

Course Packet

student's version

Intelligent Business

Upper Intermediate

Angličtina I/2

Milan Boháček

spring 2009

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ENGLISH I/2

spring 2009

Introductory information

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➤ *Course requirements:*

- ✓ minimum **80% attendance** (maximum of **4** unexcused absences per semester);
- ✓ handing in **two business letters** (for details, see below);
- ✓ **active participation** in seminars (systematic preparation for seminars and fulfillment of assignments);
- ✓ passing the **credit test** (minimum **60%** of the total number of points) in the last class of the semester, i.e., **Thursday, May 14, 2009**)

➤ *Electronic sources:*

IS MU: PJI2A Jazyk I/2 – Angličtina (interactive syllabus + interactive syllabi for groups number **4, 11 a 16**).

web: <http://www.econ.muni.cz/centra-a-strediska/centrum-jazykoveho-vzdelavani/> or *ESF homepage* → *Rychlé odkazy* → *Centrum jazykového vzdělávání*

➤ *Primary sources:*

- Trappe, T., Tullis, G.: *Intelligent Business: Coursebook. Upper Intermediate*. Longman, Pearson Education Limited 2006. ISBN-10: 0-582-84809-1
- Pile, L.: *Intelligent Business: Workbook. Upper Intermediate*. Longman, Pearson Education Limited 2006. ISBN-10: 0-582-84685-4
- Boháček, M., Brandejská, Z., Trumpešová – Rudolffová, E.: *Intelligent Vocabulary. Glosář k učebnici Intelligent Business: Upper Intermediate*. Brno, MU, 2007. ISBN 978-80-210-4389-3

➤ **Business letters:**

Your seminar work for this semester involves writing up and handing in **two** business letters. The deadline for handing in the letters is **Thursday, April 9, 2009**. To meet the requirements, you have to follow these guidelines:

- first, you have to find another classmate to **make a pair** because you will be cooperating on the business letters;
- the letters are intended to be **correspondence between two business partners** (i.e. you and your classmate) in the following way: *one of you sends a letter → the other person replies to it → the first one reacts to the reply → the other person replies to the reply*;
- the concrete **topics** of the letters is up to you but they **have to be relevant**, i.e. they have to relate to your business activities (that you choose to perform) – e.g. *a business partner's complaint about badly performed work/services* or *a reaction to a supplier's offer* or *a bid from a competing company for cooperation* or *a letter from a state authority because of your breaking rules/norms* or *a claim for a refund because of low-quality goods/services you delivered*, etc.
- each of the letters should consist of **at least 4 paragraphs plus formalities** (i.e. addresses, date, salutation, subject of the letter, closing sentence, your name, position within the company and signature);
- don't forget to include your **name** and **učo number**;
- **hand in your letters as a pair** (i.e. 4 letters together) and **mark each letter with an appropriate number** according to the logical sequence (*first letter = 1, following letter = 2, next letter = 3, final letter = 4*);
- hand in your letters **in time** (within the deadline), **in the required extent** and in a **printed form**.

Model business letters as well as additional information on how to write a proper and good business letter are available in a booklet called ***Intelligent Business: Style guide*** (it is a supplement to your ***Intelligent Business*** textbook) on pages **16 – 19**. Use this source as a useful way of drawing inspiration for your own seminar work.

Tips and examples (copied from the ***Style guide***, page 16):

Formal business correspondence is usually done by letter as this leaves a written record which can be kept for reference. Business letters can be of different types with different purposes: to apply for a job, to inform people of developments, to request action, to make an enquiry, to complain, etc. To write a successful business letter you need to use the right tone and to communicate your message to the reader using straightforward language. The way a letter is written reveals a lot about the person who is writing it and it also sends a message about the organisation that he or she is working for. It is, therefore, very important to make sure that the information, layout, style and spelling are all correct before you send it.

- **Language styles**

Business letters are usually quite formal in style. A conversational style is therefore not appropriate and you should avoid contractions, for example. Try to use verbs in the active and not in the passive form as this will make your letter more dynamic. You should also avoid writing sentences that are too long and that include complicated or unnecessary language. A straightforward letter will get your message across more effectively than a long wordy one. There are certain conventions concerning the correct way to address people and to close your letter.

- **Opening**

Letters always start with **Dear ...** followed by the correct form of address. If the letter is going to someone whose name you do not know, it starts with **Dear Sir**, or **Dear Madam**, or **Dear Sir or Madam, ...** . But if you do know the name, then you can begin with **Dear Mr/Ms Taylor**, or **Dear Greg Taylor, ...** .

- **Closing**

Letters are usually closed in standard ways. At the end of your letter you should include a short sentence like **I look forward to hearing from you**. or **Please do not hesitate to contact me if you need further information**. Below that, you should put a closing phrase:

- Yours sincerely**, (formal, for letters beginning *Dear* + name)
- Yours faithfully**, (formal, for letters beginning *Dear Sir/ Madam*)
- Yours truly**, / **Best regards**, / **Best wishes**, (less formal)

- **Useful phrases and notations**

Following our recent telephone conversation ...

I am writing to you to confirm ...

Thank you for taking the time to ...

Regarding the question of ...

I think you will agree that ...

We are sorry for any inconvenience caused.

I am enclosing full contact details.

enc (shows that something is enclosed), *cc* (copy sent to another person), *PS* (for additional sentence(s) included after the signature)

- **Layout**

When writing a business letter, you should follow the standard format. The letter opposite shows where the following different components should appear on the page.

- a** letterhead / address (but not name) of writer
- b** name and address of recipient
- c** references
- d** date
- e** opening
- f** subject heading
- g** body of the letter
- h** closing
- i** signature
- j** name and job title
- k** enclosures

a	HPSempra Systems Inc Conway Industrial Estate Hartlepool HPL 7GN United Kingdom ☎ (+44) 00723 91847 mark@sales/sempra.org
b	Jeanne Eckhart Optecol 31 Rue Jules Welter Sanem L-4902 Luxembourg
c	Our ref: TS50.001
d	21 May 200_
e	Dear Ms Eckhart,
f	TS50 Delivery
g	<p>Following our recent telephone conversation, I am writing to you to confirm the arrangements for the delivery of the TS50 test simulator that you ordered through our Brussels office. As I mentioned, a team of engineers from our UK and German offices will be attending the engineering trade show in Hanover from 1–3 July. Our stand at the show will feature a number of new products and test stations, including the first production model of the TS50, which is being shipped over from the UK especially for the event.</p> <p>The show closes its doors on the evening of the third, and we will arrange for the simulator to be dismantled and packed on to a flatbed truck for delivery to you directly. The transportation will be handled by the same freight company that is looking after the logistics for the show, TransMax, and I am enclosing full contact details with this letter. I have already spoken with their director, Mr Wolfgang Hartung, and he is awaiting confirmation from your side before proceeding with the delivery.</p> <p>Jane Bradley, the sales engineer who will be in charge of our stand, will be available to travel to your plant on the Thursday after the show, and she will provide assistance with the final installation and configuration of the machine during the following two days.</p> <p>I will not personally be present at the fair but Ms Bradley will be able to answer any queries you may have. I know that this is an unusual delivery procedure but I think it is an interesting opportunity for you to save the cost and time delay of normal delivery from the UK.</p> <p>I look forward to doing business with you in the future and thank you again for placing one of the first orders for the TS50. I am sure it will give you complete satisfaction.</p>
h	Yours sincerely,
i	<i>Mark Rathbone</i>
j	Mark Rathbone Sales Manager
k	enc
	VAT Registration No. 49238756930-609 Registered offices: HPSempra House, Ludgate Drive, London W11 44SP

Unit 8 – BRANDS

Coursebook, page 68, exercise LISTENING 1



Fill in the missing words in the summary of the speech:

According to the speaker, it isn't difficult to (1) _____ successful brands (2) _____ the top when they have become (3) _____ (4) _____ and when they have acquired (5) _____ (6) _____ from their buyers. Several brands were able to (7) _____ scandals about (8) _____ while others were able to sell although the sports teams to (9) _____ them lost their matches. However, the loss of the image of (10) _____ can even (11) _____ a brand. For instance, if too many (12) _____ get a licence and sell the products at a price they see (13) _____. The advice is simple: don't lose (14) _____ of the (15) _____ (16) _____.

Coursebook, page 69, exercise READING



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = a person or company that supplies something to people, especially food, services or information (*paragraph 1*)
2. _____ = a shop/store or an organization that sells goods made by a particular company or of a particular type (*par 1*)
3. _____ = a group of twelve of the same thing (*par 1*)
4. to _____ = to produce or bring money for somebody (*par 1*)
5. _____ = something that a person has or owns that they think shows their high social position and wealth (*par 2*)
6. _____ = *here*: a position of a company that people admire and see as a symbol of a particular idea, style, way of doing things, etc. (*par 3*)
7. _____ = attractive, stylish, fascinating, appealing (*par 3*)
8. _____ = bringing something back, making it start being used again, becoming or making something become strong and active again (*par 4*)
9. _____ = a set of products of a particular type that are made or sold by a company (*par 4*)
10. _____ = what people think or feel about a particular company; the way that a company presents itself to the public (*par 4*)

11. _____ = praise or an award for an achievement that people admire
(*par 4*)
12. to _____ = to make a system, an organization, etc. work better,
especially in a way that saves money (*par 5*)
13. _____ = the part of a business that does not meet and deal directly
with customers (*par 5*)
14. _____ = changes to the form of something in order to improve its
appearance, how efficiently it works, etc. (*par 6*)
15. _____ = an uneven journey, a way full of obstacles (*par 6*)

2. Answer these questions based on the information contained in the text:

1. What is today's image of Gucci among people?

2. How is the Gucci Group described and what does the description mean?

3. What metaphor is used in the text to show that Gucci is a high-fashion covering brand
for other brands?

4. How, when and where did the company start?

5. What did Guccio Gucci do to build awareness of his brand with people?

6. What two important things did Gucci's sons do for the development of their firm?

7. What exactly affected the reputation of the brand in 1980s?

8. What metaphor is used to describe the fact that customers' interest in the brand
decreased?

9. What change in the position of the Gucci brand took place thanks to Tom Ford?

10. How did Domenico de Sole contribute to the success of Gucci in the past years?

11. How was Gucci's successful transformation noticed on the European level?

12. What metaphor is used in paragraph 6 to express the fact that Gucci started to live
again as a popular brand?

13. What do stockbrokers think about the future development of Gucci's shares?



Fill in the missing words in their correct form in the interview summary:

The manager talks about the way corporate identity and brand asset management are (1) _____. He points out that a corporate image has the power to (2) _____ and (3) _____ one company from another. Identity of a company and a brand is important as it serves as the company's (4) _____ (5) _____ to the world and it shows what its services and products (6) _____ (7) _____. There are many (8) _____ companies have to face in this area, so they stress the (9) _____ (10) _____ of identity – i.e. the right price. The price is a key (11) _____ (12) _____ for both expensive quality products and (13) _____ products. When a company wants to check the (14) _____ of its corporate brand, it does a (15) _____ (16) _____, i.e. (17) _____ interviews and (18) _____ of many corporate artifacts (e.g. (19) _____, (20) _____ (21) _____, vehicles, (22) _____, (23) _____, ads, etc.). All these procedures should be carried out (24) _____ in, year (25) _____. The manager also argues that in many cases the brands and corporate name are (26) _____. It is also usual that many big (27) _____ with many brands try to (28) _____ a (29) _____ corporate (30) _____ while their brands are in the (31) _____. Nevertheless, in case of any (32) _____ or if their identity is (33) _____, it can even affect the brand itself. Finally, the corporate brand's reputation affects the product brand's reputation and (34) _____ (35) _____.



1. In the text find words or expressions corresponding to the following definitions:

1. to _____ = to shrink, diminish (*paragraph 1*)
2. _____ = a period when the process of making goods or materials, especially large quantities, is started and finished (*par 1*)
3. _____ = a piece of clothing (*par 1*)
4. to _____ = to earn less money than the costs are (*par 2*)
5. _____ = an adjective used to describe goods that can be brought or sent into a country without paying tax on them (*par 2*)

6. to _____ = an idiom expressing the fact that somebody ended cooperation or relationship with somebody else (*par 2*)
7. _____ = insistently repetitive or continuous; existing or remaining in the same state for a very long time; enduring (*par 2*)
8. _____ = a small, undefined number or quantity (*par 2*)
9. _____ = informal way of saying clothing industry (*par 3*)
10. _____ = dependent, depending on something or someone (*par 3*)
11. to _____ = to support something so that it can exist further / so that it does not disappear or die (*par 3*)
12. _____ = desperate, having dreadful or terrible consequences; calamitous (*par 4*)
13. to _____ = to end business because of bankruptcy (*par 4*)
14. to _____ = to do as well as or better than somebody else in competition; to equal (*par 5*)
15. _____ = the amount of money that a company needs in order to pay wages to its employees (*par 5*)

2. Answer these questions based on the information contained in the text:

1. Why is it so difficult to earn money on high-quality custom-made clothing?

2. What did LVMH decide to do with one of its unsuccessful brands and what brand is it?

3. Who makes high fashion survive and how do they do it?

4. Which six possibilities did small and medium-sized companies use to fight their bad situation?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

5. What is the main reason for this situation?

Adjectives and adverbs

Form of adverbs

- Many 'how' adverbs are formed by adding *-ly* to an adjective. A few add *-y*, *-ally*, or *-ily*, depending on the spelling of the original adjective.

slow – *slowly* *slight* – *slightly* *careful* – *carefully*
full – *fully* *dramatic* – *dramatically* *steady* – *steadily*

- Some adverbs and adjectives have the same form. Examples include *fast*, *hard*, *early*, *late*, *high*, *low*, *right*, *wrong*, *daily/weekly/monthly/quarterly*.

*This is a **fast machine**.* (adj.) *This machine **goes very fast**.* (adv.)
*It's a **hard decision**.* (adj.) *He's **working very hard** at the moment.* (adv.)

- Note that the adverb *hardly* is not related to the meaning of *hard*.

*It's so noisy I can **hardly** think.* ('hardly' = almost not)

- Note that *good* is an adjective and *well* is an adverb.

*She's a **good negotiator**.* *She **negotiates well**.*

Adjectives ending *-ing* and *-ed*

- Adjectives ending *-ing* describe something we are reacting to (outside us).

Adjectives ending *-ed* describe our feelings and reactions (inside us).

*The meeting was very **interesting**. I was **interested** in your idea about outsourcing.*

Asia Online president Kevin Randolph says he does not concentrate on the number of customers because he is not really interested in mass marketing. 'I am interested in quality marketing,' Randolph says. 'We have 100,000 customers, which is an interesting number, but I am not managing the business based on that.' (business review weekly website)

Other pairs like this are: *bored/boring*, *confused/confusing*, *excited/exciting*, *fascinated/fascinating*, *surprised/surprising*, *tired/tiring*

*I found her comments quite **surprising**. I was **surprised** by her comments.*

Compare adjectives ending in *-ing* and *-ed*:

<p>You can say:</p> <ul style="list-style-type: none"> My job is boring, interesting, tiring, satisfying, depressing. (etc.) <p>The -ing adjective tells you about the job.</p> <p>Compare these examples:</p> <p>interesting</p> <ul style="list-style-type: none"> Julia thinks politics is very interesting. Did you meet anyone interesting at the party? <p>surprising</p> <ul style="list-style-type: none"> It was quite surprising that he passed the examination. <p>disappointing</p> <ul style="list-style-type: none"> The film was disappointing. I expected it to be much better. <p>shocking</p> <ul style="list-style-type: none"> The news was shocking. 	<p>You can say:</p> <ul style="list-style-type: none"> I'm bored with my job. I'm not interested in my job any more. I'm always tired when I finish work. I'm not satisfied with my job. My job makes me depressed. (etc.) <p>The -ed adjective tells you how somebody feels (about the job).</p> <p>interested</p> <ul style="list-style-type: none"> Julia is very interested in politics. (not 'interesting in politics') Are you interested in buying a car? I'm trying to sell mine. <p>surprised</p> <ul style="list-style-type: none"> Everybody was surprised that he passed the examination. <p>disappointed</p> <ul style="list-style-type: none"> I was disappointed with the film. I expected it to be much better. <p>shocked</p> <ul style="list-style-type: none"> We were very shocked when we heard the news.
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Look at these examples:

- Our holiday was too short – the time went very **quickly**.
- The driver of the car was **seriously** injured in the accident.

Quickly and **seriously** are *adverbs*. Many adverbs are made from an adjective + **-ly**:

<i>adjective:</i>	quick	serious	careful	quiet	heavy	bad
<i>adverb:</i>	quickly	seriously	carefully	quietly	heavily	badly

Not all words ending in **-ly** are adverbs. Some adjectives end in **-ly** too, for example:

friendly	lively	elderly	lonely	silly	lovely
-----------------	---------------	----------------	---------------	--------------	---------------

Fast / hard / late

These words are both adjectives and adverbs:

<i>adjective</i>	<i>adverb</i>
------------------	---------------

- | | |
|--------------------------------------|--|
| • Jack is a very fast runner. | Jack can run very fast . |
| • Ann is a hard worker. | Ann works hard . (not 'works hardly') |
| • The train was late . | I got up late this morning. |

Lately = 'recently'

- Have you seen Tom **lately**?

We use adjectives after *be / get / become / seem*:

- | | |
|---|--|
| • Be careful! | • I'm tired and I'm getting hungry . |
| • As the film went on, it became more and more boring . | |
| • Your friend seems very nice . | |

We also use adjectives to say how somebody/something looks, feels, sounds, tastes or smells:

- | | |
|--|---|
| • You look tired. / I feel tired. / She sounds tired. | |
| • The dinner smells good . | • This tea tastes a bit strange . |

But to say how somebody does something you must use an *adverb*:

- Drive **carefully!** (*not* 'Drive careful')
- Susan plays the piano very **well**. (*not* 'plays ... very good')

Grammar exercises

1. Complete the sentences using one of the words in the box.

amusing / amused	confusing / confused	exhausting / exhausted
annoying / annoyed	disgusting / disgusted	interesting / interested
boring / bored	exciting / excited	surprising / surprised

1. He works very hard. It's not **surprising** that he's always tired.
2. I've got nothing to do. I'm _____.
3. The teacher's explanation was _____. Most of the students didn't understand it.
4. The kitchen hadn't been cleaned for ages. It was really _____.
5. I seldom visit art galleries. I'm not particularly _____ in art.
6. There's no need to get _____ just because I'm a few minutes late.
7. The lecture was _____. I fell asleep.
8. I asked Emily if she wanted to come out with us but she wasn't _____.
9. I've been working very hard all day and now I'm _____.
10. I'm starting a new job next week. I'm quite _____ about it.
11. Tom is very good at telling funny stories. He can be very _____.
12. Liz is a very _____ person. She knows a lot, she's travelled a lot and she's done lots of different things.

2. Complete each sentence with a verb (in the correct form) and an adjective from the boxes.

feel	look	seem
smell	sound	taste

awful	fine	interesting
nice	upset	wet

- Ann seemed upset this morning. Do you know what was wrong?
- I can't eat this. I've just tried it and it _____.
- I wasn't very well yesterday but I _____ today.
- What beautiful flowers! They _____ too.
- You _____. Have you been out in the rain?
- Jim was telling me about his new job. It _____ quite _____, much better than his old job.

3. Choose the correct word.

- This tea tastes a bit strange. (strange/strangely)
- I always feel _____ when the sun is shining. (happy/happily)
- The children were playing _____ in the garden. (happy/happily)
- The man became _____ when the manager of the restaurant asked him to leave. (violent/violently)
- You look _____! Are you all right? (terrible/terribly)
- There's no point in doing a job if you don't do it _____. (proper/properly)

4. Complete each sentence using a word from the list. Sometimes you need the adjective (careful etc.) and sometimes the adverb (carefully etc.).

careful(ly)	complete(ly)	continuous(ly)	financial(ly)	fluent(ly)
happy/happily	nervous(ly)	perfect(ly)	quick(ly)	special(ly)

- Our holiday was too short. The time passed very quickly.
- Tom doesn't take risks when he's driving. He's always _____.
- Sue works _____. She never seems to stop.
- Alice and Stan are very _____ married.
- Monica's English is very _____ although she makes quite a lot of mistakes.
- I cooked this meal _____ for you, so I hope you like it.
- Everything was very quiet. There was _____ silence.
- I tried on the shoes and they fitted me _____.
- Do you usually feel _____ before examinations?
- I'd like to buy a car but it's _____ impossible for me at the moment.

5. Are the underlined words right or wrong? Correct the ones that are wrong.

- I'm tired because I've been working hard. **RIGHT**
- I tried hard to remember her name but I couldn't. _____
- This coat is practically unused. I've hardly worn it. _____
- She's a good tennis player. She hits the ball hardly. _____
- Don't walk so fast! I can't keep up with you. _____
- Why are you walking so slow? Are you tired? _____

6. Complete the second sentence so it has a similar meaning to the first sentence.

1. There was a slight fall in profits in April.
In April profits **fell slightly**.
2. There was a dramatic improvement in our share price last month.
Last month our share price _____.
3. There has been a significant drop in demand for oil over the last few months.
Demand for oil _____ over the last few months.
4. Let's have a brief pause for coffee.
Let's _____ for coffee.
5. There has been a steady improvement in the inflation figures.
The inflation figures _____.
6. There was a slow recovery in consumer confidence last year.
Consumer confidence _____ last year.
7. There has been a gradual rise in unemployment.
Unemployment _____.
8. There has been considerable growth in Korean GDP over recent years.
Over recent years Korean GDP _____.

7. Complete the sentences with one word from the list A and one word from list B.

A: *badly completely easily extremely heavily quite unexpectedly well*
B: *delayed designed helpful illegal late made promoted recognizable*

1. This suitcase is very **well made**. It will last for years and years.
2. The new product is being _____. You see the adverts everywhere.
3. This website is very _____. I can't find the information I need.
4. You've been _____. I really appreciate it.
5. Our offices are _____. Look out for the large flags at the front.
6. I'm sorry, my flight has been _____. I'll call you when I arrive.
7. Taking bribes is _____. You'll lose your job if they catch you.
8. I arrived at the presentation _____ and missed the first part.

8. Read this report about the convergence of mobile phones and handheld computers. Underline either the adjective or adverb each time.

It seems (1) strange/strangely, but some people are walking around with a mobile phone, a handheld computer like a Palm, a pager, and even a notebook computer with a (2) conventional/conventionally keyboard as well. These digital devices are converging (3) rapid/rapidly, but manufacturers are finding it difficult to get all the parts to integrate (4) proper/properly. Contemporary mobile phones look (5) good/well, are relatively (6) good/well at sending short text messages, but don't work (7) good/well as handheld computers. They lack memory, synchronize (8) bad/badly with desktop PCs, and aren't

The Net: anywhere, anytime, in the palm of your hand

(9) easy/easily to use for access – it needs to be fast, writing emails. (12) easy/easily and (13) cheap/cheaply, but still allow phone companies to make a profit. Searching for an address-book entry or scrolling through a contact list is (10) slow/slowly, although once you find the name you can call the person (11) direct/directly by just touching the phone number. Of course the big issue in the future is Internet Things are moving very (14) quick/quickly in this area, and the manufacturers who succeed in getting everything (15) right/rightly are going to make (16) huge/hugely profits.

REVIEW TEST

PJI2A

Intelligent Business: Unit 8 – Brands

Name:			
Teacher:		TOTAL	MARK
Number of points (max. 100 points)		(60 points to pass)	
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

padělané výrobky oslabující značku (*výrobku*) – _____

dosáhnout u zákazníků věrnost značce – _____

uvážlivě se vyhnout nadměrné publicitě (*výrobku*) – _____

čelit značně velkým výzvám v umění jednat s lidmi – _____

vybudovat si renomé za renovaci (*vylepšení*) zboží – _____

odlišit oděvy na zakázku od konfekce – _____

úspěšně na sebe neupozorňovat jako firma – _____

ztrátové středně velké firmy jdoucí ke dnu – _____

B. Write expressions the following definitions refer to: (2 points each)

1. using a successful brand name to sell new types of products; a new product that is sold using an existing brand name:

2. the act of making changes to the form of something in order to improve its appearance, how efficiently it works, etc.:

C. Complete the sentence with one of the following phrases; translate the selected phrase: (2 points each)

**CLIENT BASE, PRICE, CUSTOMERS,
LOLLIPOPS, PURVEYORS, ACCOLADE**

1. Guccio Gucci deserved at least one _____ for building his successful company.

In Czech or Slovak: _____

2. We have to fight against the diminishing of our _____.

In Czech or Slovak: _____

3. None of our _____ was accused of contractual failure.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

**STREAMLINE – DETRACT – EXPAND – ANTICIPATE
REVIVE – REINFORCE – SUSTAIN – CONVEY**

1. IBM has decided _____ the idea of producing colorful laptops.

2. The message _____ to the public through mass media.

3. In my opinion, potential conflicts should always _____, if possible.

4. Celebrity endorsement should _____ our main message in the campaign.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. We came _____ to the theater – the performance had already started. (**LATE**)

2. The _____ of our products is accompanied with an identifier. (**SIGN**)

3. Retailers _____ prefer checking their brand effectiveness. (**INCREASE**)

4. The company wants to _____ its production overseas. (**SOURCE**)

Unit 9 – INVESTMENT

Coursebook, page 77, exercise **READING**



1. **In the text find words or expressions corresponding to the following definitions:**

1. _____ = the business of buying and selling shares in companies and the place where this happens; a stock exchange (*paragraph 1*)
2. _____ = the amount of profit or income that you get from a particular investment (*par 1*)
3. _____ = an award or amount of money that is given to a person who wins a competition, etc. or who does very good work (*par 2*)
4. _____ = the desire or need of customers for goods or services which they want to buy or use; a very firm request for something; something that somebody needs or asks for (*par 2*);
the opposite = _____
5. _____ = a person or company that buys things and sells them at a profit (*par 2*)
6. _____ = a method of raising money by selling tickets by which a winner is selected at random (*par 3*)
7. _____ = analytical and empirical data that are not dependent on subjective judgments of people; statistical data (*par 3*)
8. _____ = knowledge of a person acquired by a relationship less intimate than friendship (*par 4*)
9. _____ = a business project or activity, especially one that involves taking risks (*par 4*)
10. _____ = a price that somebody wants to sell something for (*par 4*)
11. _____ = land and buildings; real estate (*par 4*)
12. _____ = formal discussions between people who are trying to reach an agreement (*par 4*)
13. _____ = a number representing a particular amount, especially one given in official information (*par 4*)
14. to _____ = to use more of finances than is necessary or useful (*par 5*)
15. _____ = something or someone that shows the way by leading, directing, or advising (*par 6*)
16. _____ = an adjective describing the fact that the value of something is fixed at a level that is too high (*par 6*)
17. _____ = if somebody or something has it, they are likely to prefer or dislike one thing, person or group rather than another, in an unfair way (*par 6*)

18. _____ = a set of investments owned by a particular person or organization (*par 6*)
19. _____ = a situation when your costs are higher than your returns (*par 7*)
20. to _____ = to change something slightly to make it more suitable or more accurate (*par 8*)
21. _____ = a situation in which different things exist in equal, correct or good amounts (*par 8*)
22. to _____ = to influence or affect something (*par 9*)
23. _____ = inconsistent; going against each other; in disagreement (*par 9*)
24. _____ = not based on logical reasoning (*par 9*)

2. Answer these questions based on the information contained in the text:

1. What symptoms of people's bad dealing with uncertainty are mentioned?

2. What does behavioural finance deal with and what is professor Kahneman's relation to this field?

3. What did surveys reveal as far as people's forecasts of stock market movements are concerned? How do they decide?

4. How do people generally react to the first offering price when buying a house and why can this price be problematic in some cases?

