan is able to multi-task and has a proven track record.
- Li is an effective team player with a customer-focused approach.
- Cristina is numerate and computer literate.

Which candidate...

- is good with figures?
- co-operates with colleagues?.....
- is good at working on his/her own?.....
- can finish a job on time?.....
- has a good rapport with clients?
- has a history of success?
- has a positive approach?
- has IT skills?
- can cope with several jobs at the same time?

Selection

When a firm wants to fill a vacancy, it will go through certain procedures to find a suitable employee. This is called a 'selection process'. This text describes a typical selection process, but in the wrong order! Order the sentences so that the paragraph makes sense.

- ____ and applications are received.
- ____ Next, appointments are arranged
- ____ Firstly, a vacancy is advertised
- ____ and suitable candidates are invited for an interview.
- ____ and one of them is selected.
- ____ The candidates on the list are interviewed again,
- ____ A job offer is made to the successful candidate,
- ____ and applicants are interviewed.
- ____ These are sorted
- ____ After that, a final short list is drawn up.
- ____ and finally, an employment contract is signed.

7.2. Compiling a CV

Look at the following stages in the preparation of a CV.

- *Think about what the job involves.* - It's important to get a good idea of the kind of work you would be doing so that you can include relevant information in your application.
- *Think about what sort of person would be chosen to do it.*
- *Identify your skills that match the job description.* - Don't forget skills such as teamwork, creativity and leadership.
- *Decide on a layout.* - Make sure the layout is clear, with plenty of space.
- *Review your previous experience.* - Think about the things you've done in the past which might help you with this job.
- *Find suitable language to describe your experience.* - Use strong, positive words. Be truthful, but don't be afraid to show off your talents!
- *Draft the first version of your CV.* - Try to keep it short - many employers prefer CVs to be two pages maximum.
- *Check your CV for mistakes.* - Employers won't be interested in you if your CV is full of errors!

Organising Information

Although there are different views on how to organise a CV, most prospective employers would expect to see the following headings:

- *Education* (schools, university, other training and qualifications).
- *Referees* (former bosses or others willing to confirm you are a good candidate)
- *Personal Details* (nationality, age etc.)
- *Profile* (a few lines: who you are and what makes you special)
- *Additional Skills* (things you can do: languages, computer skills etc.)
- *Interests* (Do you like reading, dancing, football, etc?)
- *Professional/Work Experience* (Previous jobs and what your role was)

Johan Bergfield, a German graduate, has collected the relevant details for his CV but now he must organise them. Look at the following points and decide which heading he should put them under.

Example:

University of Stuttgart - degree in Business Information Management: 'Education'

Fluent in English
Nationality - German
Assistant Project Manager
Excellent communication skills
Full driving license
Diploma in English with Business Studies
Skiing and windsurfing
Computer literate
Able to work on own initiative and under pressure
Responsible for customer service
Dr H. Mayer, University of Bath

Here are some common phrases you might use when applying for a job. Choose words from the table below.

to of under in for

- I would like to apply _____ the position _____ ...
- If you would like to discuss this _____ more detail, ...
- I enjoy working _____ pressure.
- I was _____ charge _____ ...
- I was responsible _____ ...
- With reference _____ ...

7.3. Covering Letter

Choose the appropriate word from the brackets.

Dear Mr Summers,

I am writing to (1.*apply/ask/request*) for the position of Editorial Assistant which was (2.*shown/advertised/presented*) in the latest edition of Gulf News.

I am currently (3.*worked/employed/used*) by a Market Research company as a research assistant, but am keen to (4.*want/pursue/take*) a career in publishing, because I enjoy reading and write my own poetry.

As you will notice on the (5.*enclosed/mentioned/attached*) CV, I graduated in European Literature. At University I gained considerable (6.*experiment/expression /experience*) working on the student magazine, so I am (7.*familiarised/familirier/ familiar*) with editing techniques. I work well under (8.*anxiety/demands/pressure*) and enjoy working in a team. In addition, I speak English (9.*excellently/fluently/strongly*).

I would be (10.*available/around/accessible*) for interview from next week. Meanwhile, please do not (11.*hesitate/wait/stop*) to contact me if you require further information.

I look forward to hearing from you.

Yours sincerely,

Martha Reinolds

FAQs (Frequently Asked Questions) at an Interview

It's always a good idea to try to predict what questions you will be asked in an interview and prepare some answers before you go in. Here are some examples of most common interview questions. Match them with suitable responses.

- | | |
|--|--|
| - Why did you choose this company? | - I have excellent time management but I can be impatient for results. |
| - What are your strengths/weaknesses? | - People say I am sociable, organized and decisive. |
| - How would your friends describe you? | - Leading the University football team to the national Championships. |
| - What is your greatest achievement? | - Because I think I will find the work environment both challenging and rewarding. |
| - How well do you work in a team? | - I always support my colleagues and believe we should work towards a common goal. |
| - Where will you be in 5 years' time? | - My aim is to have a position in the Management Team. |

7.4. Job Interview. Responding positively

During the interview, always be positive about your previous experiences. Never offer negative information! Instead, sell yourself using active, positive words. In the exercise below, match words from the left to the right to make 'power phrases'.

- | | | |
|----------------|-----|----------------|
| 1. showing | ___ | a. colleagues |
| 2. presenting | ___ | b. information |
| 3. solving | ___ | c. objectives |
| 4. controlling | ___ | d. ideas |
| 5. achieving | ___ | e. budgets |
| 6. motivating | ___ | f. deadlines |
| 7. meeting | ___ | g. initiative |
| 8. creating | ___ | h. problems |

It is important that you know what you want to say during the interview.

First impressions are important because they have a lasting quality. People whom you meet for the first time are like little radars of your attitude. If your attitude is positive, they receive a friendly, warm signal, and they are attracted to you; if your attitude is negative, they receive an unfriendly signal, and they try to avoid you.

What you say and how you say it are your basic resources – the basic tools you have to work with. **You are your own marketing manager**; therefore it's up to you to sell yourself to the interviewer.

Why didn't I get the job?

- Poor personality and manners: poor presentation of self, lack of self-confidence.
- Lack of goals and ambitions, did not show interest.
- Lack of enthusiasm and initiative.
- Poor personal appearance and careless dress.
- More interest in salary than opportunity.
- Inability to express yourself well, poor speech habits.
- Lack of maturity, no leadership potential.
- Attitude of "what can you do for me?"
- No work experience.

You are going to write a **letter of application**. First, read the task and think about what the job requires. You have read this advertisement in an international magazine. Write your application in 120-180 words. Do not write any addresses.

CAMP USA

We are looking for helpers to organise sports and other activities at our American summer camps for children.

You must be 18 or over and able to work for at least 6 weeks, starting July 15. You should also be fit, enthusiastic and responsible. Accommodation, food, pocket money, medical insurance and return travel are all provided.

Apply to:

Camp USA, Box 104, Bath

Plan what you are going to write, use the questions to help you. You can invent as much information about yourself as you like.

Age	How old do you think an ideal applicant would be?
Availability	When would you be available?
Sports	What sports are popular with children? What sports are you good at? Do you play any team games?
Other activities	What activities could you be asked to organise? Do you have any experience of these activities?
Qualities	How could you indicate that you are physically fit? How could you show your interest and enthusiasm? In what ways could you demonstrate that you are responsible? Have you any experience of looking after children?

Follow this plan. Remember to write in formal English.

Paragraph 1	Say why you are writing and where you saw the advertisement.
Paragraph 2	Give relevant details about yourself and your availability.
Paragraph 3	Say what skills and experience you can offer. Be convincing!
Paragraph 4	End your letter in an appropriate way. Refer back to the model if necessary.

Finally, read through your letter, checking grammar, spelling and layout.

7.5. Selecting the Employee of the Year

Read the given information about the three candidates for 'The Employee of the Year' title award. Choose one and justify your choice.

