

## UNIT ONE – ALLIANCES

COURSEBOOK, p. 8; LISTENING

Complete the following sentences with the most suitable words.

**Merger** = two or more companies join together to create a single company.

**Takeover** = similar to a merger with one company taking control by buying more than half the shares.

**Joint venture** = two or more companies make a joint investment in a project without actually merging.

**Partnership** = two people or businesses who work together.

**Predator** = an animal that kills and eats other animals:

*Description of the main picture of Unit One.*

The picture shows a man **riding** a lion stalking his **prey** – a group of people **riding** a variety of animals. The scene represents a company boss preparing to pounce on weaker companies, as potential **takeover targets**.

Translate: orally

1 perfektní aliance = perfect match alliance

2 oblíbený nápoj s příchutí kávy = popular coffee flavoured drink

3 splnit strategické cíle = to meet strategic goals

4 čelit konkurenci sám = to face competition alone

5 silní/mocní hráči v automobilovém průmyslu = powerful players in automotive industry

6 nemít od začátku šanci = not to have a chance from the start

7 být spojován s image Disney = to be linked with Disney image

- *to hibernate = verb [intransitive]*

*if an animal hibernates, it sleeps through the winter months*

– *hibernation = noun [uncount]*

COURSEBOOK, p. 9

Create questions to these answers:

1. Hibernation.

- **a period of sleep through the winter months**

2. Spring in someone's step.

- **used for saying sb looks as if they are happy and full of energy**

3. Because of the dot-com boom.

- **why did many chief executives slowed down in their attempts to buy companies**

4. Rapid growth of internet-based business

- **what is the dot-com boom**

5. a situation in which you hurry to do something, especially because you do not have much time

- **what is it a rush????**

Answer these questions:

1. Which attempt is more likely to succeed : acquisition of a company or creating a brand new business? What is the success rate for each of them?

- **widely quoted statistics suggests the success rate for acquiring companies is 25% which is better than chances of starting a new business, the success rate of which is not mentioned in the article.**

2. What is it a conglomerate and why did they go out of fashion in the 1990s?

- **a holding company with a diverse portfolio of businesses**

- **some of them faltered, i.e. got weaker, they didn't add value. To add value companies started to concentrate on "core competence".**

3. General Electric was a representative of what kind of company in the 1990s?

- **one of the most successful companies of that decade, yet it was little more than an old-style conglomerate with a particularly fast-changing portfolio.**

- *portfolio /OBED/*

- *a set of investments owned by a particular person or organization*
- *the range of products or services offered by a particular company*

4. The attempt of Brian Roberts of Comcast, a giant cable company, to buy Disney is an example of what type of acquisition? Did this type of acquisition prove highly successful in the past?

- **acquisition which was/is supposed to combine entertainment content with distribution, a strategy which has made fortunes for a few but which regularly proves the ruin of many big media takeovers.**

5. What is more difficult to find a good acquisition target or to handle the future life of the newly created company?

- **b is correct.**

6. Many CEOs have a tendency to overestimate or underestimate their abilities to make mergers.

- **they overestimate their abilities heavily and even describe themselves as "above average" at this.**

#### COURSEBOOK , p. 9; WORDFORMATION

Complete the gaps with the correct forms of the WORDS in brackets.

1. If CEOs wish to avoid some of the **failures** of the 1990s, /FAIL/

2. they should not forget that they are **subject** to the **eternal** tendency of business planners to be over-confident. /SUBJECT, ETERNITY/

3. It is a near **certainty** that, if asked, almost 99% of them would describe themselves as "above average" /CERTAIN/

4. at making mergers and **acquisitions** work. /ACQUIRE/

5. They should also be aware that they will be **powerfully** influenced by the herd instinct. /POWER/

6. In the coming months they will have to watch **carefully** to be sure that the **competitive** space into which the predator in front of them is **joyfully** leaping does not lie at the edge of a cliff./ CARE, COMPETITION, JOY/

#### COURSEBOOK, p. 9; TRANSLATION

1 zlepšit své (oni) naděje na úspěch = to improve their chances of success

2 často citovaná statistika = widely quoted statistics

3 konglomerát jako dobrý cíl akvizic vyšel z módy = conglomerate as a good target for acquisitions went out of fashion

4 hnát se za snem spojit zábavu s distribucí = to chase a dream of combining entertainment with distribution

5 získat a rozdělit podhodnocenou firmu = to acquire and break up an undervalued firm

6 ovlivněn stádovým instinktem = influenced by the herd instinct

COURSEBOOK, p. 14; D+D, BREAKING THE ICE

Translate:

- 1 prolomit ledy = **break the ice**
- 2 učinit nabídku koupit B&J = **make a bid to buy B&J's**
- 3 odmítnout nabídku = **turn down the offer**
- 4 typické znaky jejich obchodní filozofie = **hallmarks of their business philosophy**
- 5 najít společnou řeč / něco společného = **to find common ground**
- 6 angažován v debatě o společenské odpovědnosti = **engaged in the debate on the social responsibility**

COURSEBOOK, p. 14; WORDFORMATION

- 1 What **concessions** or compromises do you think they would ask for? /CONCEDE/
- 2 Is it possible for two companies with **seemingly** different cultures to merge and work together? /SEEM/
- 3 They founded a company with a \$ 12 000 **investment**. /INVEST/
- 4 They are recognised for fostering their company's **commitment** to social **responsibility**. /COMMIT, RESPONSIBLE/
- 5 He is a practical left-**winger**. /WING/
- 6 He insisted, against **opposition**, on **unsegregated** facilities. /OPPOSE, SEGREGATE/
- 7 Vietnam, Ghana and other parts of the **developing** world. /DEVELOP/

WORKBOOK, p. 5; WORDFORMATION

- 1 IMS Health, a data and **consultancy** firm. /CONSULT/
- 2 It's a gloves-off business compared to the **gentlemanly** boxing match which is Big Pharma. /GENTLEMAN/
- 3 Companies need to be big enough to dominate **distribution** channels. /DISTRIBUTE/

- 1 udržovat nízké náklady = to keep the costs down / low costs
- 2 omezený přístup k lékům = restricted access to medicines
- 3 plucky underdog business = odvážný podceňovaný podnik
- 4 opportunity ebbs and flows = příležitosti přicházejí a odcházejí

- *ebb = verb [intransitive] MAINLY LITERARY*  
1 *if the TIDE ebbs, the sea's level on a coast gradually becomes lower. A more usual word is go out.*

- 2 *to gradually become smaller or less*  
*ebb and flow*

- 1 *to keep becoming smaller or weaker and then larger or stronger:*  
*Enthusiasm for reform ebbed and flowed.*

- 2 *to keep changing between two states:*  
*The battle ebbed and flowed around them.*

- *flow = [singular] the movement of the sea in towards the land:*  
*the ebb and flow of the tide*

**TASK** Find in the text words described by the following:

1. **generic** = a) FORMAL relating to or suitable for a range or class of similar things, b) a generic drug or other product does not have a TRADEMARK and is sold without a company's name on it
2. **plucky** = brave and determined, especially when success is unlikely, GUTSY
3. **incursion** = a) a sudden attack on an area controlled by other people, b) a situation in which someone or something enters an area where they do not belong
4. **underdog** = a) a person, team, or group that seems least likely to win a game, competition, election etc,  
b) a person or group that has very little money, power, or social status
5. **grumble about** = to complain, especially continuously and about unimportant things, MOAN
6. **stronghold** = a) a place where people fighting an enemy can defend or organize themselves:  
b) a place where the majority of people have the same political or religious beliefs:  
*The area is no longer a Republican stronghold.*  
c) a place where something that is no longer common can still be found:  
*Some of the smaller birds have a stronghold in the New Forest. = pevnost, bašta, tvrz*

#### WORKBOOK, p. 6; LISTENING

Complete the gaps with the words you hear. The sentences with slight modifications have been taken out of the text you will hear and have been listed in the order they appear in the original exercise.

- 1 Unilever has long been **plagued by comparisons**.
- 2 As an Anglo-Dutch multinational with two boards and two **stockmarket quotations**, it is often compared with Royal Dutch/Shell.
- 3 So with RD/S having decided **to abandon its dual structure**, and P&G last week **acquiring** Gillette.. for \$54 billion, expectations have been rising that Unilever would **follow suit**.
- 4 But there is so far **no sign of a deal** that would help Unilever **to catch up with** the new P&G/Gillette combination.
- 5 Colgate-Palmolive and Reckitt Benckiser are possible **takeover targets**.
- 6 On February the 9th Reckitt announced an increase **in its pre-tax profits to** £770m from £660m in 2003.
- 7 Unilever's debts are high: at the end of December **net debt stood at nearly** £9 billion.
- 8 The company needs to **sort out** its own problems before it **takes on** the complex integration of another business. Last year sales were **down by 6%** and operating profits **slipped by 9%**. In September 2004 came the first warning that it **would not deliver** a promised increase in profits. That **led** it this week to **scale back the performance targets** it had set itself for the next five years.
- 9 Unilever spends 14.5% of its **revenues on advertising**, which is more than the 12% spent by Nestlé, but far less than the 20% that P&G **splashes out on** promoting its products. The problem also **lies in the way** that the company spends its advertising budget. It made a mistake **sacrificing** longer-term advertising for short-term promotions **in an effort to stem its loss** of market share.