5. What generally excepted idea people don't want to abandon?

6. What "human weakness" can cost companies a lot of money?

7. What problem of investment is connected with people's experience? What example is used in the text?

8. What does "home bias" mean and why is it a bad approach to investment?

9. What explanation and what metaphorical expression is used to describe the irrationality people show when investing?
-
10. What problem does professor Kahneman see with respect to spending time on major and minor decisions? What example is cited?
-
11. Why does regretting past decisions have also good sides? How is it shown on the example of investors and companies?
-
12. What is the position of governments, on the other hand?
-

Coursebook, page **80**, exercise **LISTENING 1**



Fill in the missing words in their correct form in the interview summary:

Bradley Hopper was interested in textiles and therefore he decided to invest his money in this business. At first, he wanted to get into the (1) _____ (2) _____ but later he abandoned this idea and became an investor. As the interviewer points out, this investment has (3) _____ (4) _____ since the (5) _____ accounts for approximately a hundred million dollars. As far as Bradley is concerned, his first (6) _____ is making money, and that is the (7) _____ to his (8) _____. Nevertheless, he cannot relax as he has to keep (9) _____ himself and hope to get (10) _____ by the best (11) _____ (12) _____. His competitors are (13) _____ (14) _____ because the market is very (15) _____. In the future, he plans to (16) _____ their first (17) _____ (18) _____ (19) _____ – a T-shirt made from (20) _____ (21) _____ (22) _____ that has been 100% grown in the USA. Bradley thinks that the market for (23) _____ (24) _____ products is (25) _____. However, he is thinking about becoming a (26) _____ (27) _____, or rather a (28) _____ (29) _____. What he wants is the (30) _____ at the beginning of a (31) _____, but he is also interested in the (32) _____ part.



Fill in the missing words in their correct form in the interview summary:

ART's main activity is providing (1) _____ at (2) _____ (3) _____ to small businesses that have problems with finding funding from (4) _____ sources. The condition is that their business plans have to be (5) _____. This model has been (6) _____ by even other institution since it (7) _____ in 1997. However, their model for (8) _____ could not have been implemented without (9) _____ information and support. It isn't easy to (10) _____ one's own business and entrepreneurs may feel (11) _____ in case they decide to ask for assistance. As far as Steve is concerned, he has directors (12) _____ to (13) _____ him and he knows he can ask them for (14) _____. He also gives advice to businesspeople by claiming that being open to new ideas provides them with a different (15) _____ and they are thus able to see their situation from a different (16) _____, which produces (17) _____ the best results.

ART cooperates with various types of (18) _____ that may be, for example, (19) _____. Unlike a bank that lends money to (20) _____ (21) _____, ART's (22) _____ is to (23) _____ companies to (24) _____ and help the (25) _____ succeed. Nevertheless, Steve made even a bad decision during the early (26) _____ of ART: he planned to have 50,000 (27) _____ printed up to (28) _____ their services. He wanted to (29) _____ 10,000 of them by (30) _____ them into a magazine that goes out to the (31) _____ homes in the area. Unfortunately, he didn't (32) _____ a single (33) _____ from the (34) _____. Later he learned that this wasn't the correct way to (35) _____ a new concept and he has started to see what other (36) _____ are (37) _____. If he had (38) _____ advice from people who are more (39) _____, he could have (40) _____ the situation better. So he says that his worst decision (41) _____ (42) _____ with his best decision.

Steve also says that it's a bad thing to close yourself (43) _____ to new ideas. Businesspeople should not be afraid to ask for help and take advice (44) _____ (45) _____ because this will be not only (46) _____ for the business, but also for themselves.



In the text find words or expressions corresponding to the following definitions:

1. _____ = an adjective referring to a person who makes money by starting or running businesses, especially when this involves taking financial risks
2. to _____ = to explode; to come open or fly apart suddenly or violently, especially from internal pressure
3. _____ = a metaphor used to describe overoptimistic and exaggerated expectations in relation to internet companies' shares
4. _____ = a newly founded company
5. _____ = newly started business operations
6. _____ = a number of people or things taken from a larger group using a process in which each person or thing has an equal chance of being chosen
7. to _____ = to investigate the opinions or behavior of a group of people by asking them a series of questions

Words meaning *and*, *but* and *so*

- Words like *and*, *but* and *so* are usually used to join parts of sentences. We can use longer words and phrases with the same meaning to link both across sentences and within more complex sentences.

and: *In addition, Besides, Moreover, Furthermore*

but: *However, Nevertheless, On the other hand*

so: *Therefore, Consequently, As a result*

These words and phrases are typical of formal speech (for example presentations) and writing. They usually come at the start of a sentence and have a comma afterwards, but can come after a comma in the middle of a sentence.

*Supplier A is cheaper, and their delivery times are good. **However**, supplier B has better quality products and they have a good reputation in the market.*

*This new process produces less waste, and as **a result** it's much better for the environment.*

*Our stocks are moving in a downwards spiral, **therefore** the Fed must cut interest rates to boost our confidence. That, at least, is the theory among investors this week. (Forbes.com website)*

Examples: *for example*, *for instance*, *such as*

- We can use *for example* or *for instance*. Note the possible positions.
*Our costs have gone up. **For example**, the cost of steel has nearly doubled.*
*Our costs have gone up. The cost of steel, **for example**, has nearly doubled.*
- We use *such as* in the middle of a sentence to give examples. It is the same as 'like'.
Such as is followed by a noun phrase, not a whole clause.
*Some delays, **such as** strikes or bad weather, are beyond our control.*
*Some delays are beyond our control, **such as** strikes or bad weather.*

Additional/real information: *in fact*, *actually*

- We use *In fact*, *Actually* or *As a matter of fact* to add a piece of information to what we just said. The second piece of information gives more details.

*We have plenty in stock. **In fact/As a matter of fact**, we could deliver tomorrow.*

We also use these words to emphasize what the real situation is. This is surprising or different to what people imagine.

*I thought we had some in stock, but **in fact/actually** we don't.*

Sequence: *first of all*, *as well as this*, *finally*

- We can use *First*, *Firstly*, *First of all* to begin a series of points in a formal argument. For other numbered points we say *Second*, *Secondly*, etc.

To add a point without numbering we can say *As well as this*, *Besides this* or *In addition*. At the end we can say *Finally*.

*Why choose the Czech Republic? Well, **first of all**, it has lower labour costs than other neighbouring countries, and **secondly**, it has a stable currency. **As well as this**, it has a trained workforce with good labour relations, and **finally**, it has a strong local market.*

- To finish one point we can say *Overall* or *Taking everything into consideration*.

Overall, a record 67% of the adult population is employed or looking for work, mainly because female participation in the labor force has jumped over the last two decades.
(Business Week website)

To finish a formal speech we can say *In conclusion*.

In conclusion, I'd just like to thank you all very much for coming, and I look forward to seeing you again at our next meeting on 31 September.

Generalizing: *in general, on the whole*

- There are many words and phrases we can use to talk generally: *In general, On the whole, As a rule, Typically, All in all, Basically, Overall, Broadly speaking*.

Organisations typically have five 'customer' relationships: customers, business partners, suppliers, employees, and shareholders. (e-business advisor website)

- If we want to make a balanced argument we often use one of these phrases followed by a contrasting idea with a word like *but*.

In general the Japanese economy has not been very dynamic over recent years.

However, some technology and telecom companies are growing very fast.

*On the whole, I think you're right, **although** I disagree with you about the level of risk.*

Summarizing: *so, to sum up, in summary*

- We can use *So, In short, To put it simply, To sum up* and *In summary* to summarize.

So, to sum up the main points of my presentation so far, we are a truly international company offering a full range of services to corporate and private clients in the areas of finance, banking and insurance.

To put it simply, food processors will lose competitiveness as a direct result of EU membership. (Business Central Europe website)

Either ... or ..., instead of, except for

- We use *either* to begin a list of possibilities. We do not begin with *or*. The other possibilities are introduced with *or*.

Either we could cancel the product launch, or postpone it. (NOT ~~Or we could cancel~~)

But in speech we can begin with *or* to complete the other person's idea.

A: *'We could just cancel the launch.'*

B: *'Or perhaps postpone it.'*

- We use *instead (of)* to mean 'in the place of something else'. At the end of a sentence, *instead* is used without *of*.

*Can we have the meeting on Friday **instead** of Thursday?*

*Thursday is no good? OK, can we have it on Friday **instead**?*

- We use *except, except for* or *apart from* to mean 'not including'.

*I have contacted everyone **except (for)** Margaret.*

Grammar exercises

1. Underline the correct words.

1. If registered mail is too slow, we could use a courier instead/instead of.
2. The fall in share prices has made investors nervous. On the other side/hand, it's an excellent buying opportunity if you're prepared to take a risk.
3. As a rule/Therefore I don't normally have a big lunch, but I'll come with you to the restaurant today.
4. All commodity prices rose last week, also/except gold.
5. We can either/or wait for a train, or go by taxi.
6. I know Madrid very well. As a matter of fact/On the whole, I worked there for a short time many years ago.
7. As a matter of fact/On the whole stocks are riskier than bonds, but stocks can give a better return in the long term.
8. It's convenient for me to come to work by car. On the other hand/Besides, the train would probably be quicker.
9. It's convenient for me to come to work by car. On the other hand/Besides, the company pays for the parking.
10. Investment in areas for example/such as biotechnology can be risky.
11. Investment in some areas, for example/such as biotechnology, can be risky.
12. Can we send an email except for/instead of a fax?

2. Complete each sentence with a word or phrase from the list below.

actually *as well as this* *either* *except* *instead*
such as *therefore* *nevertheless* *so* *in general*

1. People think it's expensive, but actually over the long term it isn't.
2. The restaurant is open every day _____ Monday.
3. She's out of the country and _____ unable to attend the meeting.
4. I was going on Tuesday, but now I'm going on Monday _____.
5. _____ I think the meeting went very well, although we didn't manage to agree on the composition of the new team.
6. Some areas, _____ recruitment, are outsourced to other companies.
7. I'm sorry. _____ you accept this price, or we can't do business.
8. It's reliable, safe and easy to use. _____, it's excellent value for money.
9. It's reliable, safe and easy to use. _____, the maintenance costs can be quite high.
10. _____, in short, it's reliable, safe and easy to use.

3. Put four commas in this short paragraph.

In general taking an MBA is a good idea for an ambitious young professional however you do have to make some sacrifices. You miss out on two years' valuable work experience for example and it can be very expensive.

4. Read this article about transport policy in city centres. Complete the article by choosing the correct alternative from A, B, C or D below.

Want to enter the city?

Sorry, you'll have to pay.

Traffic congestion in city centres is a big problem for both businesses and residents. Policy makers are being forced to think of solutions based on public transport, road pricing and restricted use of one kind or another (1) g unlimited access for cars at all times. What are the reasons for this? (2) _____, cars cause noise and pollution in areas where people walk, shop or go sightseeing, and (3) _____ this they are of course quite dangerous. (4) _____, cars cause traffic jams and (5) _____ many hours of work time are lost. (6) _____, people need incentives before they change their habits and alternatives to cars are often not available or of poor quality. The first thing is that public transport must become more reliable and more comfortable. (7) _____, bicycle use should be encouraged, (8) _____ by having more cycle lanes. Some large cities, (9) _____ Amsterdam, are already organised in this way. But the most radical measure is road pricing. Asking motorists to pay to enter city centres is controversial, but is an increasingly common solution. So, (10) _____, we can see that imaginative and sometimes unpopular measures will be needed to make the city centre a more pleasant place to work and live.

- | | | | | |
|----|---------------|-----------------|---------------|-----------------|
| 1 | A but | B except for | C instead of | D such as |
| 2 | A As well | B First of all | C In fact | D As a result |
| 3 | A As well as | B Also | C For example | D Except |
| 4 | A For example | B However | C And | D Secondly |
| 5 | A either | B both | C as a result | D instead of |
| 6 | A However | B Therefore | C So | D In conclusion |
| 7 | A To sum up | B In addition | C Actually | D For example |
| 8 | A to sum up | B in addition | C actually | D for example |
| 9 | A such as | B as well as | C instead of | D except |
| 10 | A thirdly | B in conclusion | C instead | D also |

5. Complete this speech made by the leader of a Korean trade delegation at the end of a trip to Wales with the words and phrases from the list below.

first of all *in conclusion* *in addition* *therefore*
instead of *as a rule* *however* *in fact*

'Could I just say a few words? Thank you. Well, (1) first of all I'd like to thank everyone here at GNK for organizing today's visit. We have enjoyed meeting all the staff, seeing your new products and looking round your factory. (2) _____, I would like to thank the local Chamber of Commerce who made the whole trip possible. As you know, we see the European market as very important for our company. (3) _____, it is central to our future plans. (4) _____, I'm sure that we can look forward to even closer cooperation between our two companies in the future. (5) _____ I think it's better to keep the ceremonies short on occasions like this, (6) _____, I would just like to take this opportunity to leave you with something to remember our visit, and so I have great pleasure in presenting this book with photographs of Korea to your director, Chris Armstrong. (7) _____, I hope that we may soon have the pleasure of welcoming some of you to our country in the future. Perhaps the next time we meet it will be in Seoul (8) _____ Cardiff! Once again, thank you all very much.'

REVIEW TEST

PJI2A

Intelligent Business: Unit 9 – Investment

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

nespecializovat se na terminované obchody a opce – _____

utrpět obrovské ztráty – _____

rozvážný investor nikdy nejednající ukvapeně – _____

čelit rozporuplným politickým tlakům – _____

právo, ale ne závazek uskutečnit transakci – _____

zaručený dluhopis vydaný vládou – _____

znovu investovat (1 word) zisk do jiných riskantních podniků (1 word) a méněcenných dluhopisů – _____

mít nejlepší šanci na úspěch mezi absolventy MBA – _____

B. Write expressions the following definitions refer to: (2 points each)

1. shares in a well-managed company with a record of paying profits to shareholders during good and bad economic conditions:

2. an investor who helps new companies develop by lending them their own money, which may involve a lot of risk:

C. Complete the sentence with one of the following phrases; translate the selected phrase: (2 points each)

FUTURES, OPTIONS, BOOM YEARS, INSIGHTS, BANKRUPTCY, PORTFOLIO

1. He is the infamous trader who caused the _____ of Barings Bank.

In Czech or Slovak: _____

2. During the _____, a period of wealth and success, companies tend to waste their energy and resources.

In Czech or Slovak: _____

3. Behavioral finance is a science that applies psychological _____ to economics.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

FORECAST – ASSESS – QUOTE – FALSIFY AFFECT – PAY – LET – INVEST

1. He _____ accounts, i.e. deliberately put wrong data in them, and lost a staggering total of €208m.

2. The asking price _____ the seller tends to become accepted as the price around which negotiations take place.

3. Blue-chip shares will almost certainly _____ a minimum of 4% even in poor economic conditions.

4. How does regretting bad decisions _____ stock market investors' future decisions?

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. John has stopped all his _____ activities. (**ENTREPRENEUR**)

2. Have you _____ the tasks you are supposed to do this week? (**PRIORITY**)

3. Buying the shares now is _____: you can earn a lot of money but you won't have any money for the production expansion at the moment. (**PRODUCE**)

4. This banker is my _____ – we met at a conference two years ago. (**ACQUAINT**)

Unit 10 – ENERGY

Coursebook, page **87**, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = the reduction of something by a large amount so that there is not enough left
2. to _____ = to reduce or cut drastically (*paragraph 1*)
3. _____ = an amount of a mineral, fossil fuel, or other resource known to exist in a particular location and to be exploitable (*par 1*)
4. _____ = an approximate evaluation or rough calculation, as of worth, quantity, or size (*par 1*)
5. to _____ = to rise very quickly (*par 1*)
6. _____ = represented as greater than is actually the case; overstated; enlarged or increased to an abnormal degree (*par 1*)
7. _____ = having been demonstrated or verified without any doubt (*par 2*)
8. _____ = something that encourages somebody to do something; something, such as the expectation of reward or the fear of punishment, that motivates effort or action (*par 2*)
9. to _____ = to make something appear to be more important or impressive or bigger than it really is (*par 2*)
10. to _____ = to include, incorporate something (*par 2*)
11. to _____ = to achieve a maximum of development, value, or intensity; to culminate (*par 3*)
12. _____ = dependent on something, relying on something (*par 3*)
13. _____ = any substances that are used as food (*par 3*)
14. to _____ = to cause to become; make (*par 3*)
15. _____ = being so expensive that people are generally unable to buy it (*par 3*)
16. to _____ = to draw or pull out, often with great force or effort (e.g. oil from the ground) (*par 3*)
17. _____ = a procedure of making holes to the ground to extract oil from there (*par 3*)
18. to _____ = to come to an end; stop (*par 3*)
19. to _____ = to express doubt about; dispute; analyze; examine (*par 4*)
20. _____ = complicating, increasing, worsening e.g. a problem (*par 4*)
21. _____ = a deficiency in amount; an insufficiency; a lack (*par 4*)

22. to _____ = to make a guess; to estimate (*par 4*)
23. to _____ = to rise faster than something else (*par 4*)
24. _____ = out of date; no longer useful (*par 5*)
25. to _____ = to believe something or someone to be bigger, more important, or better than is the case (*par 6*)
26. _____ = an imagined or expected sequence of future events (*par 6*)
27. to _____ = to increase the speed of something; to cause to develop or progress more quickly (*par 6*)
28. _____ = an increase in the average temperature of the Earth's atmosphere, sufficient to cause climatic change (*par 6*)
29. _____ = occurring at irregular intervals; having no pattern or order in time (*par 6*)
30. _____ = a large-scale disruption in electric power supply; loss of light, power, or communications due to electric power failure (*par 6*)
31. _____ = an introductory or preliminary message, sample, or overview; a foretaste (*par 6*)
32. _____ = a special interest in protecting or promoting something which is to one's own personal advantage (*par 7*)
33. _____ = precision; exactness; faithful representation of the truth (*par 7*)
34. to _____ = to consider as true, real, unquestionable or forthcoming; anticipate correctly (*par 7*)

2. Answer these questions based on the information contained in the text:

1. How have oil companies changed their predictions connected with how much petroleum there is still left? What worries do people have due to rising oil prices?

2. What does geologists' warning tell us?

3. How is economic health of oil companies determined?

4. Why do oil companies try to exaggerate their claimed petroleum reserves?

5. What happened in the mid-1980s in the petroleum industry?

6. What is referred to as a “closely guarded secret”?

7. What impact does it have when a country claims more oil reserves than another country?

8. According to geologists, what is the consequence of boosting oil reserve estimates by individual countries?

9. What would happen if there was no oil left or if it was too expensive and difficult to extract from the ground?

10. Under what circumstance can oil cease to be an energy source?

11. What do the major players in the oil business predict?

12. When will the oil shortage occur, according to most governments and energy companies?

13. What does the predicted development of oil supply and demand look like for the future?

14. What is it that some oil-reserve estimates fail to consider?

15. How does the text describe China’s oil imports and energy consumption in the past year(s) as well as their forecasts for the future? What comparison is used to show this?

16. What is the most optimistic prediction of a situation when the oil supply has been overestimated and there is no oil left?

17. What is the most pessimistic prediction of a situation when the oil supply has been overestimated and there is no oil left?

18. Why can’t we regard measurements of oil supplies performed by oil companies as true and unquestionable?



Fill in the missing words in their correct form in the interview summary:

Energy sources are usually divided into two types: (1) _____ and (2) _____. The first group refers to energies dependent on using (3) _____ or (4) _____ (5) _____. An example is given to illustrate that if you use a (6) _____ of oil for the production of electricity or (7) _____, it is clear that it'll never be (8) _____. However, the second type of energy sources is dependent on (9) _____ (10) _____, such as (11) _____, that are (12) _____. It means that the same (13) _____ of energy will always be available.

People nowadays see many wind (14) _____ or wind (15) _____ that use wind (16) _____ that originates from – like many other renewable or (17) _____ energies – (18) _____. The sun not only creates wind, but it also (19) _____ heat, which makes water (20) _____. Other renewable sources include (21) _____ (22) _____, water and (23) _____ (24) _____, and (25) _____ energy. Nevertheless, there are renewable energies that are not dependent on the sun, such as (26) _____ energy or (27) _____ energy which uses the (28) _____ effect of the (29) _____.

Mia says that alternative energy sources will play an important role in the future because they are (30) _____, unlike the traditional sources, and they are (31) _____ – you needn't (32) _____ anything to produce electricity. They produce no gases that (33) _____ the (34) _____ or (35) _____ health problems. Unfortunately, there is no simply way people can suddenly (36) _____ to using these sources.

The problems associated with these energies include high costs, the fact that many of these technologies are (37) _____, and the nature itself because for example if the wind doesn't (38) _____, you have to (39) _____ for (40) _____ in the (41) _____ of energy that can be produced.

An example of the UK shows that the main uses of energy there are (42) _____ (43) _____ and (44) _____. Then to a (45) _____ degree there is industry and services. If somebody wanted to (46) _____ the energy that the first two sectors (47) _____ with electricity from wind, they would have to build a huge number of wind (48) _____, which is not nowadays possible because of technical and (49) _____ reasons. Therefore the UK government has (50) _____ a fairly (51) _____ (52) _____ – 25% of energy from clean sources by (53) _____. (54) _____ energy can be a solution but nobody wants to live next to a (55) _____ (56) _____ (57) _____. So it is obvious that alternative energy sources can help but they won't (58) _____ a (59) _____ (60) _____.



Fill in the missing words in their correct form in these summaries:

1. The speaker suggests using (1) _____ (2) _____ in their offices across their (3) _____ rather than installing (4) _____ (5) _____. He also plans to introduce a car (6) _____ (7) _____ for (8) _____ living in the same area.

2. The speaker speaks (9) _____ about (10) _____ (11) _____, as well as products they (12) _____ from it, e.g. (13) _____ or (14) _____. Then she wants to discuss the problems of (15) _____ on this fuel, e.g. as (16) _____ are becoming (17) _____, the price is going up.

3. The speaker talks about a publication that was (18) _____ by the Institute of (19) _____ (20) _____. This book looks at a (21) _____ of alternative (22) _____ of energy and makes the case for reducing the (23) _____ of, and (24) _____ on, (25) _____ (26) _____. These types of energy are (27) _____ against a set of (28) _____ that include how much (29) _____, (30) _____, (31) _____, and (32) _____ they are.

4. In the speaker's opinion, the world's (33) _____ (34) _____ will run (35) _____ low by (36) _____, which is the reason why countries should be looking for (37) _____ (38) _____ of energy. That includes more (39) _____ and (40) _____ (41) _____ within 20 years and maybe even sources like animal (42) _____ or (43) _____.

5. The speaker describes the procedure of the arrival of (44) _____ (45) _____ at the factory, taking it to a safe area for (46) _____ with other (47) _____, bottling the final product and storing these bottles for (48) _____. The (49) _____ is then put into (50) _____ and collected for (51) _____.



1. In the text find words or expressions corresponding to the following definitions:

- _____ = the outline of a group of buildings seen against the sky
- _____ = adjective describing the fact that a line or a surface deviates from straightness in a smooth, continuous fashion

3. _____ = the ability to function well with no waste of energy
4. _____ = designed or done in a clever way; skillfully mastered
5. _____ = executed with skill; complex and attractive; of superior grade; fine
6. _____ = adjective describing excessive consumption of energy (*informal*)
7. _____ = substances discharged into the air by a factory, car, etc. that contribute to global warming
8. _____ = capable of being continued or used for a long time with minimal long-term effect on the environment
9. _____ = one who argues in support of something; an advocate of something
10. _____ = the amount of money a company has to spend to operate a machine, vehicle, business, building, etc.
11. _____ = obligations under law arising from civil actions or under contract; it can only be decided by courts even if the settlement is made out of the court by mutual agreement
12. to _____ = to increase or raise something in strength, number or value
13. _____ = money somebody receives for renting private or commercial premises to somebody else

2. Answer these questions based on the information contained in the text:

1. What nickname does the Swiss Re Tower in London have and what is the reason for this nickname?

2. What is the most remarkable feature of the building and what are the expectations connected with this feature?

3. What statistics is cited to support the claim that traditional office building waste energy and that they are not environmentally friendly?

4. What is the other term used to express “sustainable architecture”, and what is the major objective of this type of architecture?

5. What other benefits of sustainable architecture are claimed by its supporters?

Conditional clauses

If we sold ... (possible past)

When we want to talk about past events which possibly happened, we use *If* + past simple in the condition clause, and any tense or modal in the result clause.