Jerry O'Donnell, **Marketing Manager** *The following is a list of some of Jerry's personal characteristics and comments made by the Chief Executive Officer and other colleagues.*

- 37 years old
- 6 years at the company
- Productivity increase 20% in his department
- Projects done on time
- Interesting advertisements
- Manages different projects at the same time
- Doesn't share ideas with other people

Helen Smith, **Principal Project Accountant** *The following is a list of some of Helen's personal characteristics and comments made by the Chief Executive Officer and other colleagues.*

- 45 years old
- 12 years at the company
- Steady increase in productivity over the years
- Excellent work ethic and dedication
- Wide ranging responsibilities
- Colleagues admire her for her work
- Plans to leave the company next year

Carol Wilson, **Senior Accountant** *The following is a list of some of Carol's personal characteristics and comments made by the Chief Executive Officer and other colleagues.*

- 28 years old
- Does more than what her job description requires
- Generous with her peers
- Excellent organization skills
- Good attention to detail
- Effective budget analysis and review
- Hired 6 months ago

Your notes about the three candidates:

<u>Jerry</u>		<u>Helen</u>		<u>Carol</u>	
<i>for</i>	<i>against</i>	<i>for</i>	<i>against</i>	<i>for</i>	<i>against</i>
Your final decision: _____ because _____ _____					

Discuss these questions.

- If you could do any job, which would you choose and why?
- What qualifications, skills and personal qualities would you need for it?
- What would be the advantages and disadvantages of having this job?
- What are the most important considerations for you when choosing a job?
- How could employers improve working conditions?
- What are advantages and disadvantages of working from home?

Work in pairs. Imagine you are thinking of changing careers. With your partner spend about three minutes talking about the abilities and personal qualities needed to do these jobs.

What abilities and personal qualities would you need to do the following jobs?

- *a reporter*
- *a teacher*
- *a lifeguard*
- *a doctor*
- *a DJ*
- *a politician*
- *an accountant*

7.6. Features of Character. Personal Qualities

<i>What are you like?</i>		<i>Sayings, set phrases and expressions</i>	
<u>Positive</u>	<u>Negative</u>		
accurate	arrogant	—	There is something fascinating about her.
affectionate	bad-tempered	—	Personality matters most.
ambitious	big-headed	—	Honesty is all that matters.
balanced	bossy	—	Never judge by appearances.
brave	careless	—	First impression is usually right.
cautious	chaotic	—	I can handle any situation.
cheerful	childish	—	She has a brilliant sense of humor.
clever	cowardly	—	What annoys me about him is that....
creative	cruel	—	He is really down-to-earth.
easy-going	dishonest	—	She has lots of common sense.
frank	double-faced	—	We have a lot in common.
friendly	dull	—	He is very popular with everyone.
generous	forgetful	—	They are fun to be with.
hard-working	greedy	—	I fell out with her but soon we made it up
helpful	hot-tempered	—	again.
honest	hypocritical	—	She is a typical extrovert.
intelligent	impatient	—	I am sometimes too bubbly and cheerful.
inventive	impulsive	—	He may sometimes be messy-looking.
kind	inaccurate	—	She is a replica of her mother.
lively	insensitive	—	I am of medium height and build.
modest	intolerant	—	He seems vaguely familiar to me.
optimistic	lazy	—	He knows computers inside out.
outgoing	materialistic	—	I can always turn to him for help.
outspoken	mean	—	She cheers me up.
patient	moody	—	
polite	pessimistic	—	
punctual	quiet	—	
reliable	selfish	—	
sensible	shy	—	
strict	stubborn	—	
sympathetic	talkative	—	
talented	tense	—	
tolerant	unfriendly	—	
understanding	unhelpful	—	
well-behaved	unpleasant	—	
witty	vain	—	

Think of your positive and negative qualities. Would you like to change anything about your personality? Why?/ Why not?

7.7. Contract of Employment

Contract is an agreement between two or more sides. Read the dialogue where the manager explains the working agreement to his new employee.

Manager: Ok. So the first part is your job title. You are a commercial clerk.

Employee: Ok.

Manager: Remuneration comes next – in other words – how much we'll be paying you.

Employee: Salary?

Manager: Exactly. But there's more to it than just your basic salary. You need to know about your expenses – what you are entitled to claim for, for example, and what you're not.

Employee: Ok. You mean like travel claims.

Manager: Exactly. Except you won't be travelling.

Employee: Oh.

Manager: The next clause is about pensions – you know we pay a certain amount of your salary into a pension fund which later pays your company pension.

Employee: Right.

Manager: It's not much, so you'll need to have your own pension plan too. We can delete the bit about stock options – it doesn't apply to you.

Employee: I see.

Manager: Your holiday entitlement comes next. You see here you have 10 days paid leave in your first year, and 15 days a year after that.

Employee: Great. Does that include all the public holidays like Christmas?

Manager: No, no. You get those too. Now, this clause here is about what happens when you are sick – you see that you need to see a doctor if you're away for more than 2 days. And here's the maternity clause.

Employee: Ok. Excuse me. What's probationary period.

Manager: That's where we watch you for the first 3 months to see if we like you. And of course you see if you like us. Both of us can terminate the contract within 48 hours during this time.

Employee: Ok.

Manager: Now comes the confidentiality clause. You can't tell other companies about our products and customers, for example. Intellectual property rights, trade rights, sensitive documents – that sort of thing.

Employee: Sure.

Manager: And if you ever leave us, you can't provide similar services for any of our customers or direct competitors for up to 6 months.

Employee: Ok.

Manager: Grievance procedures cover what you need to do if you think we're treating you badly, for example.

Employee: All right.

Manager: And the last section here gives details of working hours, lunch breaks, core working times, that sort of thing.

Employee: Ok.

Manager: I suggest you go and read this carefully, and if you don't have any questions after that we'll sign it and you can start work immediately.

Employee: Thank you.

Vocabulary exercises

Find an appropriate translation for the following words:

- | | |
|--------------------|-----------------------|
| 1. clerk | ___ konfidencialitāte |
| 2. entitlement | ___ izsvītrot |
| 3. grievance | ___ opcija, izvēle |
| 4. probationary | ___ būtība |
| 5. confidentiality | ___ pārbaudes- |
| 6. option | ___ sūdzība |
| 7. core | ___ tiesības |
| 8. delete | ___ ierēdnis |

Find the word pairs in the text. The first half is given.

- | | |
|--------------------|-------|
| 1. direct | _____ |
| 2. working | _____ |
| 3. lunch | _____ |
| 4. probationary | _____ |
| 5. confidentiality | _____ |
| 6. commercial | _____ |
| 7. travel | _____ |
| 8. holiday | _____ |

Complete the sentences with appropriate words.

1. Another word for trial period is _____ period.
2. Companies normally want to keep things secret, so contracts often include a _____ clause.
3. A person who works in an office is sometimes called a _____.
4. Managers often have a basic salary which is supplemented by stock _____.
5. Everyone has to be at work during _____ hours.
6. Grievance _____ cover what you need to do if you think the employer is treating you badly.

8 Communication

Look for the words which match the following descriptions. The words may run from the top down, from left to right or diagonally.

1. It can weigh less than 200 grams and you can call your friends from almost anywhere with it. (6 and 5 letters)
2. A simple personal telecommunications device for short messages, it can only receive a message. It beeps to tell you there's a call. (5 letters)
3. It connects computers round the world. (8 letters)
4. A collection of related web pages, images, videos or other digital assets that are addressed relative to a common Uniform Resource Locator (URL). (7 letters)
5. The way for your company to buy and sell its products and services via computer. (9 letters)
6. A message you send from one computer to another. (5 letters)
7. A computer which you can carry with you when you travel. (6 letters)
8. A computer which you can put in your pocket. (7 letters)
9. A virtual company which does most of its business on the Internet. (6 letters)

M	A	D	O	T	C	O	M	I	N	G	I	N	H	E	R
K	T	U	Y	O	P	N	D	S	X	A	Q	R	J	K	L
E	I	P	S	Q	T	A	B	U	L	A	P	A	G	E	R
I	A	N	A	T	R	R	S	P	Z	A	N	T	I	C	A
W	V	O	L	L	U	M	F	B	I	R	P	E	Y	W	M
Q	O	R	F	U	M	P	S	W	G	E	R	T	Y	U	O
I	J	O	P	E	S	T	D	F	D	G	H	J	O	K	B
L	H	Z	N	C	M	W	O	R	U	D	R	Z	E	P	I
K	E	L	P	O	G	H	J	P	D	S	U	T	R	W	L
U	M	Q	U	M	S	X	D	W	F	C	R	A	Y	J	E
G	A	V	D	M	A	I	N	T	E	R	N	E	T	H	P
J	I	D	L	E	F	G	T	H	R	O	V	F	R	E	H
B	L	N	B	R	X	C	W	E	B	S	I	T	E	W	O
D	E	G	T	C	N	Y	U	R	S	E	T	R	D	A	N
O	L	Q	W	E	X	H	K	N	W	E	G	V	R	W	E

Write the words here:

- | | | |
|----------|----------|----------|
| 1. _____ | 4. _____ | 7. _____ |
| 2. _____ | 5. _____ | 8. _____ |
| 3. _____ | 6. _____ | 9. _____ |

8.1. Meeting a Visitor/ Foreign Business Partner

Warm-up Questions

- 1 Have you ever met anyone from abroad at an airport / train or bus station?
- 2 What did you talk about after meeting?
- 3 What language did you speak? Was it easy to communicate?