#### COURSEBOOK, p. 10, READING – TO MERGE OR NOT TO MERGE

Translate:

- 1 zajistit rychlý růst = **to secure fast growth**
- 2 diverzifikovat investiční portfolio = **to diversify investment portfolio**
- 3 prodej vládou vlastněných podniků = **the sale of government-owned businesses**
- 4 získat potenciální soupeře = **to acquire potential rivals**
- 5 šéfové společností na čekané = **company bosses on the prowl**
- 6 stát se možným cílem převzetí = **to become a potential takeover target**

- 7 neuspět ve zvýšení hodnoty pro akcionáře = **not to succeed/ fail to succeed in increasing shareholder value**
- 8 vytvářet bohatství pro všechny zúčastněné = **to create wealth for all the involved**
- 9 vedoucí oddělení fúzí a akvizic = **head of Mergers and Acquisitions**
- 10 osobnostní střety = **personality clashes**
- 11 vydělat obrovské jmění = **to earn huge fortunes**

Questions to the text:

- 1 Why do companies engage in mergers and acquisitions?  
- **one of the easiest ways to secure growth and diversify their investments**
- 2 Why has made this activity more possible/easier these days?  
- **Europe expands, the sale of the government owned businesses**
- 3 What are the chances of performing a good acquisition?  
- **are still not good, statistics show that many acquisitions or mergers fail**
- 4 What are the main reasons behind the alliances ending in failure  
- **culture conflicts and personality clashes**

COURSEBOOK, p. 12, LISTENING

Part 1:

Translate:

1. we've been rewarded for our determination = **byli jsme odměněni za naše úsilí**
2. we've been approached with the acquisition deal = **byli jsme osloveni / kontaktováni s nabídkou převzetí**

Complete the gaps with one suitable word:

We therefore saw the opportunity **of** an alliance with Wireless **as** a way to save the company. However, six months **into** the alliance, we didn't feel like that any more. We had really serious problems **trying** to intergrate our systems and cultures.

Part 2:

**1. předměty / body sporu**

Well, there were so many **points of contention** you wouldn't believe it.

**2. protichůdné přístupy k; obchodování**

Different companies often have **conflicting approaches to** different aspects of **doing business.**

**3. řídit / zvládat**

We **managed / ran / operated** sales and marketing in a completely different way.

**4. suitable word**

To **make** an acquisition work, you have to understand how products will work together.

**5. dávat přednost individuální interakci**

We have always encouraged our teams to work together, but the bosses at Wireless **preferred to interact separately** with each team.

**6. Za poslední a nejdůležitější**

**Lastly and most importantly,** we didn't think of trying to overcome our relationship problems by having some human contact.

COURSEBOOK, p. 11, ARTICLE

Complete the below extract with the correct translation of the below Czech phrases:

**1.** až do té doby **2.** vzdát se v rámci nové smlouvy vedoucího místa (hrát druhé housle, stáhnout se do pozadí) **3.** jednoduchá fúze sobě rovných jedinců za podmínky, že se stane generálním ředitelem **4.** skončit svou kariéru na vrcholu

... The situation only became clear after the deal was made and signed: 1. **up until then**, Dimon, the top man at Citigroup before joining Bank One, had not wanted to 2. **take a back seat under the new deal** and only agreed to 3. **a simple merger of equals on condition that he became CEO**. Harrison, who has made some disastrous acquisitions over the years, wasn't happy because he wanted to 4. **finish his career on a high**.

#### Questions related to the text:

1. What preceded a deal signed by Mr Dimon and Mr Harrison?  
= **years of negotiation**
2. How long has Mr Dimon been the CEO at Bank One?  
= **since he left Citigroup**
3. How much will Mr Dimon be paid for the privilege of keeping the post of the CEO?  
= **7 billion dollars**
4. On whose behalf has Mr Harrison made this decision?  
= **on behalf of his shareholders**
5. Which phrase in the text is used to express a situation when sb loses their control of sth?  
= **to take a back seat**
6. What type of merger did Mr Dimon want?  
= **a simple merger of equals on the condition that he became the CEO**
7. What reputation does Mr Harrison have in the world of mergers and acquisitions?  
= **has made some disastrous acquisitions in the past**
8. How did Mr Harrison want to finish his career?  
= **on a high**
9. Are shareholders invited to participate in such big decisions?  
= **no and they are unhappy as a result**
10. What result of the merger can the shareholders expect?  
= **the increase in the share price**

