

2. Discuss the following quotes on globalization.

1. "It has been said that arguing against globalization is like arguing against the laws of gravity". (Kofi Annan - Ghanaian diplomat, 2001 Nobel peace prize)
2. "Globalization, as defined by rich people like us, is a very nice thing... you are talking about the Internet, you are talking about cell phones, you are talking about computers. This doesn't affect two-thirds of the people of the world". (Jimmy Carter - American 39th US president (1977-81); Nobel prize for peace in 2002)
3. "This is a very exciting time in the world of information. It's not just that the personal computer has come along as a great tool. The whole pace of business is moving faster. Globalization is forcing companies to do things in new ways". (Bill Gates - American entrepreneur and founder of Microsoft)
4. "Globalization has in effect made the citizen disappear, and it has reduced the state into being a mere instrument of global capital". (Vandana Shiva - Indian philosopher)

READING - THE COST OF GLOBALIZATION

Language notes

globalization = the process by which businesses and organisations grow and start to operate in countries all over the world, which has been made easier by new technology and political developments

glocalization = a strategy where a company is operating all around the world but adapts its products or services and its manufacturing methods to make them suitable for local conditions

3. Insert the following words in the text below.

| | | | |
|------------|----------------|---------|--------------|
| boycott | impoverishment | rippled | supply |
| collateral | power | shoddy | unemployment |
| fringe | reaping | stung | urging |

The Cost of Globalization

When Karl Marx called for the workers of the world to unite, it seems unlikely he had in mind an iPhone (1)..... But suggestions for such a campaign in the US have thrown the spotlight on possible abuses at firms producing goods for hi-tech giant Apple, (2)..... the public to think again about what happens at the other end of the production pipeline that leads to its swish, minimalist stores. (3)..... by criticism, Apple boss Tim Cook told his staff last week: "We care about every worker in our worldwide

(4)..... chain", and the company is now inspecting scores of factories, providing the latest evidence that the public is no longer willing to ignore the dark underbelly of world capitalism.

Before the Great Crash, critics of globalization were isolated on the loony

(5)..... : tear-gassed in Seattle and whacked with truncheons in Prague, as the west's leaders gathered to congratulate themselves on

(6)..... the benefits of unfettered world trade.

When the Asian financial crises of the 1990s toppled governments and forced one desperate country after another into mass (7)..... and emergency bailouts by the International Monetary Fund (IMF), the west's leaders explained it away as a result of (8)..... governance or poor economic management, instead of a devastating side-effect of globalization.

And even after the financial shock waves (9)..... out from the American housing market in 2007 and caused catastrophic (10)..... damage in countries across the globe, and the deepest world recession since the 1930s, many felt that a few tweaks to bank capital rules, and sharper teeth for financial regulators, would fix the system.

Yet two things have derailed world leaders' attempts to get back to business as usual. The first is that in many countries, more than four years on from the start of the credit crisis, millions of people still wait for economic recovery to take hold. Growth is sickly or non-existent; (11)..... is rising; the only people who seem to escape are a tiny, super-rich elite. And the second reason: there has been a growing chorus of discontent from far beyond the corridors of (12)..... From the Indignados in Spain, who have espoused the cause of the 50% of young Spaniards now out of a job, to the Occupy movements that have sprung up in New York, London and scores of other cities around the world, to the villagers in Guangdong, China, protesting against government land-grabs, many thousands of discontented citizens are making their anger felt about the way the system has failed them.

Adapted from *The Guardian*

4. Find in the text synonyms for the following words.

- | | |
|---------------------|---------------------|
| > advantages | > improvement |
| > commodities | > to supply |
| > employees | > to surge |

5. Find in the text words which mean:

- a) the act of giving money to a company, a foreign country, that has very serious financial problems; (paragraph 3)
- b) an economic system in which a country's businesses and industry are controlled and run for profit by private owners rather than by the government; (paragraph 1)
- c) a difficult period in the economy of a country, where there is less trade and industrial activity than usual and more people are unemployed; (paragraph 4)

- d) the process of improving or becoming strong again; (paragraph 5)
- e) the activity of buying and selling or of exchanging goods or services between people or countries; (paragraph 2)
- f) the process by which businesses and organizations grow and start to operate in countries all over the world; (paragraph 2)
- g) a person or an organization that officially controls an area of business or industry and makes sure that it is operating fairly; (paragraph 4)
- h) a company, a person that is the best, or in the first place in a business or competition. (paragraph 5)

6. Do you know what the following acronyms mean?

GATT IMF NAFTA OPEC WTO



Language notes

- **political** = connected with the state, government or public affairs; connected with the different groups working in politics; interested in or active in politics
- **politic** = based on good judgement; prudent; wise
- **policy** = a plan of action agreed or chosen by a political party, a business; a principle that you believe in that influences how you behave; a written statement of a contract of insurance
- **politics** = the activities involved in getting and using power in public life, and being able to influence decisions that affect a country or a society

7. Find the missing words from the following sentences. All the missing words are explained in the language notes above.

1. We have tried to pursue a of neutrality.
2. He was a prisoner.
3. He is thinking of going into
4. It seems to say nothing.