Language Focus

Different phrases and expressions are used when you greet someone for the first time and when you already know the person. However, in both cases you usually shake hands with the other person.

First time

A: How do you do? I'm Mr Kalniņš.

B: How do you do? I'm Mrs Harper.

A: Nice to meet you, Mrs Harper.

B: Nice to meet you too, Mr Kalniņš.

After the first time

A: How are you, Mrs Harper?

B: Fine, thanks. And you?

A: Fine. Nice to see you again.

B: Nice to see you again too, Mr Kalniņš.

Small talk

How was your flight / trip?
How long did it take you to ?
Is this your first time in?
What do think of?
Do you like?
Would you like to?

When meeting visitors, there may be times when you will offer them help. For instance, they might need your help to carry their luggage, make a telephone call, rent a car or make a hotel reservation.

A: Can I help you? / Would you like me to help you with?
B: Yes, thank you. / No, that's fine.

Practice

Use the phrases to practice greetings in the following situations with your partner:

- | | |
|------------------------------|-------------------------------|
| 1 Mr Brightman (first time) | 3 Ms Eriksen (not first time) |
| 2 Mrs Woods (not first time) | 4 Mr Wang (first time) |

Read the following problems the visitors have. Offer to help them by writing your offer on the line.

- 1 Visitor: I need to find a car that I might rent for a week or so.
You: _____?
- 2 Visitor: I need somebody to help me carry my three suitcases to the taxi.
You: _____?
- 3 Visitor: I would like to find a telephone box to make a phone call.
You: _____?
- 4 Visitor: I need to book a room for two nights.
You: _____?

Think of five questions a foreign visitor might ask you and five questions you might ask him/her at a first meeting. Write them below. Then ask and answer questions with a partner.

Visitor's questions

- 1 _____?
- 2 _____?
- 3 _____?
- 4 _____?
- 5 _____?

Your questions

- 1 _____?
- 2 _____?
- 3 _____?
- 4 _____?
- 5 _____?

Meeting business partners and socializing

pārdošanas vadītājs – sales manager

apmeklēt izstādi – to attend an exhibition

filiāle – department

paiet ilgs laiks – it takes a long time

atkarīgs no – depends on

Role-play. Small talk with a foreign visitor.

A: Labrīt un esiet sveicināta Rīgā! Mani sauc, esmu "*Beauty World*" direktore un īpašniece.

B: Labrīt! Patīkami ar jums iepazīties. Es esmu, pārdošanas vadītāja no "*Nice Life*".

A: No kurienes jūs esat? Vai jūs esat no Stokholmas?

B: Jā, es dzīvoju un strādāju Stokholmā.

A: Es ceru, jūsu lidojums bija bez kavēšanās. Vai jums ir bagāža?

B: Lidojums mazliet kavējās, apmēram 15 minūtes. Bagāžas man nav. Tikai šī soma. Es plānoju šeit pavadīt tikai 2 dienas.

A: Vai jūsu uzņēmuma direktors nevarēja ierasties? Mēs gaidījām arī viņu.

B: Nē, direktors ir Somijā. Mūsu uzņēmumam tur ir biznesa partneri. Viņš ir aizbraucis, lai apmeklētu izstādi.

A: Vai tiešām? Cik ilgi viņš tur būs?

B: Domāju, ka trīs dienas.

A: Cik es atceros, jūsu uzņēmumam ir vairākas filiāles.

B: Jā, to ir diezgan daudz. Vispār, tās visas ir Baltijas jūras reģiona valstīs.

A: Tas ir iespaidīgi.

B: Jā, jums taisnība. Bet paiet ilgs laiks, kamēr sakārto sistēmu. Tas ir ļoti atkarīgs no darbiniekiem un vadības.

A: Un kā jūs pavadāt nedēļas nogales?

B: Tas ir atkarīgs no laika apstākļiem, parasti es dodos izbraucienā ar velosipēdu. Un jūs?

A: Es parasti apciemoju vecākus, bet dažreiz eju uz kino vai teātri.

B: Atvainojiet, man zvana uzņēmuma direktors. Man jāatbild.

A: Jā, protams. Dariet tā. Un pēc tam es jums parādīšu pilsētu.

B: Liels paldies.

Read the dialogue at the airport and make a similar one translating the text on the next page.

Socializing at the airport

Arthur Jones: Thanks for meeting me at the airport, Maggie. Have you been waiting long?

Margaret Carter: No, I haven't. So, how was your flight?

Jones: It was just fine. Nothing unusual.

Carter: You don't have any baggage you need to pick up, do you?

Jones: No, this is all I brought.

Carter: So, how are things?

Jones: Quite busy at the moment, I'm afraid.

Carter: Yes, you seem to be doing quite a bit of traveling.

Jones: Today London, tomorrow Amsterdam. I'm getting to be quite a regular at the airport these days. I hope it quiets down soon, though. I'd like to sit at my desk and start going through the emails and the piles of work waiting for me.

Carter: Here's my car.

Jones: Is it a company car?

Carter: Yes, it is. Unfortunately, it isn't a reliable car. One of these days I'm going to leave it at the car dealer and just buy my own car – somewhere else.

Jones: Do you have to travel much with your job, Maggie?

Carter: Not really. A few times a year I have to go to large meetings around England, but it's the regional managers who have to do most of the traveling.

Jones: That's not too bad.

Carter: No, it isn't. I did enough traveling in the past. What time is your flight back to Manchester?

Jones: Departure time is 3.30 p.m.

Carter: I'll give you a lift, then.

Jones: That's not necessary. I can take a taxi.

Carter: No, I insist. I can take you straight from the restaurant to the airport. That will be no problem at all.

Jones: London traffic is far worse than Manchester traffic.

Carter: It's terrible. I wish I could take the train into the city. Some days I do.

Jones: How long does it take you to get to work?

Carter: 45 minutes on a good day.

Socializing at the airport

A: Labrīt,

B: Labrīt, Kā atlidojāt?

A: Paldies, viss bija lieliski. Nekā neparasta. Vai jūs ilgi gaidījāt?

B: Nē, tikai kādas 15-20 minūtes.

A: Tas ir labi. Kā jums iet?

B: Paldies, viss kārtībā. Strādājam! Vai jums ir kāda bagāža, kas jāpaņem?

A: Nē, man ir tikai šī soma, jo rīt es lidoju uz Parīzi.

B: Izskatās, ka jūs tiešām daudz ceļojat darba darīšanās.

A: Kādreiz tā bija, bet tagad ceļoju pāris reizes gadā. Un jūs?

B: Jā, es ceļoju diezgan daudz, bet pārsvarā ar vilcienu. Tas ir vislabākais transporta līdzeklis.

A: Kāpēc jūs tā domājat?

B: Vilcienā var lasīt, rakstīt un pārdomāt darba lietas. Un tas nekad nestāv satiksmes sastrēgumos.

A: Jā, jums taisnība. Vilciens ir ērts un arī ātrs transporta veids.

B: Te ir mana mašīna. Diemžēl parasti paiet 20-30 minūtes, lai nokļūtu birojā.

A: Tas nekas. Arī mašīna ir ērts transporta līdzeklis!

.....

Supply the missing remarks. Invent the information.