WORKBOOK, p. 5; READING

1. What does the title of the article mean? Combination of what?  
= **combination of well-established pharmaceutical companies and generics producing companies**
2. What has NOvartis done?  
= **announced its purchase of Hexal, a German generics firm, and a sister company in America for a combined cost of 8.3 billion dollars.**
3. What does the word generic mean?  
**FORMAL relating to or suitable for a range or class of similar things: generic software, suitable for use with both Macs and PCs**

**generic term/word/name: 'Hoover' is often used as a generic term for all vacuum cleaners.**

**2 a generic drug or other product does not have a TRADEMARK and is sold without a company's name on it**

**3 relating to a GENUS**

**- generically / B dZE`nerIkli / adverb**

4. What is Sandoz and How will it benefit from the acquisition?

**= a generic drug division belonging to Novartis**

5. What is the forecast development for the global generic drugs market?

**= they are likely to grow by a healthy 10% a year until 2009**

6. What was the big pharmaceutical firms' attitude to generic drugs a few years ago?

**= first they bought them to make easy money, then they tried to get rid of them/to offload them**

7. Are mergers of „official“ pharmaceutical firms and generic drugs firm likely to succeed?

**=there are few synergies (statement a)**

8. How are the two types of business described in the way they do business?

**= a gloves-off business, gentlemanly boxing**

9. In generics what does success depend on?

**= on being cheap enough to keep manufacturing and other costs down, they need to be big enough to dominate the distribution channels, and fast enough to move in and out of business as opportunities come and go**

#### **UNIT 1 -ALLIANCES - GLOSSARY**

1. **acquisition** = when one company buys another one or part of another one

2. **synergy** = additional advantages, profits, etc. that are produced by two people or organisations combining their ideas and resources.

3. **bid** = an offer to buy something at a stated price.

4. **merger** = the creation of a new company by joining two separate companies.

5. **share** = a unit of the capital of the company. These units can be bought and sold on their special exchange called \_\_\_\_\_ exchange.

6. **strategic alliance** = partnership formed as part of a plan with important aims

7. **conglomerate** = a large business organisation consisting of different companies that have joined together

8. **multinational** = a company which has offices, factories, activities, etc. in many different countries

9. **corporate culture** = the attitudes or beliefs that are shared by a particular organisation

10. **takeover bid** = an offer to acquire a company

11. **public company** = a company whose shares are publicly tradeable, i.e. they can be bought and sold on the stock market

12. **core competence** = an important ability or strength that a company has that makes it successful and gives it an advantage over its competitors, the main thing it does

## STUDENT A

1. \_\_\_\_\_ = when one company buys another one or part of another one
2. \_\_\_\_\_ = additional advantages, profits, etc. that are produced by two people or organisations combining their ideas and resources.
3. \_\_\_\_\_ = an offer to buy something at a stated price.
4. \_\_\_\_\_ = the creation of a new company by joining two separate companies.
5. \_\_\_\_\_ = a unit of the capital of the company. These units can be bought and sold on their special exchange called \_\_\_\_\_ exchange.
6. \_\_\_\_\_ = partnership formed as part of a plan with important aims

## STUDENT B

7. \_\_\_\_\_ = a large business organisation consisting of different companies that have joined together
8. \_\_\_\_\_ = a company which has offices, factories, activities, etc. in many different countries
9. \_\_\_\_\_ the attitudes or beliefs that are shared by a particular organisation
10. \_\_\_\_\_ = an offer to acquire a company
11. \_\_\_\_\_ = a company whose shares are publicly tradeable, i.e. they can be bought and sold on the stock market
12. \_\_\_\_\_ = an important ability or strength that a company has that makes it successful and gives it an advantage over its competitors, the main thing it does

# Grammar of Unit 1 – additional exercises

## REVIEW OF TENSES

Source: Emmerson – Business Grammar Builder

### I. Present Simple x Present Continuous – Přítomný prostý x Přítomný průběhový

⇒ TASK Match sentences 1-5 with their uses a)-e).

- a) permanent facts
- b) habits and repeated actions
- c) actions in progress at the moment of speaking
- d) temporary actions happening "around now"
- e) current trends and changing situations

- 1 These days we´re selling more and more of our products abroad.
- 2 Look! They´re selling malt whisky at 20% discount in duty free!
- 3 We´re selling the new model, but we don´t have any in stock right now.
- 4 We usually sell around 40% of our annual total at Christmas time.
- 5 We sell a full range of consumer electronics, from TVs to cameras.

1e 2c 3d 4b 5a

⇒ TASK Complete the newspaper article about the Brazilian company Gerdau by using the words from the list below. Each set of words fills two spaces.