*If you went to the meeting yesterday, you probably **heard** the news.*

*If you **missed** the TV programme last night, you **can borrow** the recording I made.*

If we had sold ... (imaginary past)

When we want to talk about past events that are different to what really happened, we use:

If + *past perfect*, would + have + *past participle*
(condition) (result)

If Clinton and Gore had won the election, they would have promoted free trade agreements with other nations in the same way as Bush. (Yahoo Business News website)

There is often a suggestion of criticism or regret:

*If the economic situation **had been** better, we **wouldn't have lost** so many customers.*

- A contracted 'd in speech can be *had* in the condition or *would* in the result.

If I'd done an MBA, I'd have had more opportunities.

- The examples above are about two actions in the past. If the result clause refers to the present we use *would* + infinitive.

If I had done an MBA, I would be on a higher salary now.

Conditionals without if

- We use *if* for something that might happen in the future, or something imaginary. We use *when* for something that we know will happen.

*I'll call you **if** I get a chance. (I'm not sure if I will phone you)*

*I'll call you **when** I arrive. (I will definitely phone you)*

We can use either *if* or *when* where the meaning is 'every time'.

***If/When** anyone rings my mobile, I get a photograph of the person on the screen.*

- In informal speech we sometimes use *imagine* or *supposing* in place of *if*.

***Imagine/Supposing** you had a million dollars, how **would** you invest it?*

- We can use *provided that*, *providing*, *on condition that*, *as long as* and *so long as* for emphasis. The meaning is 'if and only if'.

***As long as** there is new technology, consultants will continue to be in demand. (Sunday Times website)*

- We can use *in case* to talk about doing something to avoid a possible problem later. The result clause usually comes first and often uses *going to*.

*I'm going to give you my mobile number **in case** you need to contact me.*

- We use *unless* to mean *If not*.

Wish

- We use *I wish* to express regret or dissatisfaction.
- For the present and future, use *I wish* followed by the past simple or continuous.
*I wish we **didn't** have so many meetings.*
*I wish / **wasn't working** next weekend.*
- For the past, use *I wish* followed by the past perfect.
*I wish we **had advertised** on television.*
*I wish I **hadn't eaten** the oysters.*
- If the wish is a good one, use *I hope* followed by the present simple or *will*.
*I hope your presentation **goes** well.*
*I hope the merger **will** be a success.*
- If the wish is about doing something that is difficult or impossible, use *I wish I could*.
*I wish I **could** contact him, but he hasn't got a mobile phone.*
- We can replace *I wish* with *If only* for emphasis. We stress *only* in speech.
*If only I **hadn't** eaten the oysters.*
*If only I **could** contact him.*

Modal verbs in conditionals

- The examples in unit 17 were with *will*. But other modal verbs like *can*, *could*, *may*, *might*, *must* and *should* are common in conditional sentences and have their normal meanings.
*If you deal with the Middle East you **must be** available to your customers on Saturdays and Sundays.* (Overseas Trade magazine)
*If the euro **were** weak in the long term, companies **might** slow down their drive to increase productivity and governments **might** put the brake on their structural reforms.* (Le Monde diplomatique website)
*Compaq CEO Michael Capellas commented on the recent decline of dot.com firms, which were so popular on the U.S. stock market a few months ago. 'If you **don't have** a sound business plan, you **cannot succeed**.'* (International Herald Tribune website)
- We often use present forms like *will* and *can* with likely futures, and past forms like *would* ('d) and *could* with imaginary futures.
*If you **sign** now, we'll/**can** deliver by Friday.* (likely future)
*If you **signed** now, we'd/**could** deliver by Friday.* (imaginary future)
- But it is also common to find mixed tense sequences because modals keep their normal meanings:
*If Hungarian farmers **respond** to competition by improving productivity and becoming more efficient at marketing, they **could have** a bigger share of the market.* (Business Central Europe website)
With a present form (*respond*) we might expect *can*. However *could* is used here with its normal meaning of uncertainty (*can* does not express uncertainty).

If I were you, ...

- We can use *If I were* in place of *If I was* in imaginary futures, particularly when we give advice with the phrase *If I were you*.
If I were you, I'd wait until tomorrow.
I'd be more careful, if I were you.

Grammar exercises

1. Underline the correct words.

1. If we're/we would be late, they'll start/they'd start without us.
2. If we will take/take a taxi, we'll arrive/we arrive sooner.
3. If we worked/would work for ADC, we'll get/we'd get a better salary.
4. When inflation will go/goes up, there would be/is usually pressure on salaries.
5. If we don't hurry/won't hurry, we would be/we'll be late.
6. If you change/are changing your mind, give me/you will give me a ring.
7. Unless you click/would click on that icon, it didn't/it won't print out.
8. If you ordered/order on the Net, we always will send/send an email confirmation.
9. If I lend/will lend you this book, when do you return/will you return it?
10. If you heard/hear anything in the next few days, let me/letting me know.

2. **Read these sentences and decide if the events are likely or imaginary. Complete the sentences by putting the verbs in brackets into the present simple + will or the past simple + would. Use contracted forms where possible.**

1. It's not far. If you follow (follow) this road, you 'll come (come) to the station.
2. If I was (be) on the Board of this company, I 'd argue (argue) against the merger.
3. If you _____ (have) any questions, I _____ (deal) with them at the end of my presentation.
4. If the council _____ (ban) all cars from the city centre, there _____ (not be) so much pollution.
5. A: I have no idea what the other side are going to propose in the negotiation tomorrow.
B: Neither do I. If I _____ (know), I _____ (tell) you.
6. A: My train leaves in forty minutes.
B: It only takes ten minutes to the station by taxi. If you _____ (leave) now, you _____ (catch) it.
7. A: Is that the time? I really should be going.
B: If you _____ (wait) a moment, I _____ (give) you a lift.
8. A: Would you like to go to English evening classes with me?
B: I'm sorry, but I can't. I'm really busy. If I _____ (have) more time, I _____ (love) to.

3. **Complete the sentences with the correct pair of possible forms, a) or b).**

1. If the bank lends us the money, a) it in new machinery.
a) *we'll invest/we're going to invest* b) *we'd invest/we were investing*
2. When _____ a lot of orders, we always employ extra staff in the factory.
a) *we'll get/we got* b) *we get/we've got*
3. If _____ this project again, I think I'd do it differently.
a) *I was starting/I started* b) *I'll start/I've started*
4. If the computer crashes, _____ someone from the IT department.
a) *you'd call/you are calling* b) *call/you'll have to call*

4. Paula, a marketing manager of a car manufacturing company, is talking to her colleague Luis, a production manager. Complete their conversation with the words from the list below.

will (x2) won't (x2) would (x2) wouldn't unless (x2) be is is going to be don't didn't

PAULA: Luis. Aren't you worried about the proposed strike?

LUIS: Well, sure ...

PAULA: You see, if the factory workers go on strike, we (1) will lose a lot of production. If we lose production, we (2) _____ be able to supply all our customers.

LUIS: Yes, I know, but ...

PAULA: And if we (3) _____ supply our customers, they'll probably buy other makes of car. If that happens, our market share (4) _____ go down. It's not looking good.

LUIS: Well, that's right, but ...

PAULA: And what's more, in my experience, when workers go on strike there (5) _____ a bad atmosphere for months afterwards.

LUIS: Yes.

PAULA: So, (6) _____ you can come to an agreement with the workers soon, there (7) _____ a lot of trouble ahead. If you want my advice, (8) _____ very careful.

LUIS: Look, don't worry.

PAULA: Don't worry?

LUIS: Yes. Look, the workers know that the success of the company depends on this new model. (9) _____ they're stupid, they (10) _____ go on strike.

PAULA: Oh?

LUIS: Now, just imagine – if it sold really well, we (11) _____ increase our market share and our profits. If that happened, we (12) _____ need to make so many job cuts. And if we (13) _____ have to cut jobs, the trade unions (14) _____ be much happier.

PAULA: Well, I suppose you've got a point.

5. You are talking to a friend about your new job. Use your thoughts to complete the sentences you say. Put the verb in brackets into either the present simple, past simple, imperative, will + infinitive or would + infinitive.

You think: People say that hard work usually results in promotion in this company.

You say: (1) They say that if you work (work) hard, you get (get) promoted.

You think: I want to show them that I'm good at my job so that I can have more job security.

You say: (2) I hope that if I _____ (do) my best, they _____ (give) me a permanent contract after a few months.

You think: I've been late in the morning a few times. I wish I could work at the Leiria site which is nearer my home.

You say: (3) I'm sometimes late for work. If I _____ (work) at the Leiria site, it _____ (not be) such a problem.

You think: One thing worries me. I had a health problem a few years ago, but it's very unlikely that it will reoccur.

You say: (4) I wonder what _____ (happen) if my health problem _____ (reoccur)?

You think: Maybe it's not a problem. In general they seem to be very reasonable about illness.

You say: (5) Actually, if you _____ (miss) one or two days because of illness, they _____ (not seem) to mind.

You think: Goodbye. I hope I'll see you soon.

You say: (6) If you _____ (fancy) a drink one evening, just _____ (give) me a ring.

6. Underline the correct words. This exercise includes revision of imaginary futures.

1. If you *phoned/had phoned* me yesterday, I *had told/would have told* you.
2. If you *took/would have taken* more exercise, you *might feel/had felt* better.
3. If Tim *would have listened/had listened* more carefully, he *wouldn't have made/didn't make* that mistake.
4. If *we'd found/we found* suitable premises, *we'd have moved/we had moved* earlier.
5. If people *kept/had kept* their offices more tidy, it *might present/presented* a better image to our visitors.
6. If *I'd known/I would know* about their financial problems, I *wouldn't do/wouldn't have done* business with them.
7. If our side *had been/was* better prepared, we *succeeded/could have succeeded* in the negotiations.
8. I *wouldn't/won't* worry if I *am/were* you.

7. Complete the sentences with the words from the list below. Each word is used twice.

when as long as in case unless

1. I'll speak to you again **when** I've looked at the contract in detail.
2. Leave your return flight open _____ the negotiations take an extra day.
3. We can start the project next week _____ everyone agrees.
4. We can start the project next week _____ anyone disagrees.
5. The Board will be happy _____ our share price remains high.
6. Keep your receipt _____ you need to return the goods.
7. The new stock will arrive _____ the Christmas sales are finished.
8. We'll probably make a loss this year _____ sales improve in the last quarter.

8. Underline the correct words.

1. I wish I *hadn't drunk/didn't drink* so many whiskies last night.
2. There's so little space in here. I wish I *have/had* a bigger office.
3. I don't feel well. I wish I *could stay/will stay* in bed this morning.
4. I hope you *enjoyed/enjoy* yourselves at the theatre tonight.
5. I've been waiting thirty minutes for the bus. I wish I *took/had taken* a taxi.
6. I must get in touch with Sue. If only I *know/knew* her number!
7. I'm not a good typist. I wish I *could type/would type* better.
8. I wish Jim *didn't interrupt/doesn't interrupt* so often in meetings.
9. I have to finish this report by tomorrow. If only I *would have/had* more time.
10. Enjoy your holiday. I hope you *have/could have* a good time.
11. That presentation was a disaster! I wish I *could do/would do* it all again!
12. I'm disappointed with this camera. I wish I *didn't buy/hadn't bought* it.

9. Patrick and Jurgen are discussing a negotiation that went wrong. Complete the dialogue with words from the list below.

if as long as in case unless (x2) 'll 'd (x2)
can would have 'd have wouldn't have

PATRICK: Jurgen, (1) **if** you've got a moment, (2) _____ I have a word with you?
 JURGEN: Sure. (3) _____ it doesn't take too long, I've got a meeting in five minutes. Is it about that contract that we lost?
 PATRICK: Yes. What went wrong? Do you think we (4) _____ got the deal if we (5) _____ offered a better price? Maybe we (6) _____ lost the business.
 JURGEN: No, I don't think the problem was the price.
 PATRICK: No? Well, was it a problem with the delivery time? If we (7) _____ given a shorter delivery time, (8) _____ we _____ been more successful?
 JURGEN: No, the delivery time was OK.
 PATRICK: Hmm, this is strange. We really should find out what went wrong (9) _____ a situation like this happens in the future. You know, (10) _____ we learn from our mistakes, we (11) _____ lose more orders. Now, Jurgen, tell me what do you think could really have happened?
 JURGEN: Well, nothing, (12) _____ they didn't like our sales rep.
 PATRICK: Oh?
 JURGEN: Do you know who it was?
 PATRICK: Er, it was me.

10.

A supplier is thinking about a negotiation in the future. Match his thoughts 1–4 with his words a)–d).

1.	We're likely to offer a lower price. If we do, success is possible.	b	a) If we offer a lower price, we'll get the contract.
2.	We're likely to offer a lower price. If we do, success is certain.	___	b) If we offer a lower price, we might get the contract.
3.	Perhaps we'll offer a lower price. If we do, success is possible.	___	c) If we offered a lower price, we'd get the contract.
4.	Perhaps we'll offer a lower price. If we do, success is certain.	___	d) If we offered a lower price, we might get the contract.

The same supplier is thinking about a negotiation in the past. Match his thoughts 5–8 with his words e)–h).

5.	We offered a lower price. That's why we succeeded.	___	e) If we'd offered a lower price, we'd have got the contract.
6.	We offered a lower price. That's probably why we succeeded.	___	f) If we'd offered a lower price, we might have got the contract.
7.	We didn't offer a lower price. That's why we failed.	___	g) If we hadn't offered a lower price, we'd have lost the contract.
8.	We didn't offer a lower price. That's probably why we failed.	___	h) If we hadn't offered a lower price, we might have lost the contract.

Mixed Conditionals

Sometimes Unreal Conditional sentences are mixed. This means that the time in the if-clause is not the same as the time in the result. Study the examples below to learn how to mix conditional verb forms like a native speaker.

Verbs in green are in the Present Unreal Conditional.

Verbs in red are in the Past Unreal Conditional.

Verbs in purple are in the Future Unreal Conditional.

Mixed Conditional Patterns

PAST

PRESENT

Examples:

- If I **had won** the lottery, I **would be** rich.
BUT I DIDN'T WIN THE LOTTERY IN THE PAST AND I AM NOT RICH NOW.
- If I **had taken** French in high school, I **would have** more job opportunities.
BUT I DIDN'T TAKE FRENCH IN HIGH SCHOOL AND I DON'T HAVE MANY JOB OPPORTUNITIES.
- If she **had been born** in the United States, she **wouldn't need** a visa to work here.
BUT SHE WASN'T BORN IN THE UNITED STATES AND SHE DOES NEED A VISA NOW TO WORK HERE.

PAST

FUTURE

Examples:

- If she **had signed** up for the ski trip last week, she **would be joining** us tomorrow.
BUT SHE DIDN'T SIGN UP FOR THE SKI TRIP LAST WEEK AND SHE ISN'T GOING TO JOIN US TOMORROW.
- If Mark **had gotten** the job instead of Joe, he **would be moving** to Shanghai.
BUT MARK DIDN'T GET THE JOB AND MARK IS NOT GOING TO MOVE TO SHANGHAI.
- If Darren **hadn't wasted** his Christmas bonus gambling in Las Vegas, he **would go** to Mexico with us next month.
BUT DARREN WASTED HIS CHRISTMAS BONUS GAMBLING IN LAS VEGAS AND HE WON'T GO TO MEXICO WITH US NEXT MONTH.

PRESENT

PAST

Examples:

- If I **were** rich, I **would have bought** that Ferrari we saw yesterday.
BUT I AM NOT CURRENTLY RICH AND THAT IS WHY I DIDN'T BUY THE FERRARI YESTERDAY.
- If Sam **spoke** Russian, he **would have translated** the letter for you.
BUT SAM DOESN'T SPEAK RUSSIAN AND THAT IS WHY HE DIDN'T TRANSLATE THE LETTER.
- If I **didn't have** to work so much, I **would have gone** to the party last night.
BUT I HAVE TO WORK A LOT AND THAT IS WHY I DIDN'T GO TO THE PARTY LAST NIGHT.

PRESENT

FUTURE

Examples:

- If I **didn't have** so much vacation time, I **wouldn't go** with you on the cruise to Alaska next week.
BUT I DO HAVE A LOT OF VACATION TIME AND I WILL GO ON THE TRIP NEXT WEEK.
- If Cindy **were** more creative, the company **would send** her to New York to work on the new advertising campaign.
BUT CINDY IS NOT CREATIVE AND THE COMPANY WON'T SEND HER TO NEW YORK TO WORK ON THE NEW CAMPAIGN.
- If Dan **weren't** so nice, he **wouldn't be tutoring** you in math tonight.
BUT DAN IS NICE AND HE IS GOING TO TUTOR YOU TONIGHT.

FUTURE

PAST

Examples:

- If I **weren't going** on my business trip next week, I **would have accepted** that new assignment at work.
BUT I AM GOING TO GO ON A BUSINESS TRIP NEXT WEEK, AND THAT IS WHY I DIDN'T ACCEPT THAT NEW ASSIGNMENT AT WORK.
- If my parents **weren't coming** this weekend, I **would have planned** a nice trip just for the two of us to Napa Valley.
BUT MY PARENTS ARE GOING TO COME THIS WEEKEND, AND THAT IS WHY I DIDN'T PLAN A TRIP FOR THE TWO OF US TO NAPA VALLEY.
- If Donna **weren't making** us a big dinner tonight, I **would have suggested** that we go to that nice Italian restaurant.
BUT SHE IS GOING TO MAKE US A BIG DINNER TONIGHT, AND THAT IS WHY I DIDN'T SUGGEST THAT WE GO TO THAT NICE ITALIAN RESTAURANT.

FUTURE

PRESENT

Examples:

- If I **were going** to that concert tonight, I **would be** very excited.
BUT I AM NOT GOING TO GO TO THAT CONCERT TONIGHT AND THAT IS WHY I AM NOT EXCITED.
- If Sandy **were giving** a speech tomorrow, she **would be** very nervous.
BUT SANDY IS NOT GOING TO GIVE A SPEECH TOMORROW AND THAT IS WHY SHE IS NOT NERVOUS.
- If Seb **didn't come** with us to the desert, everyone **would be** very disappointed.
BUT SEB WILL COME WITH US TO THE DESERT AND THAT IS WHY EVERYONE IS SO HAPPY.

Exercise:

1. She will take care of the children for us next weekend because her business trip was canceled.
 - But, she **(take, not) would not be taking** care of the children for us next weekend if her business trip **(be, not) had not been** canceled.
2. Tom is not going to come to dinner tomorrow because you insulted him yesterday.
 - But, he **(come)** _____ if you **(insult, not)** _____ him.
3. Marie is unhappy because she gave up her career when she got married.
 - But, Marie **(be)** _____ happy if she **(give, not)** _____ up her career when she got married.
4. Dr. Mercer decided not to accept the research grant at Harvard because he is going to take six months off to spend more time with his family.
 - But, Dr. Mercer **(accept)** _____ the research grant at Harvard if he **(take, not)** _____ six months off to spend more time with his family.
5. Professor Schmitz talked so much about the Maasai tribe because she is an expert on African tribal groups.
 - But, Professor Schmitz **(talk, not)** _____ so much about the Maasai tribe if she **(be, not)** _____ an expert on African tribal groups.

6. I am unemployed because I had a disagreement with my boss and I was fired.
 > But, I **(be, not)** _____ unemployed if I **(have, not)** _____
 a disagreement with my boss and I **(be, not)** _____ fired.
7. Nicole speaks Chinese fluently because she lived in China for ten years.
 > But, Nicole **(speak, not)** _____ Chinese fluently if she
(live, not) _____ in China for ten years.
8. I will not help you study for your test because you have spent the last two weeks partying
 and wasting time.
 > But, I **(help)** _____ you study for your test if you **(spend,**
not) _____ the last two weeks partying and wasting time.
9. Eleanor and Ben are not going skiing with us this year because Eleanor just had a baby.
 > But, Eleanor and Ben **(go)** _____ skiing with us this year if
 Eleanor **(have, not, just)** _____ a baby.
10. I am completely exhausted, so I will not go with you to the movies tonight.
 > But, if I **(be, not)** _____ completely exhausted,
 I **(go)** _____ with you to the movies tonight.
11. She is not worried about the conference tomorrow because she is not giving a speech.
 > But, she **(be)** _____ worried about the conference
 tomorrow if she **(give)** _____ a speech.
12. Frank is not going to the graduation ceremony because he broke his leg snowboarding
 last week.
 > But, Frank **(go)** _____ to the graduation ceremony if he
(break, not) _____ his leg snowboarding last week.
13. They are not releasing the prisoner next month because there was so much public
 opposition to his release.
 > But, they **(release)** _____ the prisoner next month if
 there **(be)** _____ so much opposition to his release.
14. The hotels filled up months in advance because the festival is going to include jazz artists
 from around the globe.
 > But, the hotels **(fill, not)** _____ up months in advance if
 the festival **(include, not)** _____ jazz artists from
 around the globe.

15. We are not worried about the recent string of robberies in the neighborhood because the police have started regularly patrolling the area.

➤ But, we **(be)** _____ worried about the recent string of robberies in the neighborhood if the police **(start, not)** _____ regularly patrolling the area.

Translate the following sentences into English:

1. Kdybych začal studovat o rok dříve, mohl bych příští rok získat práci v zahraničí.

➤ _____

2. Všechny bych vás včera odvezl domů, kdybych vlastnil větší auto.

➤ _____

3. Kdyby generální ředitel zítra neodjžděl do Kanady, mohli jsme včera jít dřív domů.

➤ _____

4. Mohli bychom koupit našeho konkurenta, kdybychom loni neutrpěli ztrátu.

➤ _____

5. Dnes bych měl milióny, kdybych byl správně investoval ty vyhrané peníze!

➤ _____

REVIEW TEST

PJI2A

Intelligent Business: Unit 10 – Energy

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

odhady zmenšujících se zásob ropy – _____

průkazné provozní náklady jaderné elektrárny – _____

nedokonalý scénář udržitelného rozvoje – _____

odkázaný na spotřebu neobnovitelných zdrojů – _____

zastaralé nešetrné (agresivní) těžební techniky – _____

přejít na hojnou solární a příbojovou energii – _____

poptávka předstihující nabídku – _____

snížit emise skleníkových plynů – _____

B. Write expressions the following definitions refer to: (2 points each)

1. a large-scale disruption in electric power supply, loss of light, power, or communications:

2. a situation or state when people are able to buy a product because it does not cost too much money:

C. Complete the sentence with one of the following phrases; translate the selected phrase: (2 points each)

**ENVIRONMENT, TIDAL ENERGY, LEGACY,
RENTAL RETURNS, DEPLETION, TRANSMISSION**

1. The _____ of oil resources will bring our civilization close to a disaster.

In Czech or Slovak: _____

2. Boosting property values will result in higher _____.

In Czech or Slovak: _____

3. One day we'll be able to use methods such as satellite power _____ to the Earth.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

**ABANDON – SHRINK – SOAR – USE UP
SURMISE – AFFECT – CEASE – INTERRUPT**

1. John was directly _____ by the construction of the new factory.

2. The EU has decided _____ the policy of penalizing member states.

3. Unfortunately, supplies of electricity were often _____ by power cuts.

4. Scientists in general _____ that the planet will become warmer soon.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. The judge was _____ when deciding the complicated case. (**PART**)

2. This architecture is very practical and also _____. (**ART**)

3. When prices of new products are _____ high, people can't buy them. (**PROHIBIT**)

4. The increasing petroleum consumption is very _____ worldwide. (**NOTICE**)

III. Grammar: (max. 30 points)

points

A. Fill in the gaps with a suitable preposition or adverbial, if necessary: (1 point each)

- All the study results were taken _____ granted by everybody.
- NASA will conduct a research _____ the possibility of flying to Mars.
- Oil reserves will probably be used _____ in 20 to 30 years.
- A steep rise _____ the price of oil could be devastating.
- Let's get Mary _____ the energy consumption research, she'll do it.
- Europe will soon have to compensate _____ the oil it imports from Russia.

B. Rewrite the sentences with the given words so that they mean the same as the original ones: (3 points each)

- I didn't accept the job last year and therefore I can't go for a business trip to Alaska now.
If I _____, I _____ now.
- The machine won't keep making the noise if you turn it off.
The machine _____ unless _____.
- Jane didn't marry Paul in the past because she is always so indecisive.
Jane _____ if she _____.

C. Put the **VERBS** and other words in brackets into their correct forms, add prepositions, particles or auxiliary verbs if necessary. You may need to use the passive forms of the verbs: (1 point each)

The problem of increasing energy consumption _____ (**CAN**, not, **SOLVE**) countries individually. Citizens of these countries _____
_____ (**SHOULD**, **MAKE**, governments, **THINK**) it and try to find a solution. Austria, for example, _____ (**AVOID**, **CONSIDER**, **RUN**) a nuclear power station for many years but the shortage of electricity _____ (soon, **FORCE**, they, **START**) a public debate about this option. Especially if countries like Russia _____ (likely, **THREATEN**, **USE**) their energetic potential as a way of influencing Europe's policy. It _____ (no use, **WAIT**) a miracle here, we have to act quickly. It is true that if Norway _____ (**DECIDE**, **JOIN**) the EU in 1995, Europe _____ (**CAN**, **RISK**, **HAVE**) a much stricter policy towards Russia now. So these countries will surely make every effort _____
_____ (**POSTPONE**, **BE**, dependent) energy from abroad.

D. Choose suitable words or phrases that can complete each sentence. The number of correct answers is 0–4.

(2 points each)

- Veronica would definitely tell us the answer if she _____.
A: were here
B: was here
C: had studied for the exam
D: could speak
- If I _____ you, I _____ the unknown food.
A: was ... would never eat
B: were ... would have never eaten
C: were ... would never have eaten
D: were ... would never eat
- _____ oil had never been discovered.
A: If only
B: I wish
C: Only if
D: Provided that

IV. Translation: (max. 16 points)

points

Translate the following sentences into English:

Zastánci využívání fosilních paliv nadsazují údaje o odhadech světových zásob ropy a plynu a nepřipouštějí, že se tyto zásoby ztenčují; propagují také jadernou energii a vůbec se nezaměřují na záležitost uložení jaderného odpadu. Podporují rozvoj nealternativních zdrojů a tvrdí, že větrná, vodní, solární ani přílivová energie nebudou schopny pokrýt (*vyrovnávat*) naše vzrůstající požadavky, což povede k situaci, kdy většina zboží bude cenově nedostupná a neekonomická.