1. A: Good morning, sir. Can I see your passport and boarding card, please?

B:

2. A: How long are you planning to stay here?

B:

3. A: I'd like you to meet my co-worker Mr Smith.

B:

4. A: Was there any delay for the flight BA 3542?

B:

5. A: Any luggage, madam?

B:

6. A: Have a safe flight back home. And give my greetings to your family.

B:

8.2. Telephoning

Making contact by telephone

Telephone calls

a friendly call
a local call
a reverse-charge call
a business call
an international call

Telephone tones or signals

the dialling tone
the engaged signal
the ringing tone
to ring
to call
to phone
to dial a number

Telephoning

a public telephone
a phone card
a car phone
a telephone box
an answering machine
a telephone number, including the code
the operator
Directory Enquiries

Telephone Phrases

I'd like to make a reverse-charge call.
Please leave me a message.
Can you put me through (to)...
I'm sorry, the line's engaged.
Will you hold?

Exercises

Fill each gap with an appropriate word or phrase from 'Making contact by telephone'.

Caller: Hello. Is that the _____ ? I'm trying to _____ a number in Rome?

Can you _____ please?

Operator: Where are you _____ from?

Caller: I'm in a _____ at the station.

Operator: You can _____ the _____ yourself. It's cheaper that way.

Caller: I've tried dialing it myself but I always get the _____ .

Operator: Hang up, wait a few minutes, and try again.

Match the phrases in the box with the definitions, and write the two missing definitions:

a telephone box	an answering machine	Directory Enquiries
a car phone	a phone card	

- 1 _____ is a service that answers questions about phone numbers.
- 2 _____ saves the trouble of having small change.
- 3 _____ is a kiosk in the street where you can telephone.
- 4 _____
- 5 _____

Telephone Calls

Jason and Betty are at the airport in Milan. They have just heard that their flight to London will be delayed for five hours, so they decide to ring Jason's colleague Larry to tell him about the delay.

Betty: Here's a payphone that seems to be working. I can hear the dial tone. The code for England is 07 44, I think, and then dial the number.

Jason: Here we go then. 07, wait for the international tone, 44, 1 – 2635288.
Oh dear! The line is engaged.

Betty: Never mind. We've got plenty of time.

Jason: I'll dial again. Now we're through.

Voice: Hello.

Jason: (*presses the button*) Hello, could I speak to Larry Hayfield, please?

Voice: It's a bad line. Did you say Harry? We haven't got any Harry here, I'm afraid.

Jason: No, Larry. L-A-R-R-Y. Mr Larry Hayfield. Is that *BrightLamps Ltd.*?

Voice: No, dear. This is *the Red Horse Club*. Can I help you?

Jason: I don't think so. Sorry, I must have dialed the wrong number. (*replaces the handset*) Let's try again.

2nd voice: Hello, *BrightLamps Ltd.*

Jason: Could I speak to Larry Hayfield, please?

2nd voice: Hold the line, please. I'm just putting you through.

Jason: (*after some seconds*) Hello? Hello?

2nd voice: I'm still trying to connect you.

Jason: Could you hurry, please? I'm speaking from the airport in Milan, you see.

2nd voice: You're through now, sir.

3rd voice: Mr Hayfield's secretary speaking. Can I help you?

Jason: Yes, I'd like to speak to Mr Hayfield, please, Judith. This is Jason Winters.

3rd voice: Oh, hello, Mr Winters. Mr Hayfield's gone out, I'm afraid. Can I take a message?

Jason: Yes, please. Would you tell him that my wife and I are held up in Milan? Our flight's five hours delayed, so we now expect to get to London late in the evening only...Ah, now I've run out of money, and the line's gone dead. Still, I think she got the message.

Give your answers to the following questions:

- a How does Betty know the payphone is working?
- b Why doesn't Jason get through the first time he dials the number?
- c How does he know he is through?
- d Why does the first voice think he said 'Harry'?
- e Why can't he speak to his colleague after the second call?
- f How else could you say 'Hold the line'?
- g Does Jason eventually contact Larry?
- h Why is he not quite sure that his message has been received, and what is the reason for it?

In pairs use the prompts to act out the dialogue.

A	B
Hello! / I speak / Bob? It / be / Steve OK I / call back? No / that / be / OK / I / call later Bye	Who / call? hang on / second? Sorry / Bob / go out Sure. / you want / leave / message? Bye

Read and practice the following dialogues. Diana phones a friend, Judy Pattison.

Judy: 5213. Hello.

Diana: Hello. Is that Judy?

Judy: Yes, speaking.

Diana: Judy, it's Diana here. Diana Trent.

Judy: Oh, hello, Diana! How are you?

Diana: Fine, thanks. And you?

Judy: Oh, very well. Where are you?

Diana: I'm here in London. I am at a business conference.

Judy: How nice!

Diana: Let's meet at the cafe in the evening. I must go now.

Judy: OK, see you in the evening. Bye!

Diana: Bye!

* * *

Secretary: 5213. Hello.

Diana: Oh, hello. Can I speak to Judy, please? It's Diana Trent here.

Secretary: I'm afraid she's out. Can I take a message?

Diana: No, it's all right. I'll call back later. *OR* (Yes, please. Tell her Diana called).

Read the message and write replies which Sarah gives to the callers.

Dear Sarah,

If anyone calls, could you tell them where we all are this afternoon.

Brenda is going shopping, but don't say that! Say she is in a meeting or so. Dave and Henry are taking some customers out for a long lunch. They will not be back until 3.30. I'll be in London all day – you can get me on 022342 if it's important.

Thanks,

Jane

1. Good morning. Can I speak to Brenda, please?

.....

2. Do you know when she'll be free?

.....

3. When do you expect Dave back?

.....

4. Do you know how I can contact Jane?

.....

Put a verb in each space to complete the conversation. Remember to use the correct form of the verb:

Conversation 1

Receptionist: *Witan International*. Can I you?
Sanjay: Yes, could I to Mrs Weiss, please?
Receptionist: Who's, please?
Sanjay: Sanjay Rahman of *LRN Technical*.
Receptionist: Sorry. What did you your name was?
Sanjay: Mr Rahman of *LRN Technical*.
Receptionist: Could you your name for me?
Sanjay: R-A-H-M-A-N. Sanjay Rahman.
Receptionist: Of course, Mr Rahman. I'll put you through.

Conversation 2

Julia: Sales. Julia Wells
Paolo: Morning, Julia. This is Paolo Ferrei from *BRN*. I'm to find out if you my fax.
Julia: Hold on, please. Let me a look. No, I don't think so. When did you it?
Paolo: This morning. It should have by now.
Julia: I'll check again and you back later.
Paolo: Fine. I'll in the office till half past twelve.

Here are two messages left on an answer-phone. Fill in the gaps with these words:

repeat	machine	fax	possible	trying
ring	check	ask	urgently	that's

1) This is Paula Ricci of *Velex Supplies*. I need to speak to Diana Winter of Sales Department. Can you her to me first thing tomorrow morning? My number is 071 237 9897, 071 237 9897. I'll just my name: Paula Ricci of *Velex Supplies*. Oh, and could you tell her that I got her about the Turin Conference.

2) Phil, this is Janine. I've been to ring you all day but all I get is the answering Where have you been? I need to speak to you about the Belman contract. I've had a look at it and there are a couple of things we need to before we send it out. Can you ring me as soon as? I'll be here till about half past seven. Bye.

Make up a telephone dialogue using the phrases provided. Add more information.

How can I help?
 Can I speak to please?
 Please hold
 Who's calling, please?
 I'll just put you through
 I'll see if he's in
 Could I speak to please?
 Just a second
 Who shall I say is calling?
 I've got on the phone for you
 Hang on a moment

A:
 B:
 A:
 B:
 A:
 B:
 A:
 B:
 A:
 B:
 A:
 B:

8.3. Written Communication

Formal Invitations

Example 1

Mr. John Smith

The Chairman and Director of _____ request the pleasure of your company at a Banquet to be held at the Hall, (address) at (time) on (day and date).

R.S.V.P

to the Secretary

Evening dress

Possible reply:

Mr. John Smith thanks the Chairman and Directors of the (company's name) for their kind invitation to a Banquet to be held, which he has much pleasure in accepting. *

(No signature to this letter).