~~is becoming~~ / companies      is making / flexible      is attracting / attention



**is approaching / market share    is getting / right    is raising / plants**  
**is beginning / expectations    is modernising / law**

Gerdau: a Brazilian success story

Gerdau, the Brazilian steel maker, **(1a) is becoming** one of Latin America's most successful **(1b) companies**. It **(2a)** \_\_\_\_\_ productivity in its **(2b)** \_\_\_\_\_; it **(3a)** \_\_\_\_\_ the price and timing of its takeovers of smaller companies **(3b)** \_\_\_\_\_; and, most important, it **(4a)** \_\_\_\_\_ to understand investors' **(4b)** \_\_\_\_\_ . Investors want a firm that's focused and transparent, with a simple share structure, and that's exactly what Gerdau gives them.

**The only problem in the short term is a problem of success. Gerdau (5a)** \_\_\_\_\_ **a 50% (5b)** \_\_\_\_\_ **in its domestic market, and so it (6a)** \_\_\_\_\_ **the (6b)** \_\_\_\_\_ **of Cade, the monopolies authority.**

These days it's much easier to do business in Brazil. The government is simplifying the company-tax structure, it **(7a)** \_\_\_\_\_ the labour market more **(7b)** \_\_\_\_\_ by changing the restrictive labour laws, and it **(8a)** \_\_\_\_\_ company **(8b)** \_\_\_\_\_ in general.

**2 is raising / plants**  
**3 is getting / right**  
**4 beginning / expectations**  
**5 is approaching / market share**  
**6 is attracting / attention**  
**7 is making / flexible**  
**8 is modernising / law**

## 📖 THEORY

### State verbs:

**Some verbs describe states, not actions. Verbs like this are not normally used in the continuous form of any tense.**

I **notice** that you've moved your desk. (NOT ~~I'm noticing~~)  
 Sorry, I **don't understand**. (NOT ~~I'm not understanding~~)  
 How much **does** it **cost**? (NOT ~~is it costing~~)  
 It **weighs** 4kg with the packaging. (NOT ~~It is weighing~~)

These examples are in the present simple though we are talking about temporary situations.

State verbs include:

- the senses: *appear, hear, look, like, notice, see, seem, smell, sound, taste (=to have a flavour)*
- feelings: *dislike, fear, hate, like, love, prefer, want, wish*
- thinking: *agree, believe, doubt, expect (=believe), feel (=believe), forget, imagine, know, realise, recognise, suppose, suspect, think (=believe), understand*
- possession: *belong to, contain, have (=possess), include, own, possess*
- being: *be, consist of, exist*
- other verbs: *cost, depend on, fit, involve, matter, measure (=have length), mean, need, satisfy, surprise, weigh*

Analysts **expect** that shares in the demerged P&O Princess Cruises will trade initially at about 400p a share, which **means** that P&O is currently undervalued. However, some analysts **think** that the arrival of new cruise ships on the market will produce a fall in profits.

Some of the verbs mentioned in the previous list can have a “state” meaning and an “action” meaning. Examples include **be, have, taste, think**.

- **Our suppliers are** usually very helpful. (state)
- **Our suppliers are being** very helpful at the moment. (action)
- **I have** two sisters. (state)
- **I´m having** problems with my computer. (action)
- This soup **tastes** salty. (state)
- **I´m tasting** the soup to see if it needs more salt.(action)
- **I think** you´re right. (state)
- **I´m thinking** about changing my job. (action)

⇒ TASK Complete this article about the magazine TIME OUT by using words from the list below. Decide whether to put the verbs into the present simple or present continuous.

**own; look for; move; investigate; rely; want; provide; try to**

*Time Out*: time to expand

*Time Out*, the London entertainment magazine, has plans for expansion. It already **(1)** **owns** the monthly magazine Paris Passion, and now it **(2)** \_\_\_\_\_ beyond France to other markets such as Argentina and Japan. Tony Elliott, *Time Out*´s founder, says he **(3)** \_\_\_\_\_ local people to initiate and run the magazine, as *Time Out*´s London office doesn´t have the cash or management time. Elliott also has plans for the website, *Timeout.com*, which was launched in 1995 and **(4)** \_\_\_\_\_ information about more than 30 cities. It **(5)** \_\_\_\_\_ on advertising revenue and a small amount of money from ticket sales to survive. But as *Time Out* changes and expands, Tony Elliott **(6)** \_\_\_\_\_ persuade advertisers in the printed version to take more space on the Internet site. Also, he **(7)** \_\_\_\_\_ the possibility of charging visitors to the site for access to some information. Despite these expansion plans, Elliott says a flotation on the stock market is out of the question. He **(8)** \_\_\_\_\_ to keep control of the business he has built up.