Unit 11 – GOING PUBLIC

Coursebook, page **94**, exercise **PREVIEW**



Fill in the missing words in their correct form in the speech summary:

Examples of corporations that have (1) _____ (2) _____ recently (or announced their (3) _____ to do so) exhibit some quite (4) _____ (5) _____. E.g. in the case of DreamWorks, it's clear that the (6) _____ (7) _____ is to allow the original investors to (8) _____ their (9) _____. However, in the case of Virgin Blue, the (10) _____ is more directly (11) _____ (12) _____ to the (13) _____ of the business – airlines need a lot of (14) _____ to (15) _____ (16) _____, and getting it from the public can be very (17) _____. On the other hand, the priorities of Domino's Pizza are slightly different as the firm is primarily interested in (18) _____ (19) _____ some of its (20) _____ and in (21) _____ some of its (22) _____ (23) _____.

Coursebook, page **95**, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

- _____ = a group of separate companies that agree to increase profits by fixing prices and not competing with each other
- _____ = a person who starts (or sets up) an organization, a company, etc. (*paragraph 1*)
- to _____ = to ask somebody not to interfere with your business (*par 1*)
- to _____ = to engage the temporary use of somebody or something (or their services) for a fee; to rent something (*par 2*)
- _____ = a reduction from the full or standard amount of a price or debt (*par 2*)
- the _____ = *here*: a small group of investors that were given a special honor or advantage for some reason (*par 2*)
- _____ = the money that you make in business or by selling things, especially after paying the costs involved (*par 2*)
- _____ = an amount of money that is paid to somebody for selling goods or services and which usually increases with the quantity they sell (*par 2*)

9. _____ = an amount of money that you pay for professional advice or services (*par 2*)
10. to _____ = to accept without complaint (*par 3*)
11. *BrE* _____ = *here*: a dishonest or illegal way of getting money; a dishonest business or practice, especially one that obtains money through fraud or extortion (*par 3 BrE + par 4 AmE*)
AmE _____ =
12. _____ = the amount of money paid for goods or services which was established on the basis of the demand and supply of these goods or services (*par 3*)
13. to _____ = to deal with something or to cope with something (*par 3*)
14. _____ = a public event at which things are sold to the person who offers the most money for them (*par 3*)
15. to _____ = to make or become smaller, fewer, or less; to reduce (*par 3*)
16. _____ = someone who risks loss or injury in the hope of gain or excitement (*par 4*)
17. _____ = *here*: a company whose business is buying and selling things, for example, shares, etc., for other people (*par 4*)
18. _____ = exclusive control by one group of the means of producing or selling a commodity or service (*par 4*)
19. _____ = *here*: a person that buys and sells things, for example shares, bonds, etc., for other people (*par 4*)
20. _____ = a general term for shares in companies, especially ordinary shares (*par 4*)
21. _____ = a financial institution that collects regular contributions from employers to provide retirement income for employees when they retire (*par 4*)
22. _____ = a financial institution that sells insurance (*par 4*)
23. *AmE* _____ = a return of a percentage of a sum of money already received, typically as a result of pressure or a secret agreement;
BrE _____ = money paid illegally to somebody who has helped you do something or gain an advantage (*par 4*)
24. to _____ = to include, especially among those profiting (*par 4*)
25. _____ = a partial split or break; disagreement (*par 5*)
26. to _____ = to start or develop something new (*par 5*)
27. _____ = an adverb expressing the fact that somebody or something is well-known for being bad or dishonest (*par 5*)
28. to _____ = to market or promote (a commodity) using intensive or exaggerated publicity (*par 5*)
29. _____ = false appearance; pretense; a statement that is different from reality and hides the truth about something (*par 5*)

30. _____ = the state of having good sense and sound judgment; logic (*par 5*)
31. to _____ = to bring about a radical change in; to change radically (*par 5*)
32. to _____ = to go around or avoid (an obstacle) by using an alternative channel, passage, or route (*par 6*)
33. _____ = acting in secret to achieve a fraudulent, illegal, or deceitful goal (*par 6*)
34. _____ = marked by immorality; dishonest; open to or involving bribery or other dishonest practices (*par 6*)
35. _____ = an idiom expressing the act of believing or trusting in something intangible or incapable of being proved (*par 6*)
36. to _____ = to cause a friend to become unfriendly or hostile (*par 6*)
37. to _____ = to go after someone or to pursue them relentlessly so as to overcome or destroy them (*par 6*)
38. _____ = a country, person, or group with an agreement to help and support another one (*par 6*)
39. _____ = an idiom meaning that being clever and intelligent will prevail over (or win against) power or force (*par 7*)
40. to _____ = to take the place of something; to displace and substitute for something (*par 7*)
41. _____ = categorization of a group of people according to ability or status; *here*: a body of persons having authority (*par 7*)
42. _____ = the basic or most important part; the essence (*par 7*)
43. _____ = being able to face and deal with danger or fear without fear; fearless (*par 7*)
44. _____ = the most active or prominent position; the very front (*par 7*)
45. _____ = a kind; a sort; a type (*par 7*)
46. _____ = a technical expert, especially one in a managerial or administrative position (*par 7*)
47. to _____ = to bet on an uncertain outcome; to take a risk in the hope of gaining a benefit (*par 7*)
48. to _____ = to think deeper, faster, or more brightly than someone else (*par 7*)
49. to _____ = to gain a tactical advantage over (a competitor, for example); to do better than an opponent by gaining an advantage over them (*par 7*)
50. _____ = the existing situation or state of affairs (*par 7*)

2. Answer these questions based on the information contained in the text:

1. What did the founders of Google tell Wall Street?

2. What was the traditional (or pre-Google) procedure if a company wanted to go public?

3. How much money did the investment firms take for the IPOs (both as the total amount of money and as a percentage)?

4. What is Page's and Brin's strategy for the IPO? Who are their potential buyers?

5. What will be the role of e.g. Morgan Stanley in the IPO? How high will the fee paid to them be (with respect to the traditional way of going public)?

6. Why was it impossible for Bill Gates or Steve Jobs to act like Page and Brin when they wanted to go public?

7. Who were the usual buyers of equities and what did they pay the brokerage firms for?

8. Why did the cartel start falling apart in the late 1990s and whose fault was it?

9. Why did many founders and CEOs decided not to choose an auction for their IPO?

10. What did the investment firms' "analysts" very frequently do?

11. What might be the outcome of the application of Page's and Brin's logic to the IPO industry?

12. Why is it possible for Google to avoid using Wall Street and what are Google's founders relying on?

13. What will happen in Wall Street when Google announces disappointing results?

14. Explain the two principles Google is based on in simple English.

1. _____

2. _____

15. What does the "new breed of technocrat kings" try to do?

Coursebook, page **96**, exercise **LISTENING 1**



Fill in the missing words in their correct form in the speech summary:

Jonathan thinks that the Google IPO wasn't very successful even if they did (1) _____ (2) _____ dollars from the (3) _____ of almost 20m (4) _____, because originally Google had thought the IPO would bring in almost (5) _____ dollars. If you compare the price they actually sold for with what the firm had (6) _____, then it's obvious that it didn't really (7) _____ (8) _____ that well. He also thinks that the (9) _____ (10) _____ made some mistakes, which is the reason why they didn't make their (11) _____. One of them was the (12) _____ of the IPO because summer is not the best time to get the (13) _____ (14) _____ (15) _____ (16) _____. Secondly, there was the (17) _____ concerning the (18) _____ of their plans – they were never published in (19) _____ detail and investors were left in some (20) _____. Lastly, the (21) _____ process of the (22) _____ was complicated and instead of (23) _____ things it made it more difficult to buy the (24) _____. Overall, the Google IPO was a great (25) _____ for investors.



Fill in the missing words in their correct form in the speech summary:

• **part 1:**

The major development by Google is (1) _____ (2) _____ that is based on an (3) _____ approach. As Google and Yahoo! make most of their money from advertising, (4) _____ (5) _____ (6) _____ has become very (7) _____. Moreover, (8) _____ like paid-search because they are (9) _____ when someone (10) _____ on their (11) _____. Together with their (12) _____ (13) _____, e.g. MSN or Ask Jeeves, they are developing much (14) _____ (15) _____ of (16) _____ services. AdSense can serve as an example as it works like an (17) _____ (18) _____ that automatically places (19) _____ (20) _____ on (21) _____ websites. Google then (22) _____ the (23) _____ with the (24) _____ of the websites, who can include (25) _____ or even individuals publishing (26) _____.

• **part 2:**

New services (27) _____ AdSense in several ways: instead of analyzing websites to (28) _____ from their (29) _____ what (30) _____ ads to (31) _____ on them, (32) _____ will be able to choose sites on which they want their ads to appear. This approach provides more (33) _____ and (34) _____ because companies trying to (35) _____ (36) _____ of a (37) _____ want a high level of control of their ads.

The second (38) _____ involves (39) _____. Potential customers must (40) _____ for their ad to appear on a CPM (41) _____. This is what makes it similar to TV (42) _____.

The third change means that Google will be offering (43) _____ ads although this company has long been very (44) _____ about the use of (45) _____. It still intends to use small, (46) _____ ads on its own (47) _____ sites. However, many of its partners may be (48) _____ by the (49) _____ of earning a (50) _____ of (51) _____ from (52) _____ and (53) _____ ads, particularly those that can be more (54) _____ to some of the (55) _____ customers.

Overall, there is a lot more (56) _____ to come as companies start using more online (57) _____. Many big firms still (58) _____ only (59) _____ of their (60) _____ (61) _____ to the internet even though it accounts for about 15% of (62) _____ (63) _____ (64) _____. If Google can (65) _____ that (66) _____ for display ads works, then its rivals are (67) _____ to follow, which could (68) _____ the industry up even further.



1. **In the text find words or expressions corresponding to the following definitions:**

1. to _____ = to seem familiar; to remind you of something you have heard before, though you may not be able to remember it very well (*paragraph 1*)
2. _____ = one injured or killed in an accident; one that is harmed or eliminated as a result of an action or a circumstance (*par 1*)
3. _____ = a failure; a fall; a time or period of widespread financial depression (*par 1*)
4. _____ = strong; rising; flourishing (*par 1*)
5. _____ = rising to a level markedly higher than the usual (*par 1*)
6. _____ = trust or faith in a person or thing; the state or quality of being certain (*par 1*)
7. _____ = adjective meaning exposing to hazard, risking, playing a game of chance (*par 1*)
8. to _____ = to determine or estimate the worth of something; to rate according to relative estimate of worth; to evaluate (*par 1*)
9. _____ = assigned as a characteristic; attributed to somebody or something (*par 2*)
10. _____ = the total value of all a company's shares, calculated by multiplying the number of shares by their price on the stock exchange (*par 2*)
11. _____ = a computer program or a company running such a program that searches the Internet for information, especially by looking for documents containing a particular word or group of words (*par 2*)
12. to _____ = to become greater in number, amount or importance than something else (*par 2*)
13. _____ = a company or person that is new in a business, but may already be becoming important (*par 2*)
14. _____ = a person who doubts generally accepted beliefs (*par 2*)
15. _____ = excessive publicity; exaggerated or extravagant claims made especially in advertising or promotional material (*par 2*)
16. _____ = extremely bad; terrible; calamitous; catastrophic (*par 3*)
17. to _____ = to work together on a common enterprise or project (*par 3*)
18. to _____ = to persuade (someone) to go somewhere (*par 3*)
19. _____ = serious, stable (*par 3*)

20. to _____ = to be as good or positive as you expected something would be (*par 3*)
21. _____ = extremely large; huge; immense (*par 3*)
22. to _____ = to disappear; to vanish (*par 3*)
23. _____ = the act of forming a new, independent company from part of an existing one; a company formed in this way (*par 3*)
24. _____ = not making as much money as expected or as somebody or something else (*par 3*)
25. _____ = marked by or causing misfortune; unlucky; doomed (*par 3*)
26. _____ = a business project or activity, especially one that involves taking risks (*par 3*)
27. to _____ = to make a comparison or an analogy with something that seems to be similar (*par 4*)
28. to _____ = to lose power or strength or energy; to stop growing (*par 4*)
29. _____ = to be hit heavily and repeatedly; to get damaged (*par 4*)
30. _____ = the end of existence or activity; termination; death (*par 4*)
31. _____ = insufficiently thought out; ill-conceived; exhibiting a lack of good judgment or common sense (*informal*) (*par 4*)
32. _____ = a business that is the first to offer a new product or service or to use a new technology (*par 4*)
33. to _____ = enter a computer; access a website (*par 4*)
34. to _____ = to start a new project; to begin doing or using something (*par 4*)
35. _____ = the hypothetical environment which contains all the data stored in computers and where online communication takes place (*par 4*)
36. _____ = realization of something desired or worked for; accomplishment (*par 5*)
37. to _____ = to fall or sink heavily; to decline suddenly (*par 5*)
38. _____ = many, amounting to a large number (*par 5*)
39. _____ = a very large sum of money (*par 5*)
40. _____ = adequate; satisfactory; substantial; considerable (*par 5*)
41. _____ = beyond question; undisputedly (*par 6*)
42. _____ = basis or foundation (*par 6*)
43. _____ = an available supply; a group (*par 6*)
44. _____ = very keen to have or do something; having or showing keen interest or intense desire (*par 6*)

45. _____ = so unlikely or surprising as to have been thought impossible; unbelievable (*par 6*)
46. _____ = *here*: too high but not justified for being so high (*par 6*)
47. to _____ = to grow rapidly; to increase dramatically (*par 6*)

2. Answer these questions based on the information contained in the text:

1. What happened to the companies described as victims of the dotcom crash?

2. Why are the firms that survived the dotcom crisis experiencing an increase of their values?

3. What was the consequence of the rise in Google's share price over \$80m with regard to (1) its competitor, (2) its position on the market, and (3) its current share price?
 1. _____
 2. _____
 3. _____
4. What do the sceptics think about the current rise?

5. What were the expectations of the deal between AOL and Time Warner? Were the expectations fulfilled?

6. What was Time Warner considering doing with AOL after the unsuccessful merger?

7. What are now investors unlikely to do after the dotcom crash?

8. How has the consumers' behavior on the internet changed since the burst of the dotcom bubble?

9. What were Google's financial results last year?

10. What is typical for current customers of Google and similar internet companies?

Future forms

will

- We can use *will* + the infinitive (without *to*) to refer to the future. *Will* is usually shortened in speech and informal writing to *'ll*. The negative of *will* is *won't*.

- We use *will* to talk about future events that we see as facts:

In June we will bring out two new models.
Next year I'll be 45.

The government will soon impose an obligation on all electricity supply companies to buy a specified percentage of their power from renewable sources. (Guardian website)

- We use *will* to talk about future beliefs:

Lynch believes that globalization and consolidation in the technology sector will create a greater demand for large and powerful bourses. 'Stock markets will have to cover a lot more market capitalisation and smaller markets will have less of a role' says Lynch. (Observer website)

- We can add *perhaps/maybe* or *probably* to make the belief less certain:

The first wave of losses resulting from the mergers in German banking will probably be in the City of London. (BusinessWeek website)

Notice that *probably* comes after *will* but before *won't*:

He'll probably agree with you.
He probably won't agree with you.

- We can use *will* with an introductory phrase to give other meanings. For example, a personal opinion (*I think*) or a hope (*I hope*):

I think we'll probably open a subsidiary in Russia next year.
I hope he'll agree with you.

- *Will* can be used for instant decisions and thoughts that come into our head at the moment of speaking.

I'll wait for you outside.
I'll phone you tomorrow.
I think I'll stop now.

Going to

- We use the verb *be* + *going to* + the infinitive to make a connection between the present and the future.
- We use *going to* for plans and intentions. These are things we have already decided to do.

I believe that Greenspan is going to lower rates. There are some signs of liquidity problems in the credit markets at this point in time, and a smart central bank responds by easing credit. (New York Times website)

The time in the future can be near or distant:

I'm going to call Fiona Clarke this afternoon.
We're going to open a factory in Hungary next year.

- We use *going to* to make predictions when there is some evidence in the present situation:

Be careful! It's going to fall. (I can see it)
I think we're going to lose this deal. (I've just heard some news)

Present continuous

- We can use the present continuous tense to talk about things we have arranged to do in the future. There is nearly always a time expression.

*Ann **is leaving** tomorrow morning.*

*HSBC **are moving** to new premises next year.*

The arrangements are often social arrangements or appointments.

***What are you doing** on Tuesday afternoon?*

***I'm seeing** Jack at two, and after that **I'm meeting** my bank manager.*

Will or going to?

- *Will* is used for instant decisions. *Going to* is used for plans and intentions.

Compare:

*OK, I know what to do. **I'll call** Jane. (an instant decision)*

*Do you have the information for Jane? **I'm going to call** her this afternoon. (an intention)*

- *Will* is used for general beliefs, opinions, hopes and things the speaker sees as facts.

*I'm sure **they'll like** the new design.*

*In the future, more people **will work** from home.*

- When *will* is used with a phrase like *I think* and/or words like *probably* then the belief/opinion becomes less certain, like a prediction.

***I think you'll like** this idea.*

*The world **will probably end** in about five billion years.*

But if there is strong evidence in the present situation then *going to* is usually used for predictions:

*I think it's **going to rain**. (I can see black clouds)*

***We're going to make** a loss on this project. (I have the figures in front of me)*

- There are occasions when we can use either form:

*In my presentation **I'll talk/I'm going to talk** about three main areas. First, ...*

Here the speaker could see it as a fact (*will*) or an intention (*going to*).

- *Will* is more usual in writing. *'ll* and *going to* are more usual in speech.

Going to or present continuous?

- For future plans and arrangements there is often little difference between *going to* and the present continuous.

***I'm going to give/I'm giving** my presentation on Friday.*

- *Going to* can suggest that the details of the arrangement have not been finalized. The present continuous can suggest that the arrangement is more fixed, with a time and a place.

***I'm going to meet** him next week. (just a plan — time and place are still unknown)*

***I'm meeting** him at ten in my office. (a definite, fixed arrangement)*

Time expressions

- Common time expressions for the future include: *tomorrow*, *the day after tomorrow*, *on Friday*, *at the weekend*, *next week*, *in a few days' time*.

Future: time expressions

- We use the present simple or the present perfect (not *will*) to refer to the future after these words: *when, after, before, unless, in case, as soon as, until, by the time, the next time*:

When I see her, I'll tell her you called.

We'll discuss it again **after** you **get back**.

As soon as I've finished the report, I'll email it to you.

You can wait here **until** she **comes** back.

Notice that a future form (*will, can*) is used in the other part of the sentence.

Present simple / continuous

- We often use the present simple (or present continuous) when we talk about events in the future based on a fixed timetable, programme or calendar:

Jim's plane **leaves (is leaving)** at 12.15.

Our boss **retires (is retiring)** next year.

Future continuous

- The future continuous is formed with *will + be + the -ing* form of the verb:

*One thing that is clear is that more and larger Taiwanese companies **will be investing** in China and that the new government will allow them to. (Asiaweek website)*

- The future continuous describes an activity in progress in the future.

We often use it when we compare what we are doing now with what we will be doing in the future. There is nearly always a time expression.

*Next year **I'll be working** in our Sao Paulo office.*

*Where **will you be working** in six months' time?*

- The future continuous is often used to say that something will definitely happen:

***We'll be holding** a meeting soon, so we can make a decision then.*

Future perfect

- The future perfect is formed with *will + have + past participle*:

*By the time I retire, **I'll have been** in banking for over thirty years.*

*By the year 2020 the volume of goods produced by traditional manufacturing worldwide will probably be at least twice what it is today. But in the US, the share of manufacturing in GDP, which is still around 15% or so, **will have shrunk** to 5%. (IndustryWeek website)*

- We use the future perfect to look back from one point in the future to an earlier event or period of time. We often use *by* or *by the time* with the future perfect:

***By the time** we prepare our proposal they'**ll have found** another supplier.*

***By the end of the year** we'**ll have sold** around 1,000 units.*

- It is common to use a simple *will* form in place of the future perfect, although some people think this is not grammatically correct:

*By the time we've prepared our proposal they'**ll find** another supplier.*

*By the end of the year we'**ll sell** around 1,000 units.*

- We use the continuous form of the future perfect to look back from one point in the future at an activity in progress:

*Next year we'**ll have been manufacturing** the same model for ten years.*

Was going to

- *Was/were going to* is not a future form. We use it to refer to something that we planned in the past but did not do:

*I'm sorry, I **was going to phone you** this morning, but I had to see one of our clients.*

Other ways to talk about the future

- We often use modals and related verbs like *should, be likely to, could, may, might* to refer to the future.
- We use the verbs *expect, hope, intend, would like, plan, want* followed by an infinitive (*to do*) to refer to the future:

*German automaker BMW is **planning to build** a production plant in Central or Eastern Europe by the middle of 2001 – and the Czech Republic is **hoping to get** the contract. (praguepost website)*

Notice the negative forms:

*I expect/hope I **won't** ...*

*We **don't** intend/plan/want to ...*

*I **wouldn't** like to ...*

- We can use the verb *think* followed by *'ll*:

*I **think/don't think** I'll change my Internet Service Provider.*

- We can use *be due to* for things that we expect to happen:

*Mr Welch, who hits GE's mandatory retirement age of 65 next month, has built GE into America's No. 1 company in stock market valuation. He is **due to name** the next chairman and chief executive of GE in the next few days. (Wall Street Journal Europe website)*

- We can use *be about to* for things that will (will not) happen very soon:

*A look at the stock-market valuations of big software houses such as Cisco and Oracle show that the pace of development in new technology is **not about to** slow. (Forbes.com website)*

- In modern English *Shall I/we ...?* are used to make suggestions, not to refer to the future.

***Shall I** open the window?*

***Shall we** meet again next week?*

Shall is still used for the future in formal situations, for example legal documents.

Grammar exercises

1. Match sentences 1-6 with their uses a)–f).

a) a future fact

d) a future plan or intention

b) an opinion about the future

e) a prediction with evidence in the present situation

c) an instant decision

f) a future arrangement

1. I'm going to ask my boss for a pay rise next week. **d**
2. I'm sorry to hear that. I'll find out what the problem is right now. _____
3. I'm sorry, but I won't be here tomorrow. I'll be in Paris. _____
4. I'm meeting Angela for lunch. Do you want to join us? _____
5. Their share price will probably rise when the market recovers. _____
6. With so much competition it's going to be difficult to increase sales. _____

2. Underline the correct words in each mini-dialogue.

- A: Are you free next Tuesday morning?
B: Sorry, *I'll have/I'm having* a meeting with Sue.
A: Oh, right. Well, what about Thursday?
- A: What are your plans for next year?
B: *We'll open/We're going to open* a new factory in Hungary.
A: That sounds interesting.
- A: What do you think about their new marketing campaign?
B: I think *it'll probably succeed/it's probably succeeding*.
A: Do you really?
- A: What about tomorrow at around five thirty?
B: OK, *I'll see you then./I'm seeing you then*.
A: Bye.
- A: So as you can see, I've been thinking about this problem quite a lot.
B: Yes, I see. So, *what are you going to do?/what are you doing?*
A: Resign!
- A: It would be nice to see you next week.
B: Yes, it would. *Are you doing anything/Will you do anything* on Wednesday?
A: No, I'm free.

3. Underline the correct words.

- Tomorrow *I'll interview/I'll be interviewing* candidates all morning.
- We *will have moved/will be moving* to our new premises in August.
- We *will have moved/will be moving* to our new premises by August.
- What time *does your train/will your train* leave?
- Don't forget to turn off the lights before *you are leaving/you leave*.
- We can't send the goods until *we've received/we will receive* a firm order.
- We *will be repaying/will have repaid* the bank loan by December.
- Unless *they're/they'll be* more reasonable, we'll have to break off negotiations.
- I *was going to write/was writing* to them, but I forgot.
- I *hope/I will hope* to be able to speak at the press conference myself.
- Our visitors are *due to arrive/due arriving* at 10.30.
- I *hope I won't/I don't hope I'll* be late for the meeting.
- I *think I won't/I don't think I'll* be late for the meeting.
- When the contract *is/will be* ready, I'll let you know.
- Will we/Shall we* break for coffee now?
- Sorry, I can't speak now, *I'll just have/I'm just about to have* a meeting.

4. Complete each sentence 1-8 with an ending a)–h).

1. Please take a seat until	<u> b </u>	a) a) you leave.
2. They won't accept our order unless	_____	b) Dr Rihal is ready to see you.
3. Helen wants to see you before	_____	c) you'll have left.
4. You won't see Helen. By the time she arrives	_____	d) we give a bank guarantee.
5. As soon as Helen arrives	_____	e) have finished and we can talk.
6. I can't wait! This time next week I'll	_____	f) I'll ask her to phone you.
7. I'll have a suntan next time we meet! I'll	_____	g) have just come back from Greece.
8. Sorry about this. In a few moments I'll	_____	h) be lying on a beach in Greece.

5. Complete this dialogue by putting each of the verbs in brackets into the future. Choose between will and going to. Sometimes either answer may be possible, but decide which form is the most natural. Use contractions where possible.

JOANNA: Please, come in, have a seat. Would you like a drink? Coffee? Mineral water?

GREG: Oh, I (1) *ll have* (have) a coffee please.

JOANNA: Lucy ... could you make two coffees? (sighs) Well, thanks for coming this morning. I

(2) _____ (tell) you why I asked you here. Um, as you know, there

(3) _____ (be) some big changes in the company. In fact, we

(4) _____ (restructure) the whole department.

GREG: Yes, I know. When (5) _____ (it/happen)?

JOANNA: Everything (6) _____ (be) finished by the summer. Um, the thing is, under the new structure your job (7) _____ (probably/disappear).

GREG: Really? Is that certain?