* - If Mr. John Smiths is obliged to refuse the invitation, the wording of this line would be: "..... but regrets that he is unable to accept owing to a prior engagement on that (day) (evening)."

Example 2

Dear Prof.Hill

On behalf of the Program Committee it gives me a great pleasure to extend to you an invitation to participate in the VI Symposium on Beauty Treatment to be held in (city), July 1 – 7.

It would be very much appreciated if you could reply to this invitation at your earliest convenience. Unless I have an answer from you by June 28, I shall assume that you will be unable to accept this invitation.

It will be a great pleasure to see you at what promises to be a most interesting and pleasant meeting.

In anticipation of your reply, I am,

Sincerely yours,

Reply (1):

Dear Dr Williams

I very much appreciate your kind invitation to participate in the VI Symposium on Beauty Treatment to be held in I am so sorry to lose this opportunity of coming to your country and meeting my colleagues. Unfortunately, it is inconvenient for me to cancel my engagement as I have promised to lecture to the undergraduates at College of Cosmetology for that period of time.

Hoping to hear from you soon,

Sincerely yours,
William N. Hill

Reply (2)

Dear Mr Williams

It gives me great pleasure to accept your kind invitation to participate in the work of the VI Symposium on Beauty Treatment.

I am looking forward to seeing you and many other colleagues.

My best wishes,

Yours sincerely,

Klāra Siliņa

.....

Example 3

Dear Ms Green,

We are giving a dinner on Thursday the 18th August at 5 p.m. and shall be pleased if you will favour us with your presence.

We shall very much appreciate a reply from you.

Yours sincerely,

Anne Brown

.....

Reply (1)

Dear Ms Brown,

It is with great pleasure that I accept your invitation to dinner on Thursday the 18th August at 5 p.m. I am awfully sorry that I shall come an hour later as I have to keep a business appointment for that time.

Yours sincerely,

Betty Green

.....

Reply (2)

Dear Ms Brown,

I am very thankful to you for your kind invitation to dinner on Thursday the 18th August at 5 p.m. but I am very sorry I must decline it as I do not feel too well.

Yours sincerely,

Betty Green

.....

Extending Invitations

It is a great pleasure to extend to you an invitation to.....

The purpose of my writing is to invite you formally on behalf of...to take part in.....

We are looking forward to your participation in the.....

All those who share an interest in.....are invited to participate in the.....

Your presence will lend prestige to the meeting.

I should like to take this opportunity to extend to you and your associates a most cordial invitation to visit our...

Accepting an Invitation

I have always wished to take the advantage of your invitation to visit your.....

I consider your invitation an honour, and will be most pleased to accept it.

Refusing an Invitation

I very much regret that I am unable to accept your kind invitation owing to.....

I am sorry that I am obliged to decline your kind invitation.

Unfortunately, my duties here at....make it impossible for me to accept your kind invitation.

Practise writing a formal invitation

Dārgā Tomsona kundze,

Vēlos izmantot šo iespēju uzaicināt Jūs un Jūsu kolēģus apmeklēt mūsu ikgadējo konferenci „Skaistums glābs pasauli”, kas notiks otrdien, 30.oktobrī pl.10 Rīgā.

Priecāsimies, ja pagodināsiet mūs ar savu klātbūtni.

Priecāsimies saņemt atbildi no Jums iespējami ātrā laikā.

Ar cieņu,

Betija Simpstone.

Dārgā Simpsones kundze,

Esmu Jums ļoti pateicīga par laipno uzaicinājumu piedalīties ikgadējā konferencē „Skaistums glābs pasauli”, kas notiks otrdien, 30.oktobrī pl.10 Rīgā.

Tas būs liels gods satikt Jūs un pārējos kolēģus. Izklusās, konference būs kā interesanta un patīkama tikšanās.

Ar nepacietību gaidot tikšanos ar Jums Rīgā.

Ar cieņu,

Džīna Tomsone.

8.4. A Letter of Complaint

When we write a letter of complaint, we usually write five paragraphs.

1 - We state the complaint, saying what has happened and where/when the incident took place.

2 – 3 - We write our complaints, giving examples or reasons. We write a new paragraph for each complaint.

4 - In the last paragraph, we ask for some kind of compensation, e.g. an apology, a refund, a replacement, etc.

We can use a mild tone to sound more polite or a stronger tone when we are extremely upset or annoyed. However, we must never sound rude.

.....

Read the letter and fill in the gaps with words from the list.

- *in addition* • *firstly* • *as well as* • *however* • *to make matters worse*

Dear Sir / Madam,

- (1) I am writing to complain about the terrible service provided by your airline when I traveled with you on flight BA452 to Rome last Thursday.
- (2), although the flight was delayed for over two hours, passengers were given no explanation for the delay and we were not even offered a drink.
- (3), when we finally boarded the plane, the staff were most unhelpful and refused to respond to the call button. One member of the cabin crew actually spilt coffee on my jacket., he made no effort to clean it up or to apologise.
- (4), when we reached our destination, one of my suitcases was open and some of my clothes were missing.
- (5) As you can imagine, I was extremely upset and angry about the whole experience. I expect a full refund on my ticket as compensation for the missing items, a written apology from the airline. I hope to hear from you at your earliest convenience.

Yours faithfully,

Ian Webb

Join the sentences with: although, even though, however, as in the examples.

1. I ordered a vegetarian lasagna. There was meat in it.

Even though / Although I ordered a vegetarian lasagna, there was meat in it.

I ordered a vegetarian lasagna. However, there was meat in it.

2. The watch was brand-new. It stopped working after two hours.

3. He booked a single room. The hotel charged him for a double.

4. The staff were at fault. They did not apologise.

5. She paid for three chairs. The company only delivered two.

6. The brochure claimed the hotel was on the beach. The beach was twenty-five minutes walk away.

7. The glass was dirty. The waiter refused to replace it.

8. We booked in advance. The hotel had no record of our reservation.

You recently spent two days at the Seaside Hotel. Unfortunately, you had problems with the room service, the staff and the facilities at the hotel. Write a letter of complaint to the hotel manager, explaining the reasons for your complaints and saying what you expect the hotel to do (120 – 150 words).

Plan:

Introduction

(paragraph 1) state complaint and details (where/when/what)

Main Body

(paragraph 2) 1st complaint / example / reason

(paragraph 3) 2nd complaint / example / reason

(paragraph 4) 3rd complaint / example / reason

Conclusion

(paragraph 5) action you expect to be taken

8.5. Semi formal business e-mail

This informal report has a range of formal and informal vocabulary. It is appropriate for colleagues with a close working relationship. Insert the missing words. One word for each gap.

Hi Doug,

Just getting back (1) _____ you (2) _____ a preliminary report on what we need (3) _____ set up the multimedia suite in the library. Firstly I looked (4) _____ cameras and other hardware that students will be borrowing. As you know we're dealing (5) _____ (6) _____ 600 students on this site. In addition, there have been 6 tutors who have already been asking (7) _____ digital cameras and digital video cameras, and they hadn't even heard (8) _____ this project. Judging (9) _____ the interest I don't think we should buy less than 4 of each, that way we can let a class take three (10) _____ a time and still have one left over. We'll also need (11) _____ ensure that the cameras are only lent out (12) _____ a day (13) _____ a time. I'm going (14) _____ try (15) _____ get some advice (16) _____ other colleges (17) _____ equipment which is both rugged and reliable enough (18) _____ be borrowed (19) _____ our students. We'll probably need (20) _____ get a mini disc recorder as well, so students can record high quality sound. The second area I looked (21) _____ was the computer hardware we need. Obviously, as we'll be dealing (22) _____ video, image and audio files, we'll need as fast a processor as we can get, Mac or PC. We'll also need (23) _____ least 512MB of RAM, but 1GB would actually be much better. For capturing video we'll need a 10,000 rpm hard drive as well, they're much faster than the old 7,200 rpm drives. They also need (24) _____ be as large as we can afford. If we can get a deal it is probably better (25) _____ get Macs, even if it'll take a little while (26) _____ everyone (27) _____ get used (28) _____ them. I suppose that depends upon our preferred suppliers though. With a discount we should be able (29) _____ get (30) _____ least 3 workstations. Finally we need (31) _____ consider software. We need (32) _____ have a full range of media software, (33) _____ print (34) _____ video on (35) _____ least one computer, preferably all three. It would be great if students had the opportunity (36) _____ use whatever media was best (37) _____ their particular project. I think it could be very interesting (38) _____ help them use the internet as a vehicle (39) _____ their opinions, and (40) _____ demonstrating their skills. So that's it (41) _____ now. We're really looking (42) _____ a budget of £8,000 (43) _____ the hardware. We'll have (44) _____ look (45) _____ the licenses we already have (46) _____ software (47) _____ see if we'll need (48) _____ spend much on that. I'll get back (49) _____ you when I have more info on the cameras.