**2 is moving 3 is looking for 4 provides 5 relies 6 is trying to 7 is investigating 8 wants**

⇒ TASK Complete these texts with one of these set of verbs, using each verb once only. Choose either the present simple or present continuous for all the missing verbs in each text. (Hewings, Advance grammar in use)

**say/tell/ do talk/threaten/negotiate recommend/warn/apologise**  
**spend/recover/find- suggest/hope/promise**

1 She **is** only just **recovering** from the operation and **is** still **finding** it difficult to move about. At the moment she **is spending** most of her time in bed.

2 What I \_\_\_\_\_ is that you \_\_\_\_\_ well in your job. Really! I \_\_\_\_\_ you the truth.

3 I \_\_\_\_\_ I'll do everything I can to help you to find a flat, although I \_\_\_\_\_ that you also advertise in the local newspaper. It can be difficult to find accommodation, but I \_\_\_\_\_ it won't be too long before you've got somewhere.

4 The fishing unions \_\_\_\_\_ with their employers for a pay rise. If there is no agreement by next week, they \_\_\_\_\_ to strike and even \_\_\_\_\_ about blockading ports around the country.

5 I \_\_\_\_\_ for the delay in replying to your letter. To place an order for the book you require, I \_\_\_\_\_ that you phone Mrs Jones in our sales department. I \_\_\_\_\_ you, however, that delivery time is likely to be about six weeks.

**2 I'm saying, are doing, I'm telling**

**3 promise, suggest, hope**

**4 are negotiating, are threatening, are even talking**

**5 apologise, recommend, warn**

⇒ TASK Complete the sentences by putting each verb into a form of the present simple or present continuous. In each sentence the verbs may be in the same or different tenses.

1 **Each time inflation \_\_\_\_\_ /go up/, people \_\_\_\_\_ /demand/ higher wages.**

2 Inflation \_\_\_\_\_ /fall/ quite quickly, which \_\_\_\_\_ /mean/ that the government can keep interest rates low.

3 \_\_\_\_\_ /you, wait/ for Victoria Chambers? I \_\_\_\_\_ /not, think/ she'll be long.

4 What exactly \_\_\_\_\_ /our customers /want/? Nobody around here \_\_\_\_\_ /seem/ to know.

5 Carlo doesn't have much experience of this situation. I \_\_\_\_\_ /hope/ he \_\_\_\_\_ /know/ what he \_\_\_\_\_ /do/.

6 What exactly \_\_\_\_\_ /you, mean/? I \_\_\_\_\_ /not, understand/.

7 What exactly \_\_\_\_\_ /you, say/? \_\_\_\_\_ /you, want/ to renegotiate the whole contract?

8 \_\_\_\_\_ /your chicken, taste/ OK? The food here is usually very good, but of course it all \_\_\_\_\_ /depend/ on which particular chef \_\_\_\_\_ /work/ in the kitchen on that day.

**1 goes up/demand 2 is falling/means 3 Are you waiting/don't think 4 do our customers want/seems 5 hope/knows/is doing 6 do you mean/don't understand 7 are you saying/Do you want 8 Does your chicken taste/depends/ is working**

**II. Past Simple x Past Continuous = Minulý prostý x Minulý průběhový**

## 📖 THEORY

### PAST CONTINUOUS - USES

- The past continuous is used to describe a situation in progress in the past.

*I **was waiting** in the departure lounge for more than two hours.*

- There can be several situations in progress, happening at the same time:

*The early 1970s was a time when IBM **was beginning** to lose its way and many skilled people **were leaving** to set up their own businesses. Computing **was entering** a new age.*

- The past continuous is used to give information about the background situation. The separate, completed actions that happen during or after this period are in the past simple.

*I **came in** to Oracle as it **was recovering** from the recession of the early 1990s. The business unit I **joined** had an ageing product line that **was declining** by 30% a year in sales. Within a year we completely **turned** that unit round.*

- If we do not mention the background situation then the separate actions are in the past simple in the normal way:

*When I **arrived** I **registered** at reception and **went** straight to the conference hall.*

### PAST CONTINUOUS – TIME EXPRESSIONS

- We can use **when**, **while** or **as** with the past continuous to mean “during the time that something was happening”:

***While** Plattner and Dietmar Hopp **were developing** the first real-time order processing at SAP, Claus Wellenreuther **was writing** the financial software.*

### PAST SIMPLE OR PAST CONTINUOUS??

- Sometimes the past simple or past continuous can be used. The past simple suggests a separate, complete action or event. The past continuous emphasizes the duration of the action.

***We discussed** the report and agreed that Peter should prepare some detailed figures before the next meeting.*

***We were discussing** the report for over an hour. Eventually we agreed that Peter should prepare some detailed figures before the next meeting.*

⇒ TASK Complete the sentences by putting the verbs in brackets into either the past simple or past continuous. Sometimes the same tense is used twice; sometimes different tenses are used.