JOANNA: Well, we (8) _____ (have) a meeting next week to finalize all the plans, and of course I (9) _____ (let) you know what we decide. Anyway, you don't have to worry.

GREG: Oh?

(coffee arrives)

JOANNA: Well, as I was saying, you don't have to worry. We (10) _____ (offer) you a new job. You (11) _____ (have) more responsibility, and the salary (12) _____ (be) much better.

GREG: That's wonderful, thank you very much. What exactly (13) _____ (the new job/involve)?

JOANNA: Well, we (14) _____ (expand) the whole customer services area. If you accept the job, you (15) _____ (be) responsible for the new team. Um, it (16) _____ (mean) a lot more work, of course. What do you think?

GREG: It sounds great, but I (17) _____ (need) a day or two to think about it.

JOANNA: Of course, no problem. Look, I (18) _____ (not/be) in the office for the next few days – I (19) _____ (visit) our subsidiary in Hungary. (20) _____ (you/have) an answer for me by next week?

GREG: Yes, I (21) _____ (give) you my decision on Monday.

6. Complete the sentences by putting the verbs in brackets into the most appropriate future form. Choose between will, going to and the present continuous.

1. Have you heard the news? Vivendi *is going to buy* (buy) Seagram.

2. I _____ (meet) Andrea at nine next Thursday morning outside the station.

3. I've just had a call from Richard – he _____ (be) late.

4. Next year _____ (be) the company's centenary year.

5. This taxi driver is terrible. He _____ (have) an accident.

6. In the future video-conferences _____ (probably replace) many international meetings.

7. We _____ (test) the new machine sometime next week.

8. I _____ (go) to Manchester on Friday.

9. Would you mind waiting for a moment? I _____ (not be) long.

7. **An economist has prepared a short report about his country next year. Read it, then choose the correct alternative from A, B, C or D below to complete the report.**

12 month economic forecast

The Central Bank (1) c keep interest rates low next year in order to stimulate economic growth, and so we (2) _____ the economy to continue growing at about 4%. This means that unemployment (3) _____ in most sectors of the economy next year. Exchange rates are very difficult to predict, but the currency (4) _____ remain stable.

Some important events are (5) _____ take place in the political field. The president (6) _____ call elections within the next twelve months, and so by the middle of next year the election campaign (7) _____. The government (8) _____ on a platform of honesty and competence, and it (9) _____ introduce reforms to the legal system so that judges can investigate the misuse of public funds more easily. When that (10) _____ international investor confidence should increase rapidly.

- | | | | | |
|----|-------------------|---------------------|-----------------|-------------------|
| 1 | A is wanting to | B is liking to | C would like to | D due to |
| 2 | A predict | B expect | C believe | D hope |
| 3 | A will be fallen | B will been falling | C will falling | D will fall |
| 4 | A probably will | B will probably | C probably is | D is probably |
| 5 | A about to | B soon | C being | D expecting |
| 6 | A dues to | B due to | C is due to | D is duing to |
| 7 | A will have begun | B will be begun | C has begun | D will begin |
| 8 | A will be fought | B will be fighting | C will fighting | D will have fight |
| 9 | A is planning | B planning to | C is planned to | D is planning to |
| 10 | A happening | B will happen | C happens | D happen |

8. **The Human Resources Manager of a large company is explaining the appraisal system to a group of new employees. Complete his talk by putting the verbs in brackets into the right tense. Choose between the present simple (I do), future continuous (I'll be doing), future perfect (I'll have done) and was going to.**

'Your appraisal interviews (1) are (be) in March. Er, I'm sorry, they (2) _____ (be) in February but we had to postpone them. Sorry about that. Um, during February your line managers (3) _____ (collect) all the information they need from you, and by the time you meet for the interview, they (4) _____ (produce) a checklist of points for discussion.

Right. Um, in the interview you (5) _____ (discuss) your performance during the past year and any issues relating to your future needs, er, such as training. By the end of the meeting I hope that you and your line managers (6) _____ (agree) on your personal objectives for next year, both in terms of sales targets and professional development. Is that clear? Yep, OK, good. Of course there is some flexibility in the targets, in case anything (7) _____ (happen) to the market that we cannot predict. We may also have a budget for you to do some training, after you (8) _____ (come) back from your summer holidays but before work (9) _____ (get) really busy in September. Is that OK? Yeah. Good.

After that, the next time that we all (10) _____ (meet) again will be in October, when I'd like some feedback on your training, as by then any courses that you do (11) _____ (finish). Is that OK? Yeah. I (12) _____ (send) you feedback forms nearer the time. Well, er, unless you (13) _____ (have) any questions, I think that's all. Oh, no. Er, yes — I (14) _____ (have) a word with you about your holiday plans, but you probably don't know them yet. Could you email me with your request as soon as you know them.'

REVIEW TEST

PJI2A

Intelligent Business: Unit 11 – Going public

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

jednoduše řečeno – _____

podat lepší výkon (1 word) než poradenská agentura – _____

troufalá a podvodná provize (legální) – _____

uplatnit opci na akcie a splatit dluhy – _____

mít zaručeny rychlé zisky – _____

znepřítelil si zkorumpovaného kupujícího – _____

mít monopol na upisování kmenových akcií – _____

poukázat na podobnosti mezi internetovými vyhledávači – _____

B. Write expressions the following definitions refer to: (2 points each)

1. the act of forming a new, independent company from part of an existing one; a company formed in this way:

2. an official financial record that gives details of all a company's income and expenses for a particular period and shows if it has made a profit or a loss:

C. Complete the sentence with one of the following phrases; translate the selected phrase: (2 points each)

CRACKS, PROSPECTUS, VALUATION, CASUALTIES, KICKBACK, DEMISE

1. The accumulated debts resulted in the final _____ of our company.

In Czech or Slovak: _____

2. There were many _____ of the dotcom crash in late 1990s.

In Czech or Slovak: _____

3. It's illegal and unethical to accept a _____ for any service we provide.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

SLUMP – PEAK – HYPE – BYPASS DISCLOSE – REVOLUTIONIZE – OUTBID – RUMOUR

1. Prices of shares of internet companies have _____ to their minimum.

2. Auction participant number 17 finally _____ its biggest opponent yesterday.

3. Nokia's new impulses _____ the mobile phone market.

4. You can _____ paying a commission to a stockbroker by holding a public auction.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. Yahoo's shares were worth \$98 _____ last Friday. (**PIECE**)

2. It's absolutely _____ that Microsoft would go bankrupt. (**CONCEIVE**)

3. The _____ of confidential financial information can hurt our firm. (**DISCLOSE**)

4. The CEO has led the company through _____ crises. (**NUMBER**)

Unit 12 – COMPETITION

Coursebook, page 102, exercise **PREVIEW**



Fill in the missing words in their correct form in the speech summary:

Competition is a (1) _____ factor for businesses as knowing your position in relation to your rivals is (2) _____. This has become a (3) _____ (4) _____ for many firms. To find it out, there are various ways you can (5) _____ it: one of the (6) _____ (7) _____ is based on Michael Porter's theory. He claims there are five (8) _____ forces affecting a company's (9) _____ position. If we put this into the form of a (10) _____, we would mark several key concepts there: (11) '_____ (12) _____', (13) '_____ of (14) _____' (i.e. the (15) _____ that others will (16) _____ to enter your (17) _____), (18) '_____ of (19) _____', (20) '_____ of (21) _____' (this is quite (22) _____ and it just refers to the (23) _____ both these groups can (24) _____ – e.g. if a company is selling to a major (25) _____ (26) _____, buyers can (27) _____ certain conditions on you while if a supplier depends on one source, they don't have much (28) _____ for (29) _____), and (30) '_____ ' or (31) '_____ products'. In practice the theory is helpful as it (32) _____ a number of ways that firms can (33) _____ (34) _____ to (35) _____ others from entering the market. For of these ways are important: (36) _____ (making your product (37) _____), (38) _____ of (39) _____ (a (40) _____ advantage), (41) _____, and (42) _____ (43) _____ (making it (44) _____ expensive for customers to change to a (45) _____ product or service.

Coursebook, page 103, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

- _____ = aware of or knowledgeable about the latest trends or developments (*paragraph 1*)
- _____ = calmly and unemotionally (*par 1*)
- to _____ = get up on; to climb onto something (*par 1*)

4. to _____ = to disclose; reveal (*par 1*)
5. _____ = an adverb meaning that something is impossible to avoid or prevent (*par 1*)
6. _____ = of a strikingly attractive appearance; impressive (*par 1*)
7. to _____ = to strongly advise someone to do something; o give support; stimulate (*par 2*)
8. _____ = happening very easily or quickly and not able to be controlled (*par 2*)
9. _____ = a fourth of a year; a period of three months (*par 2*)
10. to _____ = to accept something although it is not exactly what you want (*par 2*)
11. _____ = a market in which there is little or no competition for a particular type of product or service, for which there is limited demand (*par 2*)
12. to _____ = to compete for something, to struggle for something (*par 2*)
13. to _____ = to give (something such as ownership) to someone else, especially unwillingly or because forced to do so (*par 2*)
14. _____ = an invitation to compete or take part, especially in a game or argument; a call to engage in a contest, fight, or competition (*par 3*)
15. _____ = possible although difficult to imagine (*par 3*)
16. _____ = completely, wholly (*par 3*)
17. to _____ = to mix a set of playing cards without seeing their values before beginning a game; to move things from one place to another, often without any particular reason (*par 4*)
18. to _____ = to take a slight and not very serious interest in a subject; try a particular activity for a short period (*par 4*)
19. _____ = clearly and exactly; openly (*par 4*)
20. _____ = never having happened or existed in the past; unheard of (*par 4*)
21. to _____ = to be sold in greater quantities than something else (*par 5*)
22. to _____ = to repair; solve (*par 5*)
23. _____ = lasting for an extensive period of time (*par 5*)
24. _____ = central; main (*par 5*)
25. _____ = fixed, blocked, checked, or obstructed (*par 5*)
26. to _____ = to persuade users to change from one product to another (*par 5*)
27. _____ = representing the prevalent attitudes, values, and practices of a society or group (*par 5*)
28. _____ = departing markedly from the usual; extreme (*par 6*)
29. _____ = having a complete structure or quality; of a complete value (*par 6*)
30. _____ = extremely small (*par 6*)

31. _____ = a change in direction; a turn (*par 6*)
32. to _____ = to connect (an appliance) to an electrical outlet (*par 6*)
33. _____ = computer devices, such as a printer or modem, distinct from a computer's central processing unit and working memory, and often connected externally (*par 6*)
34. _____ = a small piece, portion, or quantity (*par 6*)
35. _____ = sincerely; genuinely; really; indeed (*par 6*)
36. _____ = a label attached to a piece of merchandise indicating how much it costs (*par 7*)
37. _____ = intelligent and making good judgments; characterized by sharp intelligence, and often a sense of the practical (*par 7*)
38. to _____ = to take parts of something and use them for something else; to draw revenues from one product in favor of another one (*par 7*)
39. _____ = the difference between the cost of buying or producing something and the price that it is sold for, calculated as a percentage of the selling price (*par 7*)
40. to _____ = to move someone swiftly and smartly out of something (*par 7*)
41. _____ = inactivity, apathy, passivity (*par 7*)
42. _____ = an exchange or swap; a sudden quick change (*par 7*)
43. _____ = in a perfectly consistent and coherent way (*par 8*)
44. _____ = a variety of things of a particular type; a set of products of a particular type (*par 8*)
45. _____ = profoundly honored (*par 8*)
46. _____ = carefully selected (*par 8*)
47. _____ = a system formed by the interaction of a community of organisms with their physical environment (*par 8*)
48. _____ = supplementary parts or objects (*par 8*)
49. to _____ = to grow or flourish; to appear or expand suddenly (*par 8*)
50. _____ = a wheel turned by the driver of a vehicle in order to change direction (*par 8*)
51. to _____ = to promote or sell (a product); to force (one's way) (*par 9*)
52. _____ = the arrangement of data on disk or magnetic tape to comply with a computer's input device (*par 9*)
53. _____ = an accepted example of something against which others are judged or measured (*par 9*)
54. _____ = cautious and careful not to take risks (*par 9*)
55. _____ = a formal business agreement to buy or sell a company's products in the best possible way (*par 9*)
56. to _____ = to drive away (an attacker); to struggle to avoid (*par 9*)
57. _____ = a very senior military (here: company) officer (*par 9*)

2. Answer these questions based on the information contained in the text:

1. What does Mr Jobs typically do every January?

2. What encouraged Mr Jobs so much that he announced a new corporate strategy?

3. What does the new corporate strategy involve?

4. What made the challenge possible? How has the market position of iPod developed?

5. What does Mr Jobs want to do to attack the remaining part of the market, and why is this step regarded as unprecedented?

6. What is the long-lasting problem of Apple and how can it be solved?

7. How is the Mac mini computer described?

8. What are users expected to do when they buy the Mac mini?

9. What are the two risks that are minimized by leaving out the peripherals?

10. What will be the consequence of the growth in the range of seamlessly integrated products, according to Mr Jobs?

11. What else will support the growth of Apple's products in the near future?

12. What is Pixar, what is Mr Jobs's relationship to this company, and what can you say about his understanding of entertainment?

13. What is the situation on the online music market with respect to Apple and Microsoft?

14. What other things did Mr Jobs do that he is described as "more circumspect this time around"?



Fill in the missing words in their correct form in the speech summary:

Honda has successfully entered new markets by using a (1) _____ combination of quality (2) _____, (3) _____ production, and (4) _____ (5) _____. The original company, set up in 1946, was (6) _____ just a small (7) _____ (8) _____ of (9) _____ (10) _____. Their first (11) _____ product came out a year later and it was a small (12) _____ (13) _____ to be (14) _____ to bikes. Ten years later they produced the Supercub, the first really successful (15) _____ (16) _____. They introduced it to the US market in (17) _____. It was then followed by a whole (18) _____ of new models. The company also started to move into a new (19) _____ – the (20) _____ industry. After producing a (21) _____ of (22) _____ cars like Civic, the Accura model became the (23) _____ car in America. They had (24) _____ taken the car market by (25) _____. Honda also focused on other activities, such as (26) _____, (27) _____, and (28) _____. One of their most (29) _____ (30) _____ was into (31) _____ (32) _____. A (33) _____ of their plane, the Honda Jet, has already (34) _____ and with 441 (35) _____ supporting the company's (36) _____ worldwide, Honda represents a (37) _____ impossible to (38) _____.



1. In the text find words or expressions corresponding to the following definitions:

1. to _____ = to write or speak about something with great enthusiasm (*paragraph 1*)
2. _____ = the metal casing enclosing a set of gears in a motor vehicle (*par 1*)
3. _____ = the act of increasing speed (*par 1*)
4. _____ = the ability to function with as low waste of petrol as possible (*par 1*)
5. _____ = manipulation (*par 1*)
6. _____ = a system of beliefs or principles (*par 1*)
7. _____ = an official formulation of the aims and objectives of a business or other organization (*par 1*)

8. to _____ = to learn; acquire; accept; take in; assimilate (*par 1*)
9. _____ = a factory where manufactured parts are put together into a finished product (*par 2*)
10. _____ = encircled or enclosed; extended on all sides of something simultaneously (*par 2*)
11. _____ = connected with the parts of a country that do not include the capital city (*par 2*)
12. _____ = relating to farming; agricultural; connected to the countryside (*par 2*)
13. _____ = the surroundings or environment in which something is located (*par 2*)
14. _____ = a small piece of ground, generally used for a specific purpose; a measured area of land (*par 2*)
15. to _____ = to have the care of; watch over; look after; to apply one's attention (*par 2*)
16. _____ = a period of time worked by a group of workers who start work as another group finishes (*par 2*)
17. _____ = a student under the direct supervision of a teacher or professor (*par 2*)
18. _____ = a supervisor who is in charge of checking the quality of manufactured goods (*par 2*)
19. _____ = an environment conducive to vigorous growth or development; a heated greenhouse for plants (*par 2*)
20. _____ = the department of a company that is responsible for selling things; the amount of goods or services sold (*par 3*)
21. _____ = the feeling that accompanies an experience of not being able to reach your goals (*par 3*)
22. to _____ = to believe (something) to be the case; think probable (*par 3*)
23. to _____ = to label; identify; mark (*par 4*)
24. _____ = the amount of money a dealer would offer you for your used car when buying a new one (*par 4*)
25. _____ = trust or faith in a person or thing (*par 4*)
26. _____ = a person or shop whose business is buying and selling a particular product (*par 4*)
27. _____ = believing strongly in the existence of a god; extremely scrupulous and conscientious (*par 5*)
28. _____ = great warmth and intensity of emotion; the state of being emotionally excited (*par 5*)
29. _____ = acting or moving quickly (*par 6*)
30. _____ = thinking too much about one particular person or thing; showing this (*par 6*)
31. _____ = strong dedication to or affection for someone or something (*par 6*)

32. _____ = lasting; continuing; not stopping (*par 6*)
33. _____ = flavor or interest; added interest, flavor, or charm (*par 6*)
34. to _____ = to keep two positions at the same time (*par 6*)
35. _____ = a recognized leader in a field; a trusted counselor and adviser; a mentor (*par 6*)
36. to _____ = to watch attentively; to take notice (*par 6*)
37. _____ = requiring more than usually expected or thought effort; especially great patience and effort and skill (*par 6*)
38. _____ = not stopping or getting less strong; steady and persistent (*par 6*)
39. _____ = the act of chasing or pursuing; the act of looking for and trying to find something (*par 6*)

2. Answer these questions based on the information contained in the text:

1. What makes Toyota different from its rivals in terms of what they are interested in?

2. Why is Toyota's culture so unique, according to Mr Cho?

3. What did Toyota's workers used to have and do after returning from work when the company started?

4. Why does Mr Cho talks about so-called hothouse culture?

5. Why did Jim Press leave Ford and choose Toyota?

6. Does Toyota have its own production factory in America? What happens to the cars when they come off the line?

7. Why is Toyota's trade-in value higher than GM's?

8. What does it mean that Toyota is a "customer's company"?

9. Who is Tetsuo Agata and what does his friend say about Toyota's winning culture?



Fill in the missing words in their correct form in the interview summary:

Consumer power is important as it has (1) _____ (2) _____ for companies. Many of them already describe themselves as (3) ' _____ ' or (4) ' _____ '. Because of the existence of the internet their (5) _____ will be (6) _____ as never before – for example (7) _____ on (8) _____ (9) _____ will no longer be possible because people will find out that (10) _____ in a different place are cheaper or that certain (11) _____ are (12) _____. The internet is working (13) _____ in (14) _____ standards.

Another aspect is that (15) _____ (16) _____ takes place online, i.e. people can (17) _____ products, prices and (18) _____. They can read about the products and even discover what (19) _____ (20) _____ have to say. In addition, (21) _____ and (22) _____ constantly (23) _____ the products.

In the past, people would often visit a (24) _____ (25) _____ or (26) _____ to (27) _____ around, (28) _____ out products and (29) _____ (30) _____ from a (31) _____, look at the (32) _____ from him and buy or go to a (33) _____. Nowadays, however, each of these steps is (34) _____. For example, 80% of Ford's customers know what they want to buy before they arrive at a (35) _____, which means that having (36) _____ (37) _____ is of little (38) _____.

People now spend as much time (39) _____ the (40) _____ as they do with other activities, but (41) _____ the (42) _____ of information (43) _____ available, consumers are (44) _____ ever to become (45) _____ (46) _____. (47) _____ and (48) _____ will (49) _____. Although brands will probably stay popular, brand (50) _____ are (51) _____. A (52) _____ or a (53) _____ can cost companies (54) _____ and (55) _____ the advantage to an (56) _____ (57) _____. This is what happened to Apple when its iPod (58) _____ from Sony the (59) _____ (60) _____ in (61) _____ music (62) _____.

Pat (*the interviewer*) says that many firms do not yet seem (63) _____ of the (64) _____ (65) _____ of newly (66) _____ consumers and Rob adds that, on the other hand, some businesses have (67) _____ the internet (68) _____ and they have been (69) _____ for it. For instance, Dell has (70) _____ retailers and used (71) _____ (72) _____. The internet is also (73) _____ the (74) _____ business as people are able

to (75) _____ flights, cars and hotels directly. And it has also allowed many small businesses, from (76) _____ stores to (77) _____ of (78) _____ on eBay, to (79) _____ a (80) _____ market.

Internet search firms are now offering more (81) _____ services – i.e. services that consumers are sure to (82) _____ up. At a (83) _____, they will be able to check the (84) _____ from (85) _____ (86) _____ even as they (87) _____ the (88) _____.

Workbook, page 50-51, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = chief; principal; main (*paragraph 1*)
2. to _____ = to put arms around somebody and hold them tightly; to embrace (*par 1*)
3. to _____ = get up on; to climb onto something (*par 1*)
4. to _____ = to hold close with the arms, usually as an expression of affection; to hug (*par 1*)
5. _____ = a person or thing having the same function or characteristics as another; one that closely resembles another (*par 1*)
6. _____ = a period of ten years (*par 1*)
7. _____ = a solid substance that conducts electricity in particular conditions (*par 2*)
8. _____ = at an earlier time; once; some time ago (*par 2*)
9. _____ = a small computer that can work without wires and be easily carried (*par 2*)
10. to _____ = to change quickly and suddenly; to exchange (places) or swap (something for something else) (*par 2*)
11. _____ = a small piece of semiconductor material, such as silicon, processed to form an integrated circuit (*par 2*)
12. _____ = resembling an exclusive group of persons sharing an esoteric, usually artistic or intellectual interest (*par 2*)
13. _____ = a group of spectators or listeners at a concert or play (*par 2*)
14. to _____ = to disclose (something damaging or inconvenient to oneself); admit (*par 2*)
15. _____ = a renewal; restoration; revival (*par 3*)
16. _____ = a metaphorical expression meaning a plan for the future (*par 3*)
17. to _____ = to come or bring to an end, e.g. a speech (*par 3*)

18. _____ = meeting the requirements of something; fitting; made appropriate or suitable; adapted (*par 3*)
19. to _____ = to fall (behind) in movement, progress, or development (*par 3*)
20. _____ = *here*: parameters (*par 3*)
21. _____ = production, esp. of electricity or heat (*par 3*)
22. _____ = a period of inactivity or waiting before something happens or continues (*par 3*)
23. to _____ = to ask urgently for something; to require something (*par 3*)
24. _____ = a difficulty or problem that delays or prevents something, or makes a situation worse (*par 4*)
25. _____ = the money that is received by a business usually from selling goods or services (*par 4*)
26. _____ = an interactive entertainment computer or electronic device that produces a video and audio signal to display a video game (*par 4*)
27. _____ = a person whose job involves examining facts, systems, companies, markets, etc. in order to give an opinion on them (*par 4*)
28. to _____ = to cause to appear small by comparison (*par 4*)
29. _____ = amount; quantity (*par 4*)
30. _____ = the amount of money that is a profit or a loss after everything has been calculated (*par 5*)
31. to _____ = to acquire, obtain (*par 5*)
32. _____ = the admiration and respect that goes with a particular achievement or position (*par 5*)
33. _____ = stylish or elegant (*par 5*)
34. _____ = a piece of equipment designed to do a particular job; a machine used for a particular purpose (*par 5*)
35. to _____ = to adjust (*par 6*)
36. _____ = a difficulty or obstacle that makes it uneasy to continue in a normal way (*par 6*)
37. to _____ = to cause someone or something to go or stay away from something (*par 6*)
38. _____ = potential, possible (*par 6*)
39. _____ = a probable consequence (of something) (*par 7*)
40. _____ = something established as inevitable or sure to happen (*par 7*)
41. to _____ = to dismiss from employment (*par 7*)
42. to _____ = to desert or leave (*par 7*)
43. _____ = a person or thing of exceptional size, ability, or importance (*par 7*)

2. Answer these questions based on the information contained in the text:

1. Where and when did Jobs and Otellini hug, which was considered as surprising?

2. How can be the relationship between “Wintel” and Apple described?

3. What did Mr Jobs and Mr Otellini announce as far as they future plans are concerned?

4. Why was the decision to start using Intel’s chips a shock for Apple’s supporters?

5. Why were Intel’s chips more suitable for Apple, according to Mr Jobs?

6. In what parameters was IBM worse, and what did this company refuse to give Mr Jobs?

7. What are the two reasons explaining why the loss of contract with Apple won’t be so painful for IBM?

1. _____

2. _____

8. What market share of Intel is mentioned in the text?

9. In which two areas is Apple the most innovative player of the industry?

10. How did some of the software developers react to the new Apple-Intel alliance?

11. What does Ms Conigliaro thinks about the fact that many applications will have to be rewritten?

12. What examples are given to show that “old certainties are gone”, and what metaphor illustrates such a situation?

13. Who are the other potential partners “to hug”?

Grammar exercises

1. Complete these sentences using the verbs in brackets. All the sentences are about the future. Use will/won't or the present simple (I see / he plays / it is etc.).

1. I'll **phone** (phone) you when I **get** (get) home from work.
2. I want to see Margaret before she _____ (go) out.
3. We're going on holiday tomorrow. I _____ (tell) you all about it when we _____ (come) back.
4. Brian looks very different now. When you _____ (see) him again, you _____ (not/recognize) him.
5. We must do something soon before it _____ (be) too late.
6. I don't want to go without you. I _____ (wait) until you _____ (be) ready.
7. Sue has applied for the job but she isn't very well qualified for it. I _____ (be) surprised if she _____ (get) it.
8. I'd like to play tennis tomorrow if the weather _____ (be) nice.
9. I'm going out now. If anybody _____ (phone) while I _____ (be) out, can you take a message?

2. Make one sentence from two.

1. You will be in London again. You must come and see us then.
You must come and see us when **you are in London again**.
2. I'll find somewhere to live. Then I'll give you my address.
I _____ when _____.
3. I'll do the shopping. Then I'll come straight back home.
_____ after _____.
4. It's going to start raining. Let's go home before that.
_____ before _____.
5. She must apologize to me first. I won't speak to her until then.
_____ until _____.