Cheers

Charlie

Checkpoint

Multiple Choice Task

1. If you choose a good school you'll ____ tuition from experienced professors
a) learn b) enhance c) receive
2. Many students prefer to subsidize themselves by working ____ .
a) parted time b) part-time c) half-time
3. In some universities you have to write the so called ' ____ essay' to get admission.
a) applicants' b) application c) applied
4. Companies which operate in a number of countries are called ____ .
a) multinationals b) multiples c) nationals
5. McDonald's is a company ____ fast food.
a) manufacturing b) providing c) disseminating
6. I'd like to see your ____ Director.
a) Management b) Manager c) Managing
7. The presentation will be ____ into four parts.
a) divided b) parted c) made
8. Please feel ____ to ask any questions at the end of the presentation.
a) relaxed b) free c) welcome
9. Management style is dependent on ____ of the leader.
a) persons b) personality c) privacy
10. ____ is the main function of successful management.
a) Controlling b) Decision-making c) Planning
11. She is up to her eyes in work.
a) tired b) busy c) bored

12. He was fired.
a) Somebody shot him. b) He lost his job. c) He got angry.
13. Marketing is about meeting _____ needs.
a) customers b) customs c) planning
14. Every company has or should have a USP.
a) Unique Sellers Point b) Unique Sales Point c) Unique Selling Point
15. Companies look at what their _____ do and then they do it better.
a) competitors b) clients c) customers
16. Coca Cola, Sony and Philips are all famous _____.
a) slogans b) brands c) breeds
17. Nowadays companies have to come _____ better advertising campaigns than ever before.
a) out with b) up with c) through with
18. Slogans _____ consumers' attention.
a) subtract b) attract c) distract
19. A brief written summary of a meeting is called _____.
a) minutes b) seconds c) hours
20. To keep the meeting on task and within the set amount of time, it is important to have _____.
a) a venue b) an agenda c) feedback
21. The _____ can use a pen and paper or a laptop computer to type or write the minutes.
a) minute-writer b) minute-taker c) minute-maker

22. E-commerce is commerce conducted _____ computers and electronic networks.
a) by b) via c) in
23. According to survey in USA, shopping in _____ is more secure and easier.
a) stores b) online c) networks
24. Problems start with different export and import _____ on both sides.
a) calculations b) traditions c) regulations
25. People do not want to _____ credit card data to others.
a) close b) disclose c) include
26. Nowadays most jobs are _____ in newspapers and Internet sites.
a) seen b) founded c) advertised
27. Recruitment agencies have a wide range of _____ .
a) position b) vacancies c) industries
28. The Internet is a valuable _____ to find background information on companies.
a) space b) option c) resource
29. A job offer is made to _____ candidates.
a) successful b) hopeful c) wonderful
30. In your CV you must include only _____ information.
a) relative b) irrelevant c) relevant
31. I would like to apply _____ the position of senior manager.
a) to b) for c) in
32. I am writing with reference _____ the recent advertisement in the local newspaper.
a) about b) in c) to

33. I am currently ____ by a Market Research company as a research assistant.

- a) employed b) used c) worked

34. I would be ____ for an interview from next week.

- a) applicable b) affordable c) available

35. I look forward to ____ from you.

- a) calling b) hearing c) reading

36. Please do not ____ to contact me if you require any further information.

- a) hibernate b) hate c) hesitate

37. I always support my ____ and believe we should work as a team.

- a) colleagues b) colleges c) collages

38. During the interview ____ offer negative information.

- a) do b) never c) a bit

39. A person who writes an application is called an ____ .

- a) applicant b) applier c) applicationer

40. Personality ____ most of all.

- a) matters b) mutters c) maters

41. He has a brilliant ____ of humour.

- a) scent b) science c) sense

42. A computer which you put in your pocket.

- a) laptop b) palmtop c) handtop

43. Can I see your passport and you boarding ____ ?

- a) paper b) cart c) card

Keys

BUILDING A CAREER

(p.2)

1 – gain, 2 – acquire, 3 – improving, 4 – boosting, 5 – have, 6 – going to, 7 – making, 8 – receive, 9 – obtain, 10 – enhance

(p.3)

1 – subsidize, 2 – obtain, 3 – borrow, 4 – support, 5 – arrange, 6 – win, 7 – finance.

COMPANIES

(p.6)

Reuters – provides news – ‘We lead the world...’

The EMI Group – record company – ‘We aim to be...’

DHL – air-express carrier – ‘We keep ...’

McDonald’s – hamburger restaurant company – ‘We are committed...’

COMPANY STRUCTURE

(p.8)

1 – A, 2 – B, 3 – C, 4 – E, 5 – G, 6 – K, 7 – N, 8 – D, 9 – F, 10 – H, 11 – L, 12 – M, 13 – I or J, 14 – I or J

DEPARTMENTS

(p.10)

1 – E, 2 – F, 3 – G, 4 – B, 5 – C, 6 – A, 7 – L, 8 – J, 9 – I, 10 – K, 11 – D, 12 – H.

GIVING A PRESENTATION ABOUT A COMPANY

(p.13)

1 – C, 2 – F, 3 – I, 4 – H, 5 – J, 6 – G, 7 – D, 8 – A, 9 – E, 10 – B

NEWSPAPER HEADLINES

(p.15)

a – 10, 3 b – 5, 7 c – 1, 9 d – 4, 6 e – 2, 8

COMPARING DATA

(p.15)

a – false, b – true, c – false, d – true, e – false, f – true

TASKS OF MANAGEMENT

(p.17)

1 – fulfill tasks, 2 – define goals, 3 – give a job, 4 – compare plans and realities, 5 – instruct employees, 6 – solve critical situations

10 words relating to management: across – analyse, develop, goal, control, audit
down – plan, evaluate,
diagonally – manage, management, organize

BUSINESS IDIOMS

(p.18)

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

MARKETING

(p.19)

1 – product 2 – place 3 – time 4 – needs 5 – profit 6 – customers 7 – want
8 – producing 9 – developing 10 – product 11 – service 12 – price
13 – promote 14 – distribute

1 – quality 2 – research 3 – customers 4 – goods 5 – services 6 – product
7 – distribution 8 – marketing 9 – plan 10 – mix 11 – demand

MARKETING (CCB Cables)

(p.20)

1 – goods 2 – fee 3 – research 4 – demand 5 – mix 6 – plan 7 – trends
8 – analysis

USP

(p.21)

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

1 – relations 2 – image 3 – registered 4 – advertising

BRANDING

(p.22)

1 – brand name, 2 – brand valuation, 3 – unbranded, 4 – brand image, 5 – own-brand
6 – intangible assets, 7 – brand loyalty, 8 – premium brand, 9 – brand identity

THE INTERNET AND COMPUTERS

(p.32)

1 – tower case, 2 – monitor, 3 – keyboard, 4 – mouse, 5 – scanner, 6 – printer

Monitor – output, mouse – input, inkjet printer – output, scanner – input,
digital camera – input, keyboard – input, speakers – output

JOB AND CAREER

(p.36)

1 – vacancies, 2 – press, 3 – journals, 4 – bodies 5 – position, 6 – industry, 7 – agencies
8 – schemes, 9 – resource, 10 – application, 11 – ladder, 12 – contacts

(p.37)

Which candidate...

Christina is good with figures.

Li co-operates with colleagues.

Tomoko is good at working on his/her own.

Harry can finish a job on time.

Li has a good rapport with clients.

Ivan has a history of success.

Harry has a positive approach

Christina has IT skills

Ivan can cope with several jobs at the same time.