1 What did **you eat** (eat) when you **went** (go) to Paris?

2 While I **was negotiating** (negotiate) the contract, my boss **phoned** (phone) me to say that he wanted completely different conditions.

3 The last time something like this \_\_\_\_\_ (happen), she \_\_\_\_\_ (call) a press conference immediately.

4 Anne \_\_\_\_\_ (explain) her proposal when Pedro \_\_\_\_\_ (interrupt) her.

5 We never got the chance to interview him. While we \_\_\_\_\_ (investigate) the incident, he \_\_\_\_\_ (resign).

6 When he \_\_\_\_\_ (finish) reading the article, he \_\_\_\_\_ (give) it to me.

7 Everyone \_\_\_\_\_ (wait) for the meeting to begin when he \_\_\_\_\_ (call) to say that he was stuck in a traffic jam.

8 When I \_\_\_\_\_ (clean) the piece I \_\_\_\_\_ (drop) it by mistake.

9 I \_\_\_\_\_ (find) the missing file while I \_\_\_\_\_ (look) for some other documents.

10 When Tim \_\_\_\_\_ (arrive), we \_\_\_\_\_ (tell) him what had happened.

3 happened/called      4 was explaining/interrupted      5 were investigating/resigned  
6 finished/gave      7 was waiting/called      8 was cleaning/dropped  
9 found/was looking      10 arrived/told

### III. Past Perfect Simple and Continuous– Předminulý čas prostý a průběhový

⇒ TASK Complete the sentences with the proper forms of the verbs given (Past Perfect Simple, Past Perfect Continuous, Past Simple)

1 David **knew** he **had seen** her somewhere before, but he couldn't remember where. (KNOW, SEE)

2 When I got to the office I **realised** I **had left** all my papers behind. (REALISE, LEAVE)

3 Ellen was sure they **hadn't received** the invoice, but she **checked** one more time. (RECEIVE, CHECK)

4 I thought we **had already chosen** the name for the new product. (CHOOSE)

5 Around 1993 Korean corporations **started** turning to Park to acquire companies in the US or Europe. By this time, he **had built up** sufficient contacts to help them. (START, BUILD UP)

6 I **'d been working** on the project for two months before they decided to cancel it. (WORK)

7 I **hadn't been sleeping** well, so I was quite tired. (SLEEP)

8 How long **had you been working** on the project before they cancelled it?(you, WORK)

9 Before he **left** IBM he **had been putting** together a software package for the UK-based chemical company ICI. He **had been working** on this project during 1971 and 1972. (LEAVE, PUT, WORK)

10 I **had already decided** what to do before he called me. (already, DECIDE)

11 At the time I still **hadn't decided** what to do. (not DECIDE)

12 At the time I still **didn't know** what to do. (not KNOW)

13 We arrived at Sue's office after she **left / had left**. (LEAVE)

14 When we arrived at Sue's office, she **had left / was leaving**. (LEAVE)

15 The economic situation was quite healthy. The central bank **had lowered** interest rates because inflation **had been falling** steadily for several years. (LOWER, FALL)

16 By 1997 the national debt **had doubled** and the British economy was once again at risk of repeating the pattern of inflation followed by recession. (DOUBLE)

### 📖 THEORY

## USED TO/ WOULD + infinitive

Used to describes a habit or state in the past. There is no present form (for present habits we use present simple).

*"Price dictates what motorists put into their petrol tanks. Lots of people who **used to have** their doubts about diesel from biological sources are now regular users", says D. Enders, who owns an independent filling station in Germany.*

**Used to normally suggests that the action or situation is no longer true and so makes a contrast with the present:**

*I used to work in marketing. (= but now I work in another area).*

*He used to be really enthusiastic about his job. (= but now he isn't)*

*I didn't use to work in marketing.*

**Would is used in the same way as used to, but it only describes repeated actions in the past, not states.**

*In the old days we used to / would make three copies of all documents for the files.*

*Our company used to belong to an American multinational. (NOT would belong)*

⇒ **TASK** Alan is talking about his first job. Complete what he says with the best form of the verb in brackets. Choose between the past simple, past continuous or past perfect.

**Interviewer:** So, Alan why did you quit your last job?

**Alan:** Well, at the time I (1) **was working** (work) as a financial officer for an International Accountancy firm in London. I (2) \_\_\_\_\_ (be) in the same company for three years.