3. Read the situations and complete the sentences.

1. A friend of yours is going to visit London. You want to know where she is going to stay.
You ask: Where are you going to stay when **you are in London**?
2. A friend of yours is visiting you. She has to go soon but maybe there's time for a cup of tea.
You ask: Would you like a cup of tea before _____?
3. Your friend is reading the newspaper. You'd like it after her.
You ask: Can I have the newspaper when _____?
4. You want to sell your car. Jim is interested in buying it but he hasn't decided yet.
You ask: Can you let me know as soon as _____?
5. There are serious traffic problems in your town but they are building a new road.
You say: I think it will be better when _____.

4. Put in when or if.

1. Don't worry **if** I'm late tonight.
2. Tom might phone while I'm out this evening. _____ he does, can you take a message?
3. I'm going to Rome next week. _____ I'm there, I hope to visit a friend of mine.
4. I think Jill will get the job. I'll be very surprised _____ she doesn't get it.
5. I'm going shopping. _____ you want anything, I can get it for you.
6. I'm going away for a few days. I'll phone you _____ I get back.
7. I want you to come to the party but _____ you don't want to come, that's all right.
8. We can eat at home or, _____ you prefer, we can go to a restaurant.

Translate the following sentences into English:

1. Vedení firmy nepodpoří fúzi, dokud nebude jasné, jaké budou finanční náklady.

➤ _____

2. Budeme inzerovat naše služby v časopise *Week*, pokud bude jejich nabídka přijatelná.

➤ _____

3. Jakmile začneme investovat více peněz do vědy a výzkumu, bude to pro naše zákazníky a akcionáře pozitivní signál.

➤ _____

4. Zákazníci obvykle změňjí své chování předtím, než je změna daňového systému plně zasáhne.

➤ _____

5. Poté, co se centrální banka rozhodne, jestli sníží úrokové sazby, budou ratingové agentury vědět, jaké hodnocení mají dát České republice.

➤ _____

REVIEW TEST

PJI2A

Intelligent Business: Unit 12 – Competition

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

neslýchaná a doslova ohromující kupní síla – _____

nevyhnutelně se vyvíjející překážky vstupu (*do odvětví*) – _____

neúnavné usilování o dokonalost – _____

úspory z rozsahu díky skulině na trhu – _____

neúnavné a neustávající kouzlo poselství – _____

představitelná úprava ziskových marží – _____

narazit na hlubokou oddanost a rivalitu – _____

postupně přepustit distribuční řetězec podřízeným prodejčům – _____

B. Write expressions the following definitions refer to: (2 points each)

1. the amount of money that a customer needs to spend when they change from one supplier, system, etc. to another:

2. a situation where a company is in a position to be more successful than its competitors; something that helps a company be in this position:

C. Complete the sentence with one of the following phrases and translate the selected phrase: (2 points each)

**TRIAL, PRICE TAG, ACCESSORIES,
SETBACKS, VOLUME, COURSE OF ACTION**

1. We'll have to overcome a number of _____ before we become profitable.

In Czech or Slovak: _____

2. The _____ of orders has exceeded 500 a month, which is an increase of 27%.

In Czech or Slovak: _____

3. I hope the firm is able to determine its further _____ in this difficult time.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

**SET ASIDE – FIGHT OFF – CONFESS – ATTEMPT
ENTITLE – WONDER – WANDER – UNVEIL**

1. None of our subordinates _____ to sign contracts on behalf of the firm.

2. Last week IBM finally _____ to negotiating a new deal with Apple.

3. Toyota is considering _____ its new model at the Frankfurt trade fair.

4. _____ competition is never easy but you can do it by cutting costs.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. We _____ welcome you at our today's presentation!
(**HEART**)

2. Your activities may have serious _____ for you, George.
(**IMPLY**)

3. We don't have enough people – we are seriously _____.
(**STAFF**)

4. I think Jack should be _____ to impose the critical decisions.
(**POWER**)

Unit 13 – BANKING

Coursebook, page 112, exercise LISTENING 1



Fill in the missing words in their correct form in the speech summaries:

Frank:

The department specializes in (1) _____ and (2) _____ (3) _____ for (4) _____ clients. They are businesses needing specialist (5) _____ with the management of their (6) _____. Their help could include (7) _____ for a company to (8) _____ (9) _____ or (10) _____ (11) _____ to (12) _____ a firm to (13) _____ another company. They also assist corporations that need to find new (14) _____ of (15) _____. In such a case they put together a plan to (16) _____ (17) _____ and to find out how the company could be (18) _____.

Matt:

His department specializes in (19) _____ businesses, i.e. companies (20) _____ markets with new products or services. His job is to (21) _____ the businesses with the development (22) _____ and arrange for (23) _____ to take a (24) _____ in the company's (25) _____. Their advising includes e.g. how to develop more (26) _____ (27) _____ solutions or how to find (28) _____ partners. They can also (29) _____ them in preparing for a (30) _____ (31) _____ of their stocks.

Claudia:

Claudia helps customers when they are considering (32) _____ their businesses or (33) _____ (34) _____ in new markets. Their job is to (35) _____ the chances of (36) _____. They offer information about market (37) _____, (38) _____, etc., as well as (39) _____ for their sector. If the (40) _____ look good, they (41) _____ their clients to go (42) _____ with their projects.



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = the state of being poor; the state of lacking adequate food or money (*paragraph 1*)
2. _____ = someone who owns a business together with someone else (*par 1*)
3. _____ = the practice of providing financial services, such as credit, savings or insurance to poor people (*par 1*)
4. _____ = an amount of money that is saved or collected for a particular purpose, especially for investing in companies, projects, etc.; an organization that controls this money (*par 1*)
5. _____ = money that an organization such as a bank lends and somebody borrows (*par 1*)
6. _____ = the money that you make in business or by selling things, especially after paying the costs involved (*par 1*)
7. _____ = the extra money that you have to pay when you borrow money or the extra money that you receive when you invest money (*par 1*)
8. _____ = a sum of money paid; the act of paying a person, paying a bill or debt (*par 1*)
9. to _____ = to refuse to pay attention to; disregard (*par 2*)
10. _____ = a bank with branches in many different places, that provides a range of services, especially related to current accounts, loans and saving money, for people and businesses (*par 2*)
11. to _____ = to provide with financial or moral support; support (*par 2*)
12. _____ = property or something valuable that you promise to give somebody if you cannot pay back money that you borrow (*par 2*)
13. _____ = a return to a normal condition; restoration to a former and better condition (*par 2*)
14. _____ = someone who provides credit in business matters (*par 2*)
15. to _____ = to refund or reimburse; pay back (*par 2*)
16. _____ = someone who receives money or credit on the promise to return it or its equivalent (*par 2*)
17. _____ = a record of the loans and payments that somebody has received and whether they have paid back the amounts that they owe in the right way (*par 2*)
18. _____ = *here*: allocated; dedicated (*par 2*)
19. _____ = a judgment based on one's impressions; an opinion; a tentative evaluation or rough calculation (*par 2*)
20. to _____ = to recognize or admit the truth of a statement (*par 3*)

21. _____ = a business project or activity, especially one that involves taking risks (*par 3*)
22. _____ = generous in assistance to the poor; organized to provide humanitarian or charitable assistance (*par 3*)
23. the _____ = being the second of two persons or things mentioned (*par 3*)
24. _____ = something that is of interest or importance to a person (*par 3*)
25. to _____ = to come near or nearer; to make a proposal; to begin to deal with or work on (*par 3*)
26. to _____ = to establish or set up (e.g. an institution) (*par 3*)
27. _____ = at some time in the past; former; once (*par 3*)
28. _____ = money, equipment, or services provided for people in need; assistance; help (*par 4*)
29. _____ = a survey done or performed at the concrete place (*par 4*)
30. _____ = a part or region that is on the inside; located on the inside; inner (*par 4*)
31. _____ = supplying dry land with water by means of canals, etc. (*par 4*)
32. _____ = the small hard part produced by a plant, from which a new plant can grow (*par 4*)
33. _____ = a businessperson who transports goods abroad (for sale) (*par 4*)
34. to _____ = to change completely in form or function; to convert (*par 4*)
35. _____ = small dry particles of earth, sand, or dirt; something of no worth (*par 4*)
36. _____ = a sense of dignity and self-respect; satisfaction in one's own or another's success or achievements (*par 4*)
37. to _____ = to require payment for goods or services; to ask (an amount of money) as a price (*par 5*)
38. _____ = a standard, usually of quality or performance, that other things can be compared to; a set of rates that are used to judge the performance of other rates (*par 5*)
39. _____ = the cost of borrowing money, usually expressed as a percentage of the amount borrowed (*par 5*)
40. _____ = the act of judging or evaluating a person or situation or event (*par 5*)
41. _____ = an element that contributes to a result and contains the possibility of loss (*par 5*)
42. _____ = a sum of money borrowed from a bank, available for a person's use, that has to be later repaid (*par 5*)
43. _____ = not yet used or exploited (*par 6*)
44. to _____ = to take in or incorporate; to use up a large supply of something, especially money or time (*par 6*)
45. to _____ = to get rid of as useless; discard; dispose (*par 6*)

2. Answer these questions based on the information contained in the text:

- 1. Why does Mr de Lesseps lend money to poor people in developing countries?

- 2. What is BlueOrchard, what are its activities, and where does its profit come from?

- 3. Do the borrowers of microcredits have to provide something in return, and is there any risk involved for the lender?

- 4. What are the statistical figures about loans that are not repaid in developing and developed countries?

- 5. How much money is being used for microfinancing and what is its potential?

- 6. What are the two real goals of Mr de Lesseps’s microfinancing activities? Which of them should be more important for him?

- 7. How and when did Mr de Lesseps’s engagement in microfinance start?

- 8. What does the team do after the arrival in a developing country, and what example is used to show the success of microfinancing?

- 9. What is the local people’s attitude to repaying their microcredit loans?

- 10. How are the interest rates charged and what do they depend on?

- 11. Why don’t local people use other locally available credit possibilities?

- 12. How much of the potential for microfinancing remains unused, and how much would it be able to use up?



Fill in the missing words in their correct form in the interview summary:

The alliance has been very interesting for the media because Cazenove has been in London for (1) _____ years and it is one of the few British (2) _____ banks. Therefore people are (3) _____ to be interested. The deal started when Chase bought Robert Fleming for (4) _____ pounds (i.e. (5) _____ dollars) and later bought JP Morgan for (6) _____ dollars. JP Morgan Chase is now paying (7) _____ pounds to Cazenove for a half (8) _____ of the investment-banking (9) _____ (10) _____ and putting in (11) _____ pounds of (12) _____ and (13) _____ of its (14) _____. According to the recent press (15) _____, Cazenove is a (16) _____ wonderful bank that (17) _____ all (18) _____ of the City of old and (19) _____ of its (20) _____, and its (21) _____ list is the (22) _____ of its competitors.

According to a (23) _____ for JP Morgan, all of Cazenove's clients are (24) _____ about it. It is a good deal for the bank's (25) _____ – and most of them are its (26) _____, who will (27) _____ control of the business. They will also see the (28) _____ of another (29) _____ pounds of (30) _____ from the bank, with the (31) _____ of a lot more in the (32) _____. After five years, JP Morgan will be able to buy Cazenove out at a price they (33) _____ independently. Even though there are some (34) _____ involved, it is clear that the American (35) _____ will benefit from it.



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = expression from the computer industry meaning imitated or duplicated according to something else (*paragraph 1*)
2. _____ = the act of joining two or more businesses or organizations into one (*par 1*)
3. _____ = an act of acquiring a company by buying most of its shares (*par 1*)
4. to _____ = a metaphor meaning that unverified or uncertain information has started to spread (*par 1*)
5. _____ = willing to do things that may be dangerous; bold; courageous (*par 1*)
6. _____ = a generally spread and believed piece of information or knowledge (*par 1*)

7. _____ = an idea of what something is like or that something is going to happen (*par 1*)
8. to _____ = to handle roughly; hurt (*par 1*)
9. _____ = one that has the same functions and characteristics as another; a corresponding person or thing (*par 1*)
10. to _____ = to rise swiftly or powerfully (*par 1*)
11. to _____ = to consider carefully; to think deeply about (*par 2*)
12. to _____ = to decline suddenly and steeply; to plunge (*par 2*)
13. _____ = commonly regarded as being something; supposed (*par 2*)
14. to _____ _____ = a metaphor meaning to stop thinking about something because it is not regarded as interesting any more (*par 2*)
15. _____ = a suggestion or offer put forward for consideration (*par 2*)
16. _____ = a state of mind or emotion; a prevailing atmosphere or feeling (*par 2*)
17. _____ = an adjective meaning that a company's shares may be bought and sold on a stock exchange (*par 3*)
18. _____ = a subsidiary or subordinate organization that is connected with another organization (*par 3*)
19. _____ = situated farthest south (*par 3*)
20. _____ = *here*: doubling; a situation when there are at least two identical work positions, which is seen as unwanted (*par 3*)
21. _____ = the process of reducing the number of people who are employed by an organization by not replacing people who leave their jobs (*par 3*)
22. _____ = likely to become or be; potential; possible (*par 4*)
23. _____ = the person who leads a company's board of directors; the head of an official committee or organization (*par 4*)
24. to _____ = to fight (*par 4*)
25. _____ = broken into small parts or pieces (*par 4*)
26. _____ = something handed down from an ancestor or a predecessor or from the past (*par 4*)
27. _____ _____ = a legal agreement by which a bank or similar organization lends you money to buy a house, flat, etc. or land, and you pay the money back over a number of years; the sum of money that you borrow; a mortgage (*par 4*)
28. _____ = *here*: relatively small (*par 4*)
29. _____ = the total value of all a company's shares, calculated by multiplying the number of shares by their price on the stock exchange (*par 4*)
30. _____ _____ = the amount of money or shares, bonds, etc. that can easily be changed into money (liquid assets) that a bank has, expressed as a percentage of the money it has lent and therefore risks losing (*par 4*)

2. Answer these questions based on the information contained in the text:

1. What information caused that rumors started to spread and when did it happen?

2. What was the traditional belief as far as cross-border deals were concerned?

3. What happened to the share price of UniCredit and HVB after the announcement of the deal?

4. Who was the potential partner four years ago when UniCredit was considering a similar deal, and what happened at that time?

5. Why did share prices of Dexia and Sanpaolo IMI fall a year ago?

6. How much will UniCredit pay for the takeover and what are the mentioned parts of HVB that will also be taken over?

7. What will happen as far as the number of jobs is concerned after the takeover?

8. What is meant by “a good business mix” and who supports this opinion?

9. What problems will the group face in Germany, and what is its biggest weakness?



Fill in the missing words in their correct form in this summary:

The speaker has (1) _____ about the (2) _____ of the (3) _____ between the two banks and the (4) _____ of dealing with differences in cultures and languages. However, what can help the plan is HVB's (5) _____ need to (6) _____ and Mr Profumo's (7) _____ (8) _____ in (9) _____ UniCredit out of some small Italian banks. Moreover, no other alliance (10) _____ western and eastern Europe could expect such a good (11) _____. The speaker also mentions an example showing that (12) _____ partnerships can indeed be successful.

In the past, Italy's (13) _____ (14) _____ has (15) _____ on foreign banks buying in Italy. But because UniCredit has (16) _____ (17) _____, it might be less strict to one of two other (18) _____ (19) _____.

As far as Commerzbank is concerned, it spent last year (20) _____ its (21) _____ in (22) _____ (23) _____. The speaker is convinced this bank will also (24) _____ soon. (25) _____ have (26) _____ it with for example Deutsche or WestLB, a (27) _____ bank.

Deutsche decided to refuse the chance to (28) _____ (29) _____ Postbank, a (30) _____ bank (31) _____ by Deutsche Post. However, there are (32) _____ now that it is (33) _____ to (34) _____ – it is interested in Banca Comerciala Romana. Although it has several (35) _____ in central Europe, this would be its first big (36) _____ in the (37) _____.

Determiners

- A determiner is a word used in front of a noun to show which thing you mean, or to show the quantity of something. Determiners include: *a/the, my/your, this/that, all/most/some/any, no/none, much/many/a little/a few, each/every, both/either/neither*.
- We do not use a determiner if we are talking generally.

Our/Those/Some computers are expensive. (particular computers)
Computers are a part of everyone's life. (computers in general)

All, most, many, some, a few

- Before a plural noun we can use *all/most/many/some/a few*. Note the structures:
All/most/many/some/a few employees have 25 days' paid holiday.
All/most/many/some/a few of the employees have 25 days' paid holiday.
All the employees have 25 days paid holiday. (NOT ~~Most the ... /Many the ...~~ etc.)
We can use *my, your, etc.*, in place of *the*, and we can use pronouns:
All/most/many/some/a few of our employees have 25 days' paid holiday.
All/most/many/some/a few of them have 25 days' paid holiday.
- Before an uncountable noun similar structures are possible. We use *much* in place of *many*, *a little* in place of *a few*, and *it* for the pronoun.
All/most/much/some/a little of the information in this report is useful.
All/most/much/some/a little of it is useful.
- With singular nouns we do not use the words above, except for a few special expressions: *all day, all night*

All meaning 'everything' or 'the only thing'

- We can use *all* + subject + verb to mean 'everything' or 'the only thing':
That's all I know about it. (all = everything)
All we need is a signature. (all = the only thing)
- In modern English it is unusual to use *all* as a single-word subject or object. Instead we use *everything*.
All the preparations are/Everything is going well. (NOT ~~All is going well.~~)
I want to hear all your news/everything. (NOT ~~I want to hear all.~~)

Both, either, neither

- We use *both, either* and *neither* to refer to two things.
- *Both* means 'the one and the other'. Note the structures:
Both emails/both the emails/both of the emails/both of them are important.
The emails are both important. I've read them both.
- *Either* means 'the one or the other'. *Neither* means 'not the one or the other'.
Monday or Tuesday? Yes, either day/either of the days is fine.
Monday or Tuesday? I'm sorry but neither day/neither of the days is convenient.
This is a hell of a gamble – one that may pay off for both, one, or neither of the two companies. (Fortune website)

No, none

- We can use *no* with a singular noun, plural noun or uncountable noun.

No employee has more than 25 days' paid holiday.

No new ideas were put forward at the meeting.

There was no useful information in the report.

- We do not use *no* if there is another negative word. In this case we use *any*.
We haven't dismissed any employees. (NOT ~~We haven't dismissed no employees.~~)
- We do not use *no of*. Instead, we use *none of* or *none* on its own as a pronoun.

None of the employees have more than 25 days' paid holiday.

None have more than 25 days' paid holiday.

- To emphasize the idea of none we can use *None at all* or *Not one* or *Not a*:

A: *How many people came?*

B: **None at all! / Not one! / Not a single person!**

Germany's Neuer Markt All Share index dropped below the 1,500 mark for the first time yesterday. Not a single stock in the top 20 stocks showed a gain. (Yahoo Business News website)

Each, every

- The meaning of *each* and *every* is similar and often either word is possible. They are both followed by a singular noun.
- We use *each* when we think of the members of a group as individuals, one by one. It is more usual with smaller groups and can mean only two.

Make sure that each parcel has a label.

Samsung and Globetronics know they have to raise their brand profile. Management consultants will debate each firm's strategy, but in the end consumers will determine whether these companies are successful in a more globalized world. (asiaweek website)

- We use *every* when we think of all the members together, and it is usual with a larger number.

Sales have increased every year for the last five years.

I believe every word he says.

- We can use *each of*, but we cannot use *every of*.

Each of the parcels needs a label.

- *Each* can be used after the subject, or at the end of a sentence.

The parcels each need a label.

The parcels need a label each.

Grammar exercises

1. Match the phrases from the list below with an approximate value.

none of them most of them a few of them many of them some of them all of them

1 0% _____

4 50-75% _____

2 5-25% _____

5 75-95% _____

3 25-50% _____

6 100% _____

2. Complete the sentences with a word or phrase from the list below.

all (x2) any no ~~not one~~ none each (x2) every (x2) both either (x2) neither

1. We sent letters to sixty customers, but **not one** replied!
2. I can't go. There are only two flights, and there are _____ seats left on _____ of them.
3. I can't go. There are only two flights, and _____ of them has any seats left.
4. _____ I want is a bit of peace and quiet to finish writing this report.
5. I've phoned _____ store in the Yellow Pages and they are _____ out of stock.
6. We have three models, and _____ one has its own special features.
7. I was nervous at the start of my talk, but after that I enjoyed _____ minute.
8. I got three letters, but there were _____ for you, I'm afraid.
9. I got three letters, but there weren't _____ for you, I'm afraid.
10. The Trade Fair is important. We need _____ Sue and Mike on the stand.
11. Both roads lead to the city centre. You can take _____ one.
12. You've been six of the best trainees that we've ever had on this course. The best of luck to _____ of you in your future careers.

3. Complete this article by choosing the correct alternative A, B or C below.

TRANSLATION ON THE NET

<p>The world of online translation is dominated by Amsterdam-based Aquarius.net and California-based Proz.com (1) B maintain a list of translators who bid for jobs posted on the site, but (2) _____ has a different business plan. (3) _____ charges clients to post translation jobs on the site, but Aquarius has started charging</p>	<p>translators to register, and also charges transaction fees of up to 7.5% to the translator who gets the job. Meanwhile Proz is still a free site, and gets (4) _____ revenue from advertising. (5) _____ trying to deal with the problem of quality assurance, and (6) _____ translator has their diplomas and qualifications</p>	<p>online. And what about the Old Economy off-line translation agencies? They offer better guarantees of quality and (7) _____ them haven't looked to the Internet for a solution yet, but (8) _____ is changing very fast, and the Net offers significant cost benefits to clients. ■</p>
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- | | | |
|--------------------|----------------------|-------------------|
| 1 A Both them | B Both of them | C Every of them |
| 2 A each one | B every one | C all of them |
| 3 A Either of them | B Neither of company | C Neither company |
| 4 A all its | B most its | C much its |
| 5 A Each they are | B Both they are | C They are both |
| 6 A all | B all of | C every |
| 7 A most | B most of | C every of |
| 8 A all | B the only thing | C everything |

4. Underline the correct words.

1. There were *none/no* messages on the answering machine.
2. The key account managers *each/every* have their own list of clients.
3. *Not one/Not no* question has been answered.
4. *Some of/Some* the restaurants have service included in the price.
5. *Some of/Some* restaurants have service included in the price.
6. Sorry, but I can't hear *either/neither* of you properly.
7. *Each our customers/Our customers each* have a separate file on the database.
8. I can't come at the weekend. I'm busy *both days/every day*.
9. *All of/Every of* the files are corrupted by the virus.
10. I can't see *no/any* solution to the problem, I'm afraid.
11. The flight and hotel are booked. *All/Everything* is organized.
12. We gave the sales reps *each a mobile phone/a mobile phone each*.
13. *Every option has been/Every options have been* explored.
14. OK, I think that covers *all/everything* on that point. Shall we move on?

5. Rewrite the second sentence so it has a similar meaning to the first sentence and contains the word/s in brackets. Some sentences have two possible answers.

1. We only have a week left. (all)
All we have left is a week.
2. All the participants will be sent an agenda. (every)
_____ will be sent an agenda.
3. Nobody at all asked a question. (single person)
_____ asked a question.
4. This idea won't work, and the other one also won't work. (neither)
_____ will work.
5. Not all the audience understood his talk. (some)
_____ understand his talk.
6. Not one of my colleagues speaks German. (none)
_____ speak German.
7. We only want a weaker dollar. (all)
_____ a weaker dollar.
8. No documents were inside this parcel. (any)
There _____ inside this parcel.
9. The hotels were both unsuitable. (neither)
_____ suitable.
10. The two proposals are interesting. (both)
_____ interesting.
11. These items aren't expensive. (none)
_____ expensive.
12. I'm sorry, we have absolutely none. (all)
I'm sorry, we have _____.