Selection:

- Firstly, a vacancy is advertised (1)
- and applications are received. (2)
- These are sorted (3)
- and suitable candidates are invited for an interview. (4)
- Next, appointments are arranged (5)
- and applicants are interviewed. (6)
- After that, a final short list is drawn up. (7)
- The candidates on the list are interviewed again, (8)
- and one of them is selected. (9)
- A job offer is made to the successful candidate, (10)
- and finally, an employment contract is signed. (11)

ORGANISING INFORMATION

(p.39)

Fluent in English	Additional Skills
Nationality - German	Personal Details
Assistant Project Manager	Professional Experience
Excellent communication skills	Profile/ Additional Skills
Full driving license	Additional Skills
Diploma in English with Business Studies	Education
Skiing and windsurfing	Interests
Computer literate:	Additional Skills
Able to work on own initiative and under pressure	Profile
Responsible for customer service	Professional Experience
Dr H. Mayer, University of Bath	Referees

Common phrases:

- I would like to apply **for** the position **of** ...
- If you would like to discuss this **in** more detail, ...
- I enjoy working **under** pressure.
- I was **in** charge **of** ...
- I was responsible **for** ...
- With reference **to** ...

COVERING LETTER

(p.40)

1 – apply 2 – advertised 3 – employed 4 – pursue 5 – included 6 – experience 7 – familiar 8 – pressure 9 – fluently 10 – available 11 – hesitate

FAQs

(p.40)

Why did you choose this company?	Because I think I will find the work environment both challenging and rewarding.
What are your strengths/weaknesses?	I have excellent time management but I can be impatient for results.
How would your friends describe you?	People say I am sociable, organized and decisive.
What is your greatest achievement?	Leading the University football team to the national Championships.
How well do you work in a team?	I always support my colleagues and believe we should work towards a common goal.
Where will you be in 5 years' time?	My aim is to have a position in the Management Team.

RESPONDING POSITIVELY

(p.41)

- | | |
|----------------|----------------|
| 1. showing | G. initiative |
| 2. presenting | B. information |
| 3. solving | H. problems |
| 4. controlling | E. budgets |
| 5. achieving | C. objectives |
| 6. motivating | A. colleagues |
| 7. meeting | F. deadlines |
| 8. creating | I. ideas |

CONTRACT OF EMPLOYMENT

(p.47)

Vocabulary exercises:

- | | |
|---|----------------------------------|
| 1. clerk - <u>ierēdnis</u> | 1. direct <u>competitors</u> |
| 2. entitlement - <u>tiesības</u> | 2. working <u>hours</u> |
| 3. grievance - <u>sūdzība</u> | 3. lunch <u>breaks</u> |
| 4. probationary - <u>pārbaudes</u> | 4. probationary <u>period</u> |
| 5. confidentiality - <u>konfidencialitāte</u> | 5. confidentiality <u>clause</u> |
| 6. option - <u>opcija, izvēle</u> | 6. commercial <u>clerk</u> |
| 7. core - <u>būtība</u> | 7. travel <u>claims</u> |
| 8. delete - <u>izsvītrot</u> | 8. holiday <u>entitlement</u> |

- 1 – probationary
- 2 – confidentiality
- 3 – clerk
- 4 – options
- 5 – working
- 6 – procedures

COMMUNICATIONS

(p.48)

- 1) mobile phone 2) pager 3) internet 4) website 5) e-commerce 6) e-mail
- 7) laptop 8) palmtop 9) dotcom

TELEPHONING

(p.54)

Making contact by telephone:

Caller: Directory Enquiries / dial / put me through

Operator: calling

Caller: telephone box

Operator: dial / number

Caller: engaged signal

(p.55)

1. Directory Enquiries

2. A phone card

3. A telephone box

4. A car phone is a mobile phone device designed for and fitted into an automobile.

5. An answering machine is programmed to take calls.

(p.58)

Telephone calls.

Conversation 1:

Receptionist: help

Sanjay: speak

Receptionist: calling

say

spell

Conversation2:

Julia: speaking

Paolo: calling / (have) received

Julia: have / send

Paolo: arrived

Julia: call

Paolo: be

Two messages:

- This is Paula Ricci of *Velex Supplies*. I need to speak to Diana Winter of Sales Department. Can you ask her to ring me first thing tomorrow morning? My number is 071 237 9897, that's 071 237 9897. I'll just repeat my name: Paula Ricci of *Velex Supplies*. Oh, and could you tell her that I got her fax about the Turin Conference.

(p.59)

- Phil, this is Janine. I've been trying to ring you all day but all I get is the answering machine. Where have you been? I need to speak to you urgently about the *Belman* contract. I've had a look at it and there are a couple of things we need to check before we send it out. Can you ring me as soon as possible? I'll be here till about half past seven. Bye.

A LETTER OF COMPLAINT

(p.63)

2 – Firstly, 3 – However / In addition, 4 – To make things worse, 5 – as well as

SEMI FORMAL BUSINESS E-MAIL

(p.65)

1 – to	11 – to	21 – at	31 – to	41 – for
2 – with	12 – for	22 – with	32 – to	42 – at
3 – to	13 – at	23 – at	33 – from	43 – for
4 – at	14 – to	24 – to	34 – to	44 – to
5 – with	15 – to	25 – to	35 – at	45 – at
6 – about	16 – from	26 – for	36 – to	46 – for
7 – about	17 – about	27 – to	37 – for	47 – to
8 – about	18 – to	28 – to	38 – to	48 – to
9 – by	19 – by	29 – to	39 – for	49 – to
10 – at	20 – to	30 – at	40 – for	

CHECKPOINT

(p.66)

1 – C	11 – B	21 – B	31 – B	41 – C
2 – B	12 – B	22 – B	32 – C	42 – B
3 – B	13 – A	23 – A	33 – A	43 – C
4 – A	14 – C	24 – C	34 – C	
5 – B	15 – A	25 – B	35 – B	
6 – C	16 – B	26 – C	36 – C	
7 – A	17 – B	27 – B	37 – A	
8 – B	18 – B	28 – C	38 – B	
9 – B	19 – A	29 – A	39 – A	
10 – C	20 – B	30 – C	40 – A	

Word Bank

A

ability	spēja
abroad	ārzemēs
abstain	atturēties
acceptable	pieņemams
access	pieeja, piekļūt
accessible	pieejams, sasniedzams
accommodation	mājvieta, naktsmītne
achievement	sasniegums
acquire	iegūt, apgūt
admission	uzņemšana
advantageous	izdevīgs
advert	sludinājums
affairs	lietas, jautājumi
agenda	dienas kārtība, apspriežamie jautājumi
amount	apjoms, daudzums
annual	ikgadējs
anticipation	gaidas, paredzējums, prognoze
applicant	pieteikuma iesniedzējs, pretendents
application	pieteikums
apply	pieteikties
appointment	norunāta tikšanās
approach	pieeja, metode
appropriate	atbilstošs, piemērots
arrange	vienoties, nokārtot
arrogant	iedomīgs, augstprātīgs
asset	vērtība, laba īpašība
assignment	uzdevums
assume	pieņemt (<i>kā patiesību</i>)
attend	apmeklēt
attendee	apmeklētājs
austere	atturīgs, askētisks
available	pieejams
avoid	izvairīties
award	godalga, apbalvojums

B

back-up	atbalsts
basis	pamats
benefit	labums, priekšrocība
besides	turklāt
board	valde, padome; iekāpt (<i>kuģī, lidmašīnā, vilcienā</i>)
book	rezervēt
boom	strauji attīstīties, uzplaukt
boost	pacelt (<i>cenās</i>), palielināt (<i>ražošanu</i>)
borrow	aizņemt
brief	īss

C

campus	(<i>skolas</i>) teritorija
capable	spējīgs
capacity	apjoms, jauda
chairperson	priekšsēdētājs
charge	pārziņa, cena, gādība
circumstances	apstākļi
classifieds	sistematizētie sludinājumi
clause	(<i>līguma</i>) pants
coercive	piespiedu
collapse	sabrukt, zaudēt spēkus
collocation	vārdkopa
compare	salīdzināt
competition	konkurence, sacensība
competitor	konkurents
complaint	sūdzība
compliance	piekāpība, piekrišana
comply (with)	piekrist (<i>kaut kam</i>), atbilst (<i>prasībām</i>)
conquer	iekarot, uzvarēt
consensus	vienprātība
considerable	ievērojams, vērā ņemams
consumer	patērētājs
contribute	veicināt, sekmēt, dot ieguldījumu
convenient	ērts, piemērots
convince	pārliecināt
convincing	pārliecinošs
cope with	tikt galā ar
costs	izmaksas
covering letter	pavadvēstule
cowardly	glēvs
cuisine	virtuve
custom	paradums, paraža
customer	klients, pircējs