**I: How (3) \_\_\_\_\_ (you/get) the job?**

**A:** Just after I (4) \_\_\_\_\_ (finish) university I (5) \_\_\_\_\_ (go) to a job fair. I still (6) \_\_\_\_\_ (decide) what I wanted to do and I was interested to see what kind of jobs there (7) \_\_\_\_\_ (be) at the fair. While I (8) \_\_\_\_\_ (look) at information on one of the stands for a large international accountancy firm, someone (9) \_\_\_\_\_ (give) me an application form to fill in. I thought this might be a good career opportunity for me as I (10) \_\_\_\_\_ (already, take) some accountancy exams for my degree. So I (11) \_\_\_\_\_ (complete) the form and (12) \_\_\_\_\_ (send) it off. They (13) \_\_\_\_\_ (interview) me the following week and I got the job. At first, I (14) \_\_\_\_\_ (feel) satisfied with the job, but as time went by, things (15) \_\_\_\_\_ change and I began to hate working there.

**I:** So what (16) \_\_\_\_\_ (go) wrong?

**A:** Well, the situation was this. (17) \_\_\_\_\_ (work) for a person who was very difficult, er...very demanding....never satisfied. What's more, my job (18) \_\_\_\_\_ (become) too repetitive and I really wanted to do something more creative. So, that's why I resigned... I (19) \_\_\_\_\_ (not have) another job to go to, but I knew I (20) \_\_\_\_\_ (have) to make a change.

2 had been 3 did you get 4 finished/had finished 5 went 6 hadn't decided  
 7 were 8 was looking 9 gave 10 had already taken 11 completed 12 sent  
 13 interviewed 14 felt 15 changed 16 went 17 was working 18 was  
 becoming / had become 19 didn't have 20 had

**IV. Present Perfect Simple x Present Perfect Continuous = Předpřítomný čas prostý x Předpřítomný čas průběhový**

⇒ TASK Complete the sentences with the correct forms of the verbs in brackets.

1 Have you **ever spoken** in front of a large audience? (ever, SPEAK)

2 We **have been in business for 37 years, so the Internet to us is just another way of collecting orders.** (BE)

3 UPS became a worldwide Olympics sponsor in 1994, and since then it **has handled** the Atlanta games in 1996 and the 1998 Japan winter games. (HANDLE)

4 This is the first time I **have been interviewed** for a job with a multinational company. (INTERVIEW)

5 She **'s been** to visit our suppliers. She says everything seems to be OK. (BE)

6 She **'s gone** to visit our suppliers. I hope she will say everything is OK there. (GO)

7 I **have been writing** the whole morning. I **have written** one new chapter of my diploma thesis. (WRITE, WRITE)

8 Why are you so tired? I **have been revising** for the exam. I **have revised** almost everything. (REVISE, REVISE)

9 I **have been working/ have worked** on this project since December. (WORK)

10 We **'ve had** this new boss for 3 months now. (HAVE)

11 Since she left, we **have been having** wonderful time. (HAVE)

12 She's lost her temper with the boss. It's the second time, it **has happened.** (HAPPEN)

13 He is new to my colleagues but I **have known** him for ages. We **'ve been** friends since we **left** grammar school. (KNOW, BE, LEAVE)

14 I **have lived** in Brno for 6 years. (LIVE)

⇒ TASK Look at the paired sentences below. Match each one with situation a) or b).

1 Inflation has fallen by 1%.	a. Two years ago it was 4%. Last year it was 3%.
2 Inflation fell by 1%.	b. Last month it was 4%. This month it is 3%.
3 I think I've lost the file.	a. I can't find the file. I wonder where I put it?
4 Sorry, I lost the file.	b. The file has gone and I'll never find it.
5 Has Jane called this morning?	a. Jane promised to call this morning. It's 11 a.m.
6 Did Jane call this morning?	b. Jane promised to call this morning. It's 2 p.m.
7 Sales improved.	a. Last year sales were poor. This year they are better.
8 Sales have improved.	b. Sales were poor initially. A year later they were better.
9 How long have you worked here?	a. In 1999.
10 When did you start working here?	b. Since 1999.

**1B2A 3A4B 5A6B 7B8A 9B10A**

⇒ TASK Match the sentences and their explanations.

1 I´ve been waiting for an hour. Why are you so late. <b>2 I´ve been waiting for an hour and he hasn´t arrived yet.</b>	a. I will continue waiting. b. the waiting is finished.
<b>1 I´ve written the report.</b> 2 I´ve been writing the report.	a. the finished report is in my mind b. the act of writing is in my mind

**1B 2A 1A 2B**

⇒ TASK Complete the text with the correct forms of the verbs given in brackets.

The technology-heavy Nasdaq index **has been falling** (FALL) for three weeks, and **is** (BE) now 34% lower than its March peak. Shares of companies announcing poor results **have fallen** (FALL) by a third or a half after profit warnings.