REVIEW TEST

PJI2A

Intelligent Business: Unit 13 – Banking

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

mít pochyby o domnělém vžitém názoru – _____

úroková míra založená na ohodnocení rizika – _____

využít potenciál vysoce rizikové půjčky – _____

úvěrové zdroje jištěné zárukou – _____

být shovívavý k mikroúvěrům a zadluženosti podniků – _____

provést bankovní transakci na pobočce – _____

získat rozsáhlou kontrolu nad spravovaným fondem – _____

kótovaná banka pro drobné střadatele – _____

B. Write expressions the following definitions refer to: (2 points each)

1. money that is invested in a new company to help it develop or expand, which may involve a lot of risk but can also bring good profits:

2. the activity of controlling a group of investments with the aim of making the most profit with the least risk:

C. Complete the sentence with one of the following phrases and translate the selected phrase: (2 points each)

SAVINGS, MONETARY POLICY, CHECKBOOK, AFFILIATE, ASSET MANAGEMENT, COERCION

1. The biggest investment bank had to close its _____ because of its insolvency.

In Czech or Slovak: _____

2. It is illegal to use _____ to make debtors repay their debts before they are due.

In Czech or Slovak: _____

3. We provide the service of _____ for investors and investment funds.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

MAKE A HABIT – CHARGE – EXERT – IMPLEMENT ISSUE – PUT FORWARD – SOAR – SEEK DAMAGES

1. Monetary policy _____ by the central bank in this country.

2. If you borrow some money, the bank will definitely _____ interest.

3. The management _____ a proposal concerning hiring more staff.

4. Moneylenders frequently _____ their influence on the interest borrowers have to pay.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. Stability and prosperity help increase market _____. (**CREDIT**)

2. The bank _____ that it had made some loss-making loans. (**KNOW**)

3. The potential of the Chinese market is still rather _____. (**TAP**)

4. I think the _____ will soon be approved of. (**ACQUIRE**)

Unit 14 – TRAINING

Coursebook, page 121, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = a person or group having administrative or managerial authority in an organization (*paragraph 1*)
2. to _____ = to come or bring together; meet (*par 1*)
3. _____ = adhering to ethical and moral principles; deserving respect and admiration (*par 1*)
4. _____ = a person who betrays friends, country, etc. (*par 1*)
5. to _____ = to kill someone intentionally and unlawfully; to kill brutally or inhumanly (*par 1*)
6. _____ = in a cold unemotional manner (*par 1*)
7. _____ = an opinion or position reached by a group as a whole; general agreement (*par 1*)
8. _____ = a ruthless, cruel, harsh, or unrelenting act (*par 1*)
9. to _____ = to make a picture of; to depict or describe in words (*par 1*)
10. to _____ = to officially approve of or allow; to confirm (*par 1*)
11. _____ = a secret plan to carry out an illegal or harmful act (*par 1*)
12. _____ = nevertheless; however (*par 1*)
13. _____ = a person of greater rank or status (*par 1*)
14. to _____ = to carry out or comply with (a command, for example); follow (*par 1*)
15. _____ = a system where authority passes down from the top through a series of executive positions or military ranks in which each is responsible to the one directly superior (*par 1*)
16. to _____ = to take on a certain form, attribute, or aspect; to take on; adopt (*par 2*)
17. _____ = widely known; famous; noticeable (*par 2*)
18. _____ = a trusted counselor and adviser; a mentor (*par 2*)
19. _____ = original; unusual; uncommon; inventive (*par 2*)
20. to _____ = to make the best use of (*par 2*)
21. _____ = accumulated knowledge or learning; common sense; good judgment (*par 2*)
22. _____ = the purposes of an action that should bring some financial benefits (*par 2*)
23. _____ = an expert who gives tips or offers solutions (*par 2*)

24. _____ = doing something out of interest, not for money; not professional (*par 2*)
25. _____ = a specialist in a given branch of knowledge (*par 2*)
26. _____ = any strongly felt emotion; a strong enthusiasm for something (*par 2*)
27. to _____ = to hold; organize (*par 2*)
28. _____ = by the year; every year (*par 2*)
29. _____ = an amount of twelve (*par 2*)
30. _____ = an administrative unit of the executive policy-making body of a country or state (*par 2*)
31. _____ = a meeting of a small group of students, held regularly under the guidance of a tutor for study and discussion (*par 3*)
32. _____ = a detailed intensive study of a unit, such as a corporation or a corporate division, that stresses factors contributing to its success or failure; an exemplary model (*par 3*)
33. _____ = acting or done in a secret or dishonest way, often intending to trick people; cunning (*par 3*)
34. _____ = the act of doing or saying something deliberately in order to make somebody angry or upset (*par 3*)
35. _____ = weapons (*par 3*)
36. _____ = relating to the groundwork or source of something; fundamental (*par 3*)
37. _____ = a ceremony at which a dead person is buried or cremated (*par 3*)
38. _____ = a formal speech, given especially on a ceremonial occasion (*par 3*)
39. _____ = the factual content or reason of a matter, apart from emotional, contextual, or formal considerations (*par 3*)
40. _____ = causing one to believe the truth of something; convincing (*par 3*)
41. to _____ = to comply with accepted standards, rules, or customs (*par 4*)
42. _____ = a feature (or the order or arrangement of features) of anything having a complex structure; an outline (*par 4*)
43. to _____ = to repeat (a poem or passage) aloud from memory before an audience (*par 4*)
44. _____ = a short extract from a film or videotape (*par 4*)
45. _____ = *here*: currently discussed; relevant; concerned (*par 4*)
46. to _____ = to address an earnest or urgent request to someone (*par 4*)
47. _____ = theatrical properties (*par 4*)
48. _____ = motivated or caused to do something (*par 4*)
49. _____ = armor plate that protects the head (*par 4*)

50. _____ = a garment worn by citizens of ancient Rome, consisting of a piece of cloth draped around the body (*par 4*)
51. _____ = the events or circumstances that help to explain something; information that is essential to understanding a situation or problem (*par 5*)
52. _____ = the successful art of the planning and conduct of a war leading to a victory (*par 5*)
53. _____ = a preference or an inclination, especially one that inhibits impartial judgment; mental tendency, esp. prejudice (*par 5*)
54. _____ = belief that people only do things to help themselves rather than for good or honest reasons (*par 5*)
55. _____ = improper use; misuse (*par 5*)
56. _____ = a young person, especially a young male in late adolescence (*par 5*)
57. to _____ = to take hold of forcibly or quickly; grab; to take immediate advantage of (*par 5*)
58. _____ = showing great skill; able to control people or situations in a way that shows confidence as a leader (*par 5*)
59. _____ = having or showing high moral qualities; belonging to a class of people who hold titles and high social rank (*par 5*)
60. _____ = relating to the matter at hand; relevant (*par 6*)
61. _____ = the behavior of a person when they feel that they are more important than others, so that they are rude to them or do not consider them (*par 6*)
62. _____ = a person who is involved in a secret plan to carry out an illegal or harmful act (*par 6*)
63. _____ = a murder of a public figure by surprise attack (*par 6*)
64. to _____ = to bring about or provoke an enquiry about something; to lead to a situation when an enquiry emerges (*par 6*)
65. _____ = extremely significant or important; decisive (*par 6*)
66. to _____ = to stand firm against or oppose someone (*par 6*)
67. to _____ = to manage to avoid something; to become unnoticed (*par 7*)
68. _____ = an uprising, especially against state authority; a rebellion; an act of protest or rejection (*par 7*)
69. _____ = a consequence, especially of a disaster or misfortune; a period of time following a disastrous event (*par 7*)
70. _____ = exhaustively complete; very accurate or careful (*par 7*)
71. _____ = of the greatest concern or importance (*par 7*)
72. to _____ = to remove from an office or position of power; to dethrone (*par 7*)
73. _____ = a way of escaping one's current situation, typically an unfavorable situation (*par 7*)
74. to _____ = to develop or achieve gradually; to undergo change and development (*par 7*)

2. Answer these questions based on the information contained in the text:

1. What did the executives do in the Aspen Institute and how much time did they spend there?

2. How did the participants assess Brutus and what did they agree on with regard to Brutus?

3. What argument did one of the participants use to say that Brutus was not supposed to commit Caesar's murder?

4. How has Shakespeare's position within leadership courses developed in the recent years, and why did the coaches start to use Shakespeare as an example?

5. Who are Kenneth and Carol Adelman, and what are their activities in this field?

6. What is the format of the Adelmans' seminars?

7. What two debates did play *Julius Caesar* provoke?

8. What does the final exercise look like, and what other aids or instruments do they use?

9. What is the aim of the *Henry V* seminar?

10. What do the Adelmans minimize and emphasize in Henry V's behavior?

11. What part or aspect of the *Julius Caesar* play raised questions about serving in a hierarchy and resisting the boss?

12. What was the main problem of the conspirators' act in the play, and what conclusion did the seminar participants make for managing their subordinates?



Fill in the missing words in their correct form in the speech summary:

Listeners should notice how the king uses 'we' (1) _____. This puts him in the position of a (2) _____ (3) _____. It is very (4) _____ for the team to feel the leader is working (5) _____ the same (6) _____. They are 'a (7) _____ of brothers'. He makes them feel part of an (8) _____ (9) _____. Indeed they are (10) _____ to be part of his team. They have been (11) _____ while others have been (12) _____. And the people who really (13) _____ time and energy and make (14) _____ will be (15) _____. They will be (16) _____ as (17) _____ and become gentlemen. If you put it in the (18) _____ of a manager today (19) _____ e.g. his (20) _____ team, you have all the necessary (21) _____. It's like saying 'We have a difficult (22) _____ to complete but I wouldn't ask you if I didn't think you could do it – and there are big (23) _____ and (24) _____ in it for us all if we (25) _____.'



Fill in the missing words in their correct form in the speech summary:

If you ask a (1) _____ business schools or management books what makes a good (2) _____ and you may get 13 answers. However, they may agree that a leader is able to (3) _____ others, offer a plan that people follow, (4) _____ (5) _____ and (6) _____. But should they be (7) _____ or (8) _____? Should they allow their (9) _____ enough room to look after the small thing?

The Centre was (10) _____ in 1970 in (11) _____ (12) _____ and it is (13) _____ of anyone of the different (14) _____ about (15) _____. It is now one of the best-known business (16) _____ (17) _____ not (18) _____ with a university. In the Financial Times' most recent (19) _____, the centre (20) _____ in the top 20. →

In 2002-2003 some (21) _____ students, (22) _____ of them American and nearly one-quarter (23) _____, took classes at the centre's five (24) _____. The institute listed its 2002 (25) _____ at nearly (26) _____ dollars.

The centre provides education mainly in the form of (27) _____, short programmes, including (28) _____ (29) _____ sessions. Its clients are Citigroup, (30) _____, (31) _____, (32) _____ and several (33) _____ of the American (34) _____.

Before students set (35) _____ on (36) _____, they take a (37) _____ of (38) _____ aimed at measuring their (39) _____ and (40) _____. The same is done by people close to the students so that the students hear how others see them, with (41) _____ on hand to help (42) _____ the results and make (43) _____.

The centres take an (44) _____ (45) _____ to students' development. It (46) _____ access to (47) _____ and runs (48) _____ where students can (49) _____ out new roles. This offers the (50) _____ to try out the idea of (51) _____ a leader in new (52) _____, which can be (53) _____ as new business (54) _____ (55) _____ up. The centre also takes a (56) _____ and (57) _____ approach. Unlike business schools, it tends not to (58) _____ (59) _____ about how its (60) _____ go on to win big (61) _____.

Workbook, page 59, exercise **READING**



3. In the text find words or expressions corresponding to the following definitions:

1. _____ = lacking interest; uninteresting and tiresome
2. _____ = opposed; completely different
3. _____ = inspiring new ideas or enthusiasm
4. _____ = inexact or inaccurate
5. _____ = a blend of diverse elements; an event that combines various things

6. _____ = careful or long consideration
7. _____ = a mistake; an error
8. _____ = special importance or significance given to something, such as an object or idea; stress on something
9. _____ = wild, excited, and uncontrolled
10. _____ = a detailed intensive study of a unit, such as a corporation or a corporate division, that stresses factors contributing to its success or failure; an exemplary model
11. _____ = not enough in amount or extent; deficient in amount or quality or extent
12. _____ = *here*: dull and uninteresting
13. to _____ = to make possible
14. _____ = a person who has received a university or college degree
15. _____ = in a way that makes somebody believe something; persuasively
16. to _____ = to jump over something

4. Based on the text, decide if the following statements are true (T) or false (F). Find an adequate passage in the text that supports your answer:

1. Views held by professor Mintzberg comply with the views of other experts in the field.
T F
2. Reading his book is very exciting and keeps a reader's attention all the time.
T F
3. In the first part, he expresses an opinion that the traditional business degree, Master of Arts, is not a suitable way.
T F
4. He says blending personal reflection with sharing experience is the second best choice.
T F
5. Case studies requiring students to find quick solutions should not be stressed in business education.
T F
6. The case studies requested from students are scarcely based on data that are incomplete.
T F
7. Another criticism involves the fact that the analyses are uninteresting and even useless.
T F
8. Graduates from such courses think they can do without experience.
T F

Purpose & Concession clauses

To..., for... and so that... (purpose)

We use **to...** to say why somebody does something (= the *purpose* of an action):

- 'Why did you go out?' '**To post** a letter.'
- A friend of mine phoned **to invite** me to a party.
- We shouted **to warn** everybody of the danger.

So that

Sometimes you have to use **so that** for purpose. We use **so that** (*not to...*):

- | |
|---|
| <p>i) when the purpose is <i>negative</i> (so that ... won't/wouldn't):</p> <ul style="list-style-type: none">• I hurried so that I wouldn't be late. (= because I didn't want to be late)• Leave early so that you won't (<i>or don't</i>) miss the bus. <p>ii) with can and could (so that ... can/could)</p> <ul style="list-style-type: none">• She's learning English so that she can study in Canada.• We moved to London so that we could visit our friends more often. <p>iii) when one person does something so that <i>another</i> person does something else:</p> <ul style="list-style-type: none">• I gave her my address so that she could contact me.• He wore glasses and a false beard so that nobody would recognize him. |
|---|

Although / though / even though; In spite of / despite (concession)

After **although** we use a *subject + verb*:

- **Although it rained** a lot, we enjoyed our holiday.
- I didn't get the job **although I had** all the necessary qualifications.

Compare the meaning of **although** and **because**:

- We went out **although** it was raining.
- We didn't go out **because** it was raining.

After **in spite of** or **despite**, we use a *noun*, a *pronoun* (**this/that/what** etc.) or **-ing**:

- **In spite of the rain**, we enjoyed our holiday.
- I didn't get the job **in spite of having** all the necessary qualifications.
- She wasn't well, but **in spite of this** she went to work.
- **In spite of what** I said yesterday, I still love you.

Despite is the same as **in spite of**. Note that we say 'in spite of', but **despite** (without 'of'):

- She wasn't well, but **despite this** she went to work. (*not 'despite of this'*)

You can say '**in spite of the fact (that)...**' and '**despite the fact (that)...**':

- I didn't get the job **in spite of the fact (that)** I had all the necessary qualifications.
despite the fact (that)

Compare **in spite of** and **because of**:

- We went out **in spite of the rain**. (*or ...despite the rain.*)
- We didn't go out **because of the rain**.

Grammar exercises

1. Complete these sentences using a suitable verb.

1. The President has a team of bodyguards **to protect** him.
2. I didn't have enough time _____ the newspaper today.
3. I came home by taxi. I didn't have the energy _____.
4. 'Would you like something _____?' 'Yes, please. A cup of coffee.'
5. We need a bag _____ these things in.
6. There will be a meeting next week _____ the problem.
7. I wish we had enough money _____ a new car.
8. I saw Helen at the party but we didn't have a chance _____ to each other.
9. I need some new clothes. I haven't got anything nice _____.
10. They've just passed their exams. They're having a party _____.
11. I can't do all this work alone. I need somebody _____ me.

2. Write sentences with so that.

1. I hurried. I didn't want to be late.

I hurried so that I wouldn't be late.

2. We wore warm clothes. We didn't want to get cold.

We wore _____.

3. The man spoke very slowly. He wanted me to understand what he said.

The man _____.

4. I whispered. I didn't want anybody else to hear our conversation.

_____ nobody _____.

5. Please arrive early. We want to be able to start the meeting on time.

Please _____.

6. She locked the door. She didn't want to be disturbed.

_____.

7. I slowed down. I wanted the car behind to be able to overtake.

_____.

3. Complete the sentences with although / in spite of / because / because of.

1. **Although** it rained a lot, we enjoyed our holiday.
2. a _____ all our careful plans, a lot of things went wrong.
b _____ we had planned everything carefully, a lot of things went wrong.
3. a I went home early _____ I was feeling unwell.
b I went to work the next day _____ I was still feeling unwell.
4. a She only accepted the job _____ the salary, which was very high.
b She accepted the job _____ the salary, which was rather low.
5. a I managed to get to sleep _____ there was a lot of noise.
b I couldn't get to sleep _____ the noise.

Use your own ideas to complete the following sentences:

6. a He passed the exam although _____.
b He passed the exam because _____.
7. a I didn't eat anything although _____.
b I didn't eat anything in spite of _____.

4. Make one sentence from two. Use the word(s) in brackets in your sentences.

1. I couldn't sleep. I was tired. (despite)

I couldn't sleep despite being tired.

2. They have very little money. They are happy. (in spite of)

In spite of _____.

3. My foot was injured. I managed to walk to the nearest village. (although)

_____.

4. I enjoyed the film. The story was silly. (in spite of)

_____.

5. We live in the same street. We hardly ever see each other. (despite)

_____.

6. I got very wet in the rain. I had an umbrella. (even though)

_____.

REVIEW TEST

PJI2A

Intelligent Business: Unit 14 – Training

Name:			
Teacher:		TOTAL (60 points to pass)	MARK
Number of points (max. 100 points)			
I. Listening:		III. Grammar:	
II. Vocabulary:		IV. Translation:	

I. Listening: (max. 20 points) points

II. Vocabulary: (max. 34 points) points

A. Translate the following expressions into English: (2 points each)

specializované kurzy vyvinuté zkušenými školiteli – _____

mít úzké vazby na úsekové ředitele – _____

vzít si na starost problematiku špatné docházky – _____

vzbudit zájem účastníků kurzu (1 word) o případovou studii – _____

ryzí a všestranně rovnostářský přístup – _____

chopit se příležitosti a vznést otázku – _____

upravit kurzy vnitropodnikového školení na míru – _____

vydávat rozkazy shromážděným začátečníkům – _____

B. Write expressions the following definitions refer to: (2 points each)

1. the work of keeping an accurate record of the accounts of a business:

2. a company that expanded its operations worldwide, became a multinational company and runs its subsidiaries in a number of countries all around the world:

C. Complete the sentence with one of the following phrases; translate the selected phrase: (2 points each)

**PAYROLL, DOZEN, TUTOR,
PREMISES, VIRTUE, AFTERMATH**

1. The American economy has to deal with the _____ of the financial crisis.

In Czech or Slovak: _____

2. Students were assigned a _____ to consult their study matters with them.

In Czech or Slovak: _____

3. The _____ includes all the employees and others who get a salary from us.

In Czech or Slovak: _____

D. Complete the sentences with correct forms of the following verbs; some verbs are not used: (1 point each)

**ASCERTAIN – UPDATE – GET ON TO – STICK TO
ACT OUT – SCHEDULE – ENROL – OBEY**

1. The roles must _____ carefully and honestly.

2. I decided _____ for the course on the development of economic theories.

3. I'd like you _____ all your colleagues on the training course you attended.

4. The classes _____ for all members of junior management.

E. Complete each sentence with a word made from the word given in brackets. (1 point each)

1. Management issues include for instance crisis management or _____ planning. (**SUCCEED**)

2. It must be _____ that we are a successful company. (**KNOW**)

3. People will believe you if you speak _____. (**CONVINCE**)

4. You'll have to sell more to be given an _____ commission. (**ADD**)

III. Grammar: (max. 30 points)

points

A. Fill in the gaps with a suitable preposition or adverbial, if necessary: (1 point each)

1. You should empower _____ your subordinate to make some decisions for you.
2. I'll never sign up _____ such a class.
3. Tom always has little good to say _____ his boss.
4. The BBC analyzed responses _____ a standard questionnaire.
5. How would you feel _____ participating _____ a role-play session?
6. What does your report refer _____?

B. Rewrite the sentences with the given words so that they mean the same as the original ones: (3 points each)

1. John invested all his money although his financial situation wasn't very good.
In spite of _____, John _____.
2. I went to bed early so that I would be able to get up at 5 a.m.
I went to bed early to _____.
3. You weren't at home yesterday so I didn't visit you.
I _____ if you _____.

C. Put the **VERBS** and other words in brackets into their correct forms, add prepositions, particles or auxiliary verbs if necessary. You may need to use the passive forms of the verbs: (1 point each)

Training courses enhance the employees' effort _____ (**LEARN**, **COPE**) various situations at work. They _____ (**TRAIN**, **PREPARE**) stressful as well as unpleasant situations. A good employee should _____ (able, **IMAGINE**, **USE**) new approaches at work and training should _____ (**HELP**, they, **ACHIEVE**) this. Many people _____ (recent, **PRACTISE**, **BE** responsible) many areas but they rarely succeed without proper training. Despite _____ (**RECOMMEND**, **TAKE**) courses, consulting firms also suggest _____ (**INVITE**, staff, **OBSERVE**) real decision-making within a company. The management should not _____ (**MAKE**, workers, **ENROL**) these classes but ideally the employees would _____ (**DEMAND**, **VOLUNTEER**, **TAKE PART**) them.

D. Choose suitable words or phrases that can complete each sentence. The number of correct answers is 0–4.

(2 points each)

1. The manager resigned _____ she was accused of fraud.
A: since
B: because
C: despite
D: as
2. The manager resigned _____.
A: despite of being innocent
B: even though of being innocent
C: in spite of that she was innocent
D: although her innocence
3. The person _____ is my boss.
A: , who you met last Monday,
B: you met on Wednesday
C: , that you met on Sunday,
D: who met you on Tuesday

IV. Translation: (max. 16 points)

points

Translate the following sentences into English:

Tato firma poskytuje rady ohledně vhodného školení a také nabízí praktické zkušenosti od začátečnické po expertní úroveň, což má účastníkům umožnit aplikovat získané znalosti na své pracovní životy. Toho využívají významné firmy, které ví, že je v jejich zájmu převzít plnou odpovědnost za zlepšování klíčových dovedností zaměstnanců, protože oni potom budou pocítovat osobní význam dosaženého úspěchu a jejich uspokojení z práce vzroste.

Unit 15 – CONSULTING

Coursebook, page 129, exercise **READING**



1. In the text find words or expressions corresponding to the following definitions:

1. _____ = a person who assists people or institutions (*paragraph 1*)
2. to _____ = to go with; to go or travel along with someone (*par 1*)
3. _____ = very old; of the far past, esp. before the collapse of the Western Roman Empire (*par 1*)
4. _____ = an organized walk by many people (e.g. soldiers) from one place to another (*par 1*)
5. to _____ = to become larger, greater, or bigger (*par 1*)
6. _____ = a large company operating in several countries (*par 1*)
7. _____ = a person whose job is to keep or check the financial records of a person, a company or an organization and give financial advice (*par 1*)
8. to _____ = to determine; to calculate; to estimate (*par 1*)
9. _____ = something that logically or naturally follows from an action or condition; a logical result or effect (*par 1*)
10. _____ = extremely exciting; thrilling; stimulating (*par 2*)
11. _____ = a thing (informal); *here*: moment; time period (*par 2*)
12. to _____ = to start international operations; to become an international company (*par 2*)
13. to _____ = to send off to a destination or to perform a task (*par 2*)
14. _____ = a representative or messenger (*par 2*)
15. to _____ = to show to be reasonable or provide adequate ground for something (*par 2*)
16. _____ = a company whose work is checking the financial records, and providing accounting and auditing services for a fee (*par 2*)
17. _____ = a company that has expanded or intends to expand to the international level (*par 2*)
18. to _____ = to consider or describe as similar; to compare (*par 2*)
19. _____ = a number of establishments, such as hotels or shops, that have the same owner or management (*par 2*)
20. _____ = a store or office providing a comprehensive selection of goods or services at a single location (*par 2*)

21. _____ = the way a person thinks, feels and behaves about something (*par 2*)
22. _____ = a legal proceeding in a court; lawsuit (*par 2*)
23. _____ = organizing something such as a company, an industry, etc. in a different way in order to make it more efficient (*par 2*)
24. _____ = extraordinarily large in size or extent; extensive; immense (*par 3*)
25. _____ = *here*: a large amount of something (*par 3*)
26. _____ = a situation when an individual or organization has a concern or involvement that might compromise their reliability (*par 3*)
27. _____ = having the power to control an area of business or industry and make sure that it is operating fairly (*par 3*)
28. the _____ = similar people (*par 3*)
29. _____ = an accident that causes great distress or destruction; catastrophe (*par 3*)
30. to _____ = to prohibit or forbid officially (*par 3*)
31. _____ = a rule or situation that limits or controls something or someone; limitation (*par 3*)
32. _____ = the activity of supplying something (*par 3*)
33. _____ = for the most part; generally; in general; on the whole; usually; as a rule (*par 4*)
34. _____ = a surrounding or nearby region; vicinity (*par 4*)
35. _____ = a book listing names, addresses, and telephone numbers of individuals or business companies (*par 4*)
36. _____ = without variation or change, in every case; constantly (*par 4*)
37. _____ = of very high quality; as good as possible (*par 4*)
38. _____ = a person living away from his or her native country; an exile (*par 5*)
39. _____ = a person in the same group or condition; a person that is similar to the one mentioned (*par 5*)
40. _____ = inhabitants of a specified locality (*par 5*)
41. _____ = acquired with huge effort (*par 5*)
42. _____ = a large group of soldiers (*par 5*)
43. _____ = progressively; more and more (*par 6*)
44. _____ = involving or operating in several nations or nationalities; multinational (*par 6*)
45. _____ = a business whose work involves doing something for customers but not producing goods and supplying it to the customers (*par 6*)

46. _____ = a person who officially examines the business and financial records of a company to see that they are true and correct (*par 6*)
47. _____ = *here*: a metaphor referring to a relatively small group of privileged or outstanding companies (*par 6*)
48. _____ = an adjective describing shares of the best-known companies on the stock market, which are considered to be a safe investment (*par 6*)
49. _____ = the quality of being so good that others want it too; desirable (*par 6*)
50. _____ = the known facts about a person's achievements (*par 6*)
51. _____ = the state of making money; the situation when incomes exceed costs (*par 6*)
52. _____ = not very large, expensive, important, etc.; moderate; decent (*par 6*)
53. _____ = assessed very high within its field; among the best firms within an industry (*par 6*)
54. _____ = shared by or belonging to two or more parties (*par 6*)
55. _____ = the act of persuading someone to do something or to believe something (*par 6*)
56. _____ = without reference to any individual person; without human warmth or sympathy (*par 6*)
57. _____ = an order given with authority; an authoritative instruction that something must be done (*par 6*)
58. to _____ = to be shown or be found to be; to use facts, evidence, etc. to show that something is true (*par 6*)

2. Answer these questions based on the information contained in the text:

1. What are professional-service firms compared to in the beginning of the text?

2. Who followed western multinationals when they wanted to found a subsidiary abroad?

3. What are the four mentioned matters that consultancy firms are ready to advise on?
 1. _____
 2. _____
 3. _____
 4. _____

4. What did it involve when a consultancy company went global?

5. What did the behavior of accounting firms look like when going global, and what did they want to be compared with?

6. What changes did accounting firms make after having gone global, and what was their business attitude?

7. What else did this strategy create – besides huge managerial problems?

8. What concrete restrictions are listed in the American legislation, and what is the name of the relevant law?

9. Why is the global strategy a problem for professional-service firms?

10. What do the multinational customers want when buying professional services?

11. What does it mean that managers of multinationals' foreign operations are less likely to be expatriates?

12. What happened after the ancient battles were over?

13. Why is there a limited need for professional-service firms to be international?

14. What is the “Charmed Circle”, and what activities are the “Charmed Circle” companies engaged in?



Fill in the missing words in their correct form in the interview summary:

The managing director explains that their (1) _____ (2) _____ has been falling in the past years. He knows he is partly to (3) _____ since he failed to see the need to (4) _____ their (5) _____ (6) _____ according to the competition. The consultant then asks if the company has done any customer (7) _____ (8) _____ recently. The director answers that they did – and it really was a (9) _____. Their (10) _____ of excellent customer service in their shops is expensive because they aimed to make (11) _____ a pleasant (12) _____ but it turns out that customers prefer the (13) _____ (14) _____ and cheaper (15) _____ they find in the (16) _____. The director is thinking of two options: selling out to the hypermarket (they have made them an (17) _____) or possibly trying to (18) _____ with them. The company feels it needs a (19) _____ to (20) _____ them on the best (21) _____ of action. The consultant says he will have to do a full (22) _____ before answering but his (23) _____ (24) _____ is: they should not sell. They will look at the (25) _____ (26) _____ a bit more and possibly even (27) _____ (28) _____ prices. The consultant's job is to turn what seems to be a (29) _____ on its (30) _____ and make it an (31) _____. It is a (32) _____ and they may need to (33) _____ in a huge (34) _____ (35) _____ to (36) _____ buyers back – but it often (37) _____ (38) _____.