D

deadline	beigu termiņš, pēdējais termiņš
decisive	izšķirošs
decline	pagrimt, kristies, mazināties
decrease	mazināties, samazināt, kristies
dedication	uzticība, pašatdeve
deemed	uzskatīts, domāts, lemts
deliver	piegādāt
demand	pieprasīt
device	ierīce, mehānisms
diminish	samazināt, mazināt (<i>vērtību</i>)
dip	iegrimt, grimt
discount	atlaide
distribute	izdalīt, sadalīt, izplatīt
double-faced	divkosis
draft	projekts, izdarīt atlasi

E

eager	dedzīgs, kārs
earn	pelnīt
earnings	peļņa, ieņēmumi
easy-going	mierīgs
education	izglītība
efficiency	efektivitāte, produktivitāte
efficient	efektīvs, produktīvs
eliminate	izslēgt, likvidēt, novērst
embarrass	apgrūtināt, mulsināt
emerge	parādīties, rasties
employ	nodarbināt
employability	nodarbinātība
employee	darba ņēmējs, darbinieks
employer	darba devējs, uzņēmējs
employment	nodarbinātība
empower	pilnvarot, dot iespēju
endanger	apdraudēt
endorsement	apstiprinājums, rekomendācija
enhance	uzlabot, paaugstināt
enlist	ietvert sarakstā
enormous	milzīgs
enough	pietiekami
enquiry	pieprasījums
ensure	garantēt, nodrošināt
entirely	pilnīgi
entitlement	tiesības, pilnvaras
envision	iztēloties, iedomāties
error	kļūda, novirze
establish	nodibināt, izveidot
eventually	galu galā, beidzot
evidence	pierādījumi
executive	izpildvara, administrators
experience	pieredze

F

facility	iespēja, iekārta, aprīkojums
fault	vaina, trūkums, defekts
fee	maksa, samaksa
feedback	atgriezeniska saikne, atbildes reakcija
fierce	asa (<i>konkurence</i>)
figure	cipars, skaitlis
flexible	elastīgs
fluctuate	svārstīties
focus	fokuss, centrs
foreign	ārzemju
forge	viltot, pakaļdarināt
frank	atklāts, vaļsirdīgs
frontier	robeža
full-time	pilna laika; pilna darba diena
fund-raising	līdzekļu vākšana
further education	tālākizglītība
furthermore	turklāt, bez tam

G

gain	iegūt, sasniegt
glamorous	valdzinošs, burvīgs
goal	mērķis, uzdevums
goods	preces
gradual	pakāpenisks
grants	stipendijas, subsīdijas
grievance	sūdzība
growth	izaugsme, pieaugums

H

handle	izdarīt, tikt galā
hardware	aparatūra
headquarters	centrālais birojs
hesitate	vilcināties, svārstīties
hub	centrs
hypocritical	liekulīgs

I

immediate	tūlītējs, neatliekams
improve	uzlabot
increase	pieaugt, palielināties
intangible	nemateriāls, netaustāms
integrity	viengabalainība, integritāte, godīgums
interest	interese; procenti
invent	izgudrot
inventive	atjautīgs
involvement	līdzdalība, iesaistīšanās
issue	tēma, jautājums, strīda objekts
item	atsevišķs priekšmets, punkts, paragrāfs

K

keen	dedzīgs
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L

lack	trūkums
layout	izkārtojums
level out	izlīdzināties, nolīdzsvarot
literate	lasīt un rakstīt pratējs
loan	aizdevums, aizņēmums

M

maintenance	tehniskā apkope
mandatory	obligāts, saistošs
maturity	gatavība, pilngadība
meanwhile	tikmēr
mend	salabot
mention	pieminēt
minutes	protokols
mishap	neveiksme, neizdošanās
modest	pieticīgs
moreover	turklāt

N

negotiate risināt sarunas, vienoties

O

objective mērķis, uzdevums
 obstacle šķērslis
 obtain iegūt
 obvious acīmredzams
 occupation nodarbošanās
 outspoken droši izsaka domas
 overseas ārvalstu-, ārzemju-
 own piederēt; savs

P

participant dalībnieks
 participate piedalīties
 part-time nepilna darba diena
 payable apmaksājams
 peak būt virsotnē, izvirzīties augšup
 peers vienaudži
 performance veikums, darbības rezultāti
 persuade pārliecināt
 plant rūpnīca, uzņēmums, ražotne
 plunge strauji krist (-ies)
 policy politika, rīcības plāns
 position amats, viedoklis, atrašanās vieta
 prefer dot priekšroku, atzīt par labāku
 preferably vēlams
 preliminary iepriekšējs, sagatavošanās-
 previous iepriekšējs, agrāks
 prior iepriekšējais
 probationary izmēģinājuma-, pārbaudes-
 profit peļņa
 promote sekmēt, veicināt
 promotion produkcijas pārdošanas veicināšana
 prompt ātrs, tūlītējs
 prospects perspektīvas
 provide sagādāt, nodrošināt
 purchase pirkums, iepirkšana; pirkt, iegādāties

Q

qualified kvalificēts

R

range virkne, klāsts, apjoms; sakārtot, klasificēt
 rapid straujš, ātrs
 rapport attiecības
 reason iemesls, nozīme
 receive saņemt
 recital izklāsts, apraksts

recover	atgūt, panākt (<i>zaudēto</i>)
recruitment	darbinieku pieņemšana darbā
reduce	samazināt, pazemināt
reduction	samazināšana, pazemināšana
refund	atlīdzināšana, kompensācija
regain	atgūt
regulations	noteikumi, priekšraksti
relate to	attiekties uz
relevant	piederīgs, svarīgs, būtisks
remuneration	samaksa, atalgojums
replica	kopija
reply	atbildēt, atbilde
representative	pārstāvis
request	prasība, prasīt
require	vajadzēt, pieprasīt
resistance	pretestība, pretošanās
respond	atbildēt
resume	(Am.) rezumējums, kopsavilkums
retail	mazumtirdzniecība
rise	pieaugums, paaugstināties, celties

S

salary	(<i>regulāra</i>) alga
scholarship	stipendija
secure	nodrošināt, garantēt; drošs, neapdraudēts
serve	kalpot, apkalpot
sharply	asi, strauji
shortlist	izvēlētu kandidātu saraksts
significant	nozīmīgs, svarīgs
slogan	sauklis, lozungs
soar	celties, pieaugt
software	programmatūra
stage	pakāpe, etaps, līmenis
steady	nostiprināt(-ies); noturīgs, stingrs, vienmērīgs
steep	stāvs, kraujš
steer	stūrēt; ieturēt (<i>kursu</i>)
subsequently	sekojoši, pēc tam
subsidiary	filiāle
subsidize	dotēt
sudden	pēkšņš
sufficient	pietiekams
suitable	piemērots, atbilstošs, derīgs
supervisor	uzraugs, pārvaldnieks
supply	piegāde, apgāde; piegādāt, apgādāt
support	atbalsts, palīdzība; atbalstīt, palīdzēt
swap	apmainīt, apmainīties

T

target	mērķis
tax	nodoklis
terminate	apturēt
threat	draudi
trend	tendence, virziens
trial	izmēģinājums
tuition	apmācība
turnover	apgrozījums
tutor	pasniedzējs, skolotājs

U

unable	nespējīgs
unemployment	bezdarbs
urgent	steidzams

V

vague	nenoteikts, neskaidrs
vain	iedomīgs
valuation	vērtējums, cena
various	dažāds, daudzveidīgs
vary	mainīt, mainīties
vehicle	transporta līdzeklis
venue	vieta
vote	balsot

W

wage	darba alga
weaken	kļūt vājākam, samazināties, pavājināties
wholesale	vairumtirdzniecība
witty	asprātīgs

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