Fill in the missing words in their correct form in the speech summary:

In the summer 2004, Nokia found itself on the (1) _____. Its (2) _____ (3) _____ had fallen to (4) _____ percent, having hovered around (5) _____ percent. The company (6) _____ prices but it was only a short-term (7) _____. Then it started addressing the (8) _____ causes. The (9) _____ of its latest (10) _____ of handsets (11) _____ new (12) _____ that Nokia has decided for a change.

Nokia's (13) _____ had two causes: (14) _____ products failing to address consumers' (15) _____ for (16) '_____ ' or 'flip-phone' and (17) _____ Nokia's (18) _____ of leadership in (19) _____, and the company's (20) _____ to manufacture (21) _____ versions for mobile (22) _____. Other manufacturers have been able to supply custom handsets that are often sold by (23) _____ under their own (24) _____, to help (25) _____ themselves.

The seven new handsets (26) _____ by Nokia were telling. Four were (27) '_____ ' designs where the (28) _____ can be (29) _____ under the display, and two were (30) _____. What's (31) _____ is to see Nokia becoming a fast (32) _____.

This follows the (33) _____ in April of a new line of (34) _____ handsets, the most (35) _____ of which includes iPod-style music (36) _____ from a (37) _____ hard disk.

Nokia has also changed its approach to (38) _____. Besides offering to (39) _____ the software on its phones to (40) _____ particular operators, it has started to offer (41) _____ handsets. And having traditionally been (42) _____ to (43) _____ manufacturing, it has started to use ODMs to (44) _____ any (45) _____ in the product line.

(46) _____ remain, however. Nokia had a weaker first (47) _____ this year, mainly because of poor (48) _____ in the USA. Nokia is said to have done a (49) _____ with a South Korean manufacturer, for (50) _____ under its own brand. This would (51) _____ up its (52) _____ in America, but would also be an (53) _____ that Nokia's own CDMA products are not up to (54) _____.

Nokia has changed its ways. The company has even (55) _____ (56) _____ and media-playback (57) _____ from (58) _____, its (59) _____ rival in the field of (60) _____ – something that would have been (61) _____ a year ago. Nokia is so (62) _____ to stay on top, it would seem, that nothing is (63) _____.



● PART ONE:

1. **In the text find words or expressions corresponding to the following definitions:**

1. _____ = a great deal of trouble
2. _____ = an unforeseen or unexpected or surprising difficulty or danger (*paragraph 1*)
3. _____ = of or at the beginning (*par 1*)
4. _____ = a statement of how much money a company or person has earned and their expenses, used by the government to calculate how much tax they have to pay; the form on which this statement is made (*par 1*)
5. _____ = a company's statement of money paid, received or owed over a period of time (*par 1*)
6. _____ = a project or activity that involves risk or danger (*par 1*)
7. _____ = respectable; honorable (*par 2*)
8. _____ = a business that gives expert advice on a particular subject (*par 2*)
9. _____ = very important; absolutely necessary; fundamental (*par 2*)
10. _____ = opinion about what could or should be done about a situation or problem; counsel; advice (*par 2*)
11. _____ = arranging something into an organized system or pattern; implementing an organized method of working (*par 2*)
12. _____ = being an essential part of a whole; inseparable (*par 2*)
13. _____ = a person who gives professional advice to a company about a particular subject (*par 2*)
14. _____ = the knowledge or skill of an expert (*par 2*)
15. to _____ = to provide with knowledge, especially in a methodical way (*par 2*)
16. _____ = an obstacle or difficulty to be overcome (*par 2*)
17. to _____ = to meet unexpectedly; to be faced with (*par 2*)
18. _____ = at last; in the end; eventually (*par 2*)
19. _____ = a specialist who gives expert professional advice (*par 3*)
20. _____ = customized; custom-made (*par 3*)
21. _____ = a large amount of money and valuable material possessions; all goods and resources having value in terms of exchange or use (*par 3*)

22. to _____ = to cover or extend over an area or time period (*par 3*)
23. _____ = careful and thorough approach to work or effort (*par 3*)
24. _____ = oriented at buyers; aimed at consumers (*par 3*)
25. _____ = based on a system of moral beliefs about right and wrong; in accordance with principles of professional conduct (*par 3*)

2. Answer these questions based on the information contained in the text:

1. What activities does financial management include?

2. What can an efficient consultancy company help with?

3. What are the prerequisites of a good financial advisor, and what types of advice should they be able to provide?

4. What types of advice does Oakwood Financial Management provide, and who are its customers?

5. What qualities does the consultancy use to achieve a high level of success, and in what way are their clients' needs dealt with?

● **PART TWO:**

3. In the text find words or expressions corresponding to the following definitions:

1. _____ = something which provides proof of a fact about someone or something (*paragraph 1*)
2. _____ = not biased; unprejudiced; not favoring one side or the other (*par 1*)
3. _____ = calculated; estimated; predicted; planned; intended (*par 1*)
4. _____ = the total value of goods or services sold by a company during a particular period of time (*par 1*)
5. _____ = approaching; going to happen (*par 1*)
6. _____ = a remark or sign that shows that something is happening or what someone is thinking or feeling (*par 1*)

7. _____ = the hard work and effort that someone puts into an activity or purpose because they think it is important (*par 1*)
8. _____ = urgent claims or demands (*par 2*)
9. _____ = under consideration or discussion; someone or something being discussed (*par 2*)
10. to _____ = to build on; to serve as a basis for something (*par 2*)
11. to _____ = to judge the worth or importance of something; to evaluate (*par 2*)
12. _____ = anxiety or worry; something that is of interest or importance to someone (*par 2*)
13. to _____ = to mention something in order to give someone information about it or make them notice it (*par 2*)
14. to _____ = to do something; to perform an activity in order to achieve or change something (*par 2*)
15. to _____ = to move ahead; to make changes in order to improve the quality of something (*par 2*)
16. _____ = welfare; prosperity (*par 3*)
17. to _____ = to include; to involve; to incorporate; to comprise (*par 3*)
18. _____ = a regular payment made by the state or a former employer to a person who has retired or to a widowed or disabled person (*par 3*)
19. _____ = question (*par 3*)
20. _____ = being able to reduce the amount of money a person or business has to pay to a government every year (*par 3*)
21. _____ = a metaphor describing a situation when somebody does not want to face an unpleasant situation or decision and therefore they pretend it does not exist (*par 4*)
22. _____ = in a very important or absolutely necessary way (*par 4*)
23. _____ = trustworthy; respectable; honorable (*par 4*)
24. _____ = having or showing or requiring special ability or expertise (*par 4*)
25. to _____ = *here*: to remove; to put away (*par 4*)
26. _____ = a list or program of things to be done or considered (*par 4*)
27. _____ = specialized language relating to a particular subject, profession, or group (*par 4*)
28. _____ = a law or a set of laws passed by a parliament (*par 4*)
29. _____ = for someone's benefit; for the benefit of somebody (*par 4*)

4. Answer these questions based on the information contained in the text:

1. What is the company built on, and in what manner do they conduct business?

2. What does the projected turnover suggest about the company's dedication?

3. Why is it sometimes uneasy to find out the real financial needs of a business?

4. Why can it be beneficial for a company to use the services of a consultant?

5. What can the company advise on to its clients?

6. What other possibilities does the company highlight in order to help its clients?

7. What do the financial planning skills, built up over the years, enable to the consultancy firm?

8. What do some businesspeople do when they don't understand the financial situation of their business entirely, and what consequences does it have in the future?

9. What will a client avoid if they hire a reputable and highly skilled consultancy firm?

10. What can the clients do instead of dealing with all the financial matters?

Reported speech

- We often tell people what other people have said. This is called reported or indirect speech. We very rarely try to report the exact words that someone says. Usually we give the general meaning with a summary.

'Look, I've been phoning all day and he's always in a meeting. Can you tell him that I'll give him a call sometime next week, please?' (actual words)

→ *Sandra phoned. She said she'd call you next week.* (report)

*'From what I can see, the advertising campaign **is** a great success.'* (actual words)

→ *He said the campaign **was** a success.* (report)

- Note the change of tense in the above examples: *will* to *would* and *is* to *was*.

It is not always necessary to change tenses. If the statement is still true we can keep the same tense as the original. (See further for more details.)

*He said the campaign **was** a great success.* (the campaign is finished)

*He said the campaign **is/was** a great success.* (the campaign is still happening)

- In writing we can repeat the exact words using speech marks (' ... ').

'I have no further comment to make at this stage,' said the company press officer when he spoke to our reporter yesterday.

These examples use *said* as the reporting verb. See further for other reporting verbs.

Tense changes

- When the verb tense changes it 'moves back' in time.

Actual words

*'I **work** for IBM.'*

*'I'm **working** for IBM.'*

*'I've **worked** for IBM.'*

*'I've **been working** for IBM.'*

*'I **worked** for IBM.'*

*'I **had worked** for IBM.'*

*'I'm **going to work** for IBM.'*

*'I **can/will/may work** for IBM.'*

Report (Indirect speech)

*She said she **worked** for IBM.*

*She said she **was working** for IBM.*

*She said she **had worked** for IBM.*

*She said she **had been working** for IBM.*

*She said she **had worked** for IBM.*

*She said she **had worked** for IBM.*

*She said she **was going to work** for IBM.*

*She said she **could/would/might work** for IBM.*

*Kiwwi, a Vienna-based telecoms company, said on Friday **it was entering** the Czech market by offering cheaper voice services through the Internet.* (czechtoday website)

*Earlier in the week, a labor union report said that 751 deaths **had occurred** 'on the job' in Italy during the first six months of this year, up from 621 for the same period last year.* (International Herald Tribune website)

*The Shading Aluminum Industry Co. said last week **it would issue** 160 million shares for listing on the Shanghai Stock Exchange.* (Shanghai Daily website)

- There is no change for *must*, *might*, *could*, *should*, *would*.
- Note that there is no change for the past perfect (*had worked*).

No tense change

- We do not need to change tense if the information is still true.

*'The sales team **are doing** very well at the moment.'*

*He **says/said** the team **are doing** very well.*

- We do not need to change tense if we report something which is always true.

*'There **is** always a period of uncertainty after a merger.'*

*He **says/said** there **is** always a period of uncertainty after a merger.*

People, places, times and things

- In reported speech references to people, places, times and things often change, because the point of view changes.

*'I'll see **you here tomorrow**,' said Sue. 'I've read **your** report about **this** project,' he said.*

*Sue said **she'd** see **me there the next day**. He said **he'd** read **my** report about **the** project.*

- The examples in the previous paragraph show some of these typical changes:

People:	<i>I</i>	→	<i>he/she</i>
	<i>you</i>	→	<i>me</i>
	<i>my</i>	→	<i>his/her</i>
	<i>your</i>	→	<i>my</i>
Place:	<i>here</i>	→	<i>there, at the office</i>
Times:	<i>now</i>	→	<i>then, at that time</i>
	<i>today</i>	→	<i>that day, on Monday</i>
	<i>yesterday</i>	→	<i>the day before, the previous day</i>
	<i>tomorrow</i>	→	<i>the next day, the following day, on Monday</i>
	<i>this afternoon</i>	→	<i>that afternoon</i>
	<i>last week</i>	→	<i>the week before, the previous week</i>
	<i>next week</i>	→	<i>the week after, the following week</i>
	<i>a few days ago</i>	→	<i>a few days before, a few days earlier</i>
Things:	<i>this project</i>	→	<i>that/the project</i>

Say or tell

- We say something and we *tell* somebody.

*Simon **said** he was confident about the success of the Beta project.
Simon **told me** the project was going well.*

- We never use *to* between *tell* and the object.

*He **told me** what happened in the meeting. (NOT ~~told to me~~)*

We can use *to* after *say*, especially when the actual words are not reported.

*What did he **say to** you?*

*I think the boss wanted to **say something to** Susan.*

It + passive of a reporting verb

- We use *It* + passive of a reporting verb + *that* to report what people in general feel or believe. This is a formal use, for example in a newspaper story, a scientific report or a written summary of a meeting.

It was announced at the conference that Argentina was losing Pesos \$3, 000 million per annum on grain prices compared with the average in the last ten years. It was pointed out that international prices had not improved in two years, but this stability had allowed an increase in production. (LatinTrade website)

Verbs that are often used in this way are:

be agreed, be announced, be believed, be claimed, be confirmed, be considered, be decided, be estimated, be expected, be feared, be felt, be found, be pointed out, be proposed, be reported, be rumoured, be said, be shown, be suggested, be thought.

Other reporting verbs

- There are many verbs to report what people say. Each verb has one or more possible patterns. Common reporting verbs include:

Verb + <i>-ing</i> form	<i>admit, deny, mention, propose, suggest</i>
Verb + <i>to</i> infinitive	<i>agree, ask, demand, decide, offer, promise, refuse, threaten</i>
Verb + object + <i>to</i> infinitive	<i>advise, ask, convince, encourage, invite, order, persuade, remind, tell, warn</i>
Verb + <i>that</i> clause	<i>admit, agree, announce, answer, claim, complain, confirm, deny, explain, mention, promise, propose, reply, say, suggest</i>
Verb + object + <i>that</i> clause	<i>advise, assure, convince, inform, notify, persuade, promise, reassure, remind, tell</i>

*They **denied doing** anything wrong.*

*I **suggested changing** our export agency.*

*She **promised to call me** tomorrow.*

*They **refused to lower** their price.*

*He **advised us to wait** until next year.*

*They **invited me to come** for lunch.*

*They **agreed (that)** they'd wait.*

*She **promised (that)** she'd call me tomorrow.*

*I **reminded them (that)** they had to pay a 25% deposit.*

*I **told him (that)** I couldn't make the meeting next week.*

- We use the same tense change rules as in the case of *said*.

*Greek telecom giant OTE won the privatisation contract with Rom Telecom. OTE **promised that 70 per cent of the telephone system would be digital within three years.** (Bucharest Business Week website)*

- We can also report what people think or know. Verbs include: *know, notice, think, realize, etc.*

*Sorry, I **didn't realize** you were busy. I **thought** you had finished.*

Reporting questions

- The word order in reported questions is like a normal statement (this is the same rule as for indirect questions). Tense changes follow those given above.

*'Where **is it?**' → He asked me where **it was.** (NOT ~~where was it~~)*

- When we report question word questions (*when, what, why, where, how, etc.*) we use the question word.

*'When **will the goods arrive?**' → They asked me **when the goods would arrive.***

*'Why **have your sales gone down?**' → I was asked **why our sales had gone down.***

*A year ago, I was asked **how** this wonderful merger between Daimler and Chrysler **would work, and I said I was waiting for the interpersonal problems. They were bound to happen, as our experiences with Seat had shown.**' – CEO of Volkswagen (Der Spiegel website)*

- When we report yes/no questions (*Do you, Did you, Are you, etc.*) we use *if* or *whether*.

*'Do you **speak French?**' → She asked me **if I spoke French.***

*'Are you **going to pay in cash?**' → He asked me **whether I was going to pay in cash.***

- Notice in the examples that reported questions have no question mark in writing.

Reporting commands and requests

- Commands are reported with *tell* and the infinitive.
'Take us to the airport.' → She **told** the driver **to take** us to the airport.
'Don't worry. I'll deal with it.' → She **told** me **not to worry**.
- Requests are reported with *ask* and the infinitive.
'Would you mind waiting for a moment?' He **asked** me **to wait**.
'Please don't wait for me, I'll come along later.' He **asked** us **not to wait**.

Grammar exercises

1. Write the actual words that each person says. Use contractions where possible.

1. Anna said that she had already finished.
(Anna's actual words) 'I've already finished.'
2. She said he would be back after lunch.
(Her actual words) '_____.'
3. He said she was going to contact the printers.
(His actual words) '_____.'
4. Paul said that he wanted to make a phone call.
(Paul's actual words) '_____.'
5. She said she was meeting the bank manager at eleven.
(Her actual words) '_____.'
6. Pierre said he had found out about the problem a long time ago.
(Pierre's actual words) '_____.'
7. David said he had to be back in the office by three thirty.
(David's actual words) '_____.'
8. Jan said she would let me know.
(Jan's actual words) '_____.'

2. Rewrite the sentences in reported speech. Use contractions where possible.

1. 'I won't put it in the sales because it's selling very well,' she said.
She said she wouldn't put it in the sales because it was selling very well.
2. 'I've read the report and I don't understand section 4,' he said.
He said _____.
3. 'When I finish my presentation, I'm going to have a drink,' he said.
He said that when _____.
4. 'I'm preparing the figures but I won't be long,' she said.
She said _____.
5. 'I like playing tennis, but I don't do it very often,' she said.
She said _____.
6. 'I'm going to visit our Polish subsidiary, but I'm not sure when,' she said.
She said _____.

3. Look at the actual words spoken. Underline the correct words in the reported version.

1. (Helen's words) 'I won't do it until tomorrow.'
Helen said I/she wouldn't do it until the *previous/following* day.
2. (Peter's words) 'It's very busy in here. I'll call you later.'
Peter said it was very busy *here/there*, and he'd call *me/him* later.
3. (The sales manager's words) 'We received your order last week.'
He said *they'd/we'd* received *our/their* order the week *after/before*.
4. (Mel Bowen's words) 'I'm sorry about the delay, I'll deal with this now.'
She said *she/I* was sorry about the delay, and she'd deal with it *right then/later*.

4. Read the words spoken in a conference presentation about the role of the Chief Executive Officer.

'Jack Welch, one of the most famous CEOs of all time, was head of General Electric for twenty years. But he was an exception. In fact, two-thirds of all major companies worldwide have replaced their CEO over the last five years. What's the reason? The reason is that expectations of CEO performance are far too high. Boards of companies look at their CEO as a kind of superhero who can solve all the company's problems. This process started in the 1980s, and the prototype was Lee Iaccoca, "the man who saved Chrysler Corp". Then in the 1990s, we had CEOs from the technology sector, like Microsoft's Bill Gates, or Cisco's John Chambers, who managed to produce constantly rising share prices. But the situation is very different now and economic growth is slowing down.'

Now look at ways to report the words to a colleague. By each sentence write **P/TC** (if the sentence is Possible because of Tense Change rules), **P/ST** (if the sentence is Possible because it is Still True) or **I** (if the sentence is Incorrect).

The speaker said that ...

1. Jack Welch was CEO of General Electric for twenty years. **P/TC**
2. Jack Welch had been CEO of General Electric for twenty years. _____
3. Boards of companies look at their CEOs as superheroes. _____
4. Boards of companies looked at their CEOs as superheroes. _____
5. Boards of companies had looked at their CEOs as superheroes. _____
6. Lee Iaccoca started it all in the 1980s. _____
7. Lee Iaccoca had started it all in the 1980s. _____
8. Lee Iaccoca had been started it all in the 1980s. _____
9. The situation is different now. _____
10. The situation was different now. _____

5. Underline the correct words.

1. Sally *told/told me* that she had lost the catalogue.
2. This is confidential, please don't *say/tell* anything about it.
3. This is confidential, please don't *say/tell* anyone about it.
4. Chris *said/said me* he must leave early.
5. I *said/told* them about the meal, and they *said/told* they would come.
6. 'You see,' *told/said* Steve, 'I always *told/said* you'd get a promotion.'
7. 'You see,' *told/said* Steve, 'I always *told/said* you you'd get a promotion.'
8. 'Look,' I *told to/said to* her, 'why don't you *tell/say* me what you mean?'

6. On Friday morning you had a meeting with someone from your advertising agency at his offices. The words he spoke are on the left. The next week you tell a colleague about the discussion. Underline the correct words on the right.

The advertising person's words:

'Did you get my email I sent yesterday about this campaign we've been working on? I hope so. I'm sorry to ask you to come here at such short notice, but it's quite urgent. The situation is this: we use an outside printing company, and a few days ago the workers there went on strike. I'm having a meeting with a union representative this afternoon, but I thought I should talk to you first.'

What you say to your colleague:

'He said he (1) *hopes/hoped* I'd got (2) *his/my* email that (3) *he'd send/he'd sent* (4) *yesterday/the day before* about (5) *the/this* advertising campaign (6) *they've/we've* been working on. And he apologized for asking (7) *me/you* to go (8) *here/there* at such short notice – he said it (9) *is/was* urgent. Well, apparently a few days (10) *ago/before* the printers they use (11) *have gone/had gone* on strike, and he (12) *is/was* meeting them (13) *this/that* afternoon. He said he thought he should talk to (14) *me/you* about it first.'

7. Read the extract from a meeting, chaired by Claudia. Then underline the most appropriate reporting verbs in the written summary below.

- CLAUDIA: Oh, hi. Take a seat ... Um, I'd like to hear your views on the talks we're having with BCP about the possible merger. Do you think we should go ahead with the discussions?
- NIGEL: Well, no actually. I don't think we should. Our company cultures are totally different, and I can't see many opportunities to cut costs in a combined operation. I'm sorry, but I'm against it.
- TONY: But, Nigel, can't you see that we're too small to stand alone in the global economy. There's going to be rationalization in our market and now is the right time to act.
- CLAUDIA: Um, right. How long do you think it would take to integrate the two companies?
- TONY: Probably about six months, maybe more.
- NIGEL: That's six months of complete chaos and falling investor confidence. It's just too risky.
- CLAUDIA: Well, I don't think we have enough information at the moment. Perhaps we could set up a task force to look into the whole issue in more detail?
- TONY: Hmm.
- CLAUDIA: Tony – would you be willing to chair it?
- TONY: OK, I'll chair a task force, but I'll need representatives from the other departments as well.
- CLAUDIA: That shouldn't be a problem. When do you think you'll be able to get the report done?
- TONY: Um, in about six weeks.
- NIGEL: Six weeks! That's ridiculous.
- TONY: OK, we'll try to get all the information together in four weeks.
- CLAUDIA: Right, that's settled. We'll meet again a month from today, same time same place.

1. It was *estimated/announced* that it would take about six months to integrate the two companies in the event of a merger.
2. It was *rumoured/suggested* that we could set up a task force to produce a report on the implications of the merger.
3. It was *proposed/claimed* that the task force would be chaired by Tony, with representatives from other departments.
4. It was *shown/agreed* that the task force should produce its report in four weeks.
5. It was *claimed/decided* that the next meeting would be on July 28th at 9 am in the main conference room.

8. Nigel (from Exercise 7) is talking to a colleague about the same meeting later in the week. Underline the correct words in his report.

‘Claudia asked us (1) that we give/to give our opinions about the merger talks. I (2) told them/told to them that I thought the whole thing was a bad idea, but they refused (3) to listen/listening. Of course Tony disagreed, as usual. He (4) told/said that we were too small for the global market. Then Claudia asked how long (5) would it/it would take to integrate the two companies, and Tony claimed it would (6) take/to take six months. Claudia suggested (7) setting up/to set up a task force to look into the whole thing. I decided (8) not saying/not to say anything. Tony offered (9) to chair/that he would chair the task force. He proposed that the task force (10) reporting/should report back in six weeks, but I (11) reminded them that/reminded that we’d need the report much sooner. Anyway, we decided (12) to meet/meeting again in a month.’

9. Match the actual words in sentences 1-12 with the reported statements a)–l).

1. ‘Well done! You’ve done it!’	<u> </u>	a) He advised me to do it.
2. ‘Who me? No, I never did it.’	<u> </u>	b) He apologized for not doing it.
3. ‘I’m really sorry I didn’t do it – I just forgot.’	<u> </u>	c) He congratulated me on doing it.
4. ‘If I were you, I’d do it.’	<u> </u>	d) He invited me to do it.
5. ‘Would you like to do it?’	<u> </u>	e) He denied doing it.
6. ‘Don’t forget to do it!’	<u> </u>	f) He mentioned that he’d done it.
7. ‘Oh, I see that you’ve done it.’	<u> </u>	g) He didn’t realize I’d done it.
8. ‘Oh, by the way, I’ve done it.’	<u> </u>	h) He promised that he’d do it.
9. ‘Oh! I thought you hadn’t done it!’	<u> </u>	i) He noticed that I’d done it.
10. ‘I really wouldn’t do it. It could be a disaster.’	<u> </u>	j) He refused to do it.
11. ‘I’ll do it, you can count on me.’	<u> </u>	k) He reminded me to do it.
12. ‘No, I won’t do it. It’s out of the question.’	<u> </u>	l) He warned me not to do it.

10. Rewrite each sentence in reported speech.

- ‘Are you on holiday for the whole of August?’ she asked me.
She asked me if/whether I was on holiday for the whole of August.
- ‘What do the letters ‘URL’ mean?’ I asked him.
I asked him _____.
- ‘Have you prepared the figures?’ my boss asked me.
My boss asked me _____.
- ‘When is your birthday?’ I asked Francesca.
I asked Francesca _____.
- ‘Did you remember to back up the file?’ she asked him.
She asked him _____.
- ‘Why have you turned off the air conditioning?’ Ellen asked me.
Ellen asked me _____.
- ‘Do you speak Italian?’ they asked me at the interview.
They asked me at the interview _____.
- ‘How much did you pay for your car?’ I asked Pablo.
I asked Pablo _____.