8. Complete the text below with words of your own.

All about Globalization

(1)..... has become the (2)..... buzz-word of the 1990s. National economies are undoubtedly becoming steadily more integrated as cross-border flows of trade, (3)..... and financial capital increase. (4)..... are buying more foreign goods, a growing number of firms now operate across national borders, and savers are (5)..... more than ever before in far-flung places.

One, positive view is that globalization is an unmixed blessing, with the (6)..... to boost productivity and living standards everywhere. This is because a globally integrated economy can lead to a better division of (7)..... between countries, allowing low-wage countries to specialise in labour-intensive tasks while high-wage countries use workers in more productive ways. It will allow firms to exploit bigger (8)..... of scale.

Critics of globalization take a gloomier view. They (9)..... that increased competition from low-wage developing countries will destroy (10)..... and push down wages in today's rich economies. There will be a "race to the bottom" as countries reduce wages, taxes, welfare (11)..... and environmental controls to make themselves more "competitive". Pressure to compete will (12)..... the ability of governments to set their own economic (13)..... . The critics also worry about the increased power of (14)..... markets to cause economic havoc. Despite much loose talk about the "new" (15)..... economy, today's international economic (16)..... is not unprecedented. The 50 years before the first world war saw large cross-border flows of goods, capital and people. That period of globalization, like the present one, was driven by reductions in trade (17)..... and by sharp falls in transport costs, thanks to the development of railways and steamships. The present surge of globalization is in a way a resumption of that previous (18)..... .

Adapted from *The Economist*

9. Recognize the following file formats. An extension is added to the filename to identify the type of file.

- .pdf • .rtf • .gif • .tif • .zip
- .doc • .htm/.html • .jpg/.jpeg • .mp3 • .mpg/.mpe

10. Match the terms with the definitions.

| | |
|----------------------------|---|
| 1. sustainable development | a) An agreement between two countries that regulates the terms of trade between them. |
| 2. trade protection | b) Low-income and middle-income countries in which most people have a lower standard of living and access to fewer goods and services than do most people in high-income countries. |
| 3. total external debt | c) Usually a numerical measure of quality of life in a country. Indicators are used to illustrate progress of a country in meeting a range of economic, social, and environmental goals. |
| 4. protectionism | d) A situation where there are no restrictions on trade between nations. This situation will never exist because nations have very strict rules about trading in some items, such as pornography, or they may ban goods for quarantine reasons, such as meat products from countries with outbreaks of 'mad cow' disease. |

| | |
|-----------------------------------|---|
| 5. development indicator | e) The change in an indicator over a period of time, expressed as a percentage of the indicator at the start of the period. |
| 6. trade | f) The amount or the number of goods that can be imported or exported. |
| 7. bilateral trade agreement | g) Protecting domestic producers by impeding or limiting the importation of foreign goods and services. This is done through tariffs or quotas. |
| 8. free trade | h) A method of measuring the relative purchasing power of different countries' currencies across the same regimen of goods and services. Because goods and services may cost more in one country than in another, it allows us to make more accurate comparisons of standards of living across countries. |
| 9. trade liberalization | i) Government grants to local producers to assist in the production of particular crops or goods. This leads to unfair competition and lower returns for those producers producing the good without assistance, and rewards those whose production processes may be inefficient. |
| 10. growth rate | j) Development that meets the needs of the people today without compromising the ability of future generations to meet their own needs. |
| 11. developing country | k) Taxes placed by a government on imported or exported goods and services. |
| 12. subsidies | l) Debt owed to non-residents repayable in foreign currency, goods or services. It is the sum of publicly guaranteed and private non-guaranteed long-term debt, as well as use of IMF credit and short-term debt. |
| 13. import/export quota | m) It allows people to buy goods and services that are not produced in their own countries. The money countries receive from exports helps determine how much they can afford to spend on imports, and how much they can borrow from abroad. |
| 14. purchasing power parity (PPP) | n) The movement towards removing barriers that restrict the importation and exportation of goods and services between countries. |
| 15. tariffs | o) Restrictions on the imports of goods and services from other countries in order to protect local producers from overseas competition. This may be through tariffs, subsidies and quality assurance standards, or labeling, safety and packaging requirements. |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| | | | | | | | | | | | | | | |

11. Choose the best answer.

- Going global has become the economic of many organizations, according to Jonathan Elimimian, Department of Business and Economics, Johnson C. Smith University.
a) aspiration b) destination c) fascination d) inspiration
- It is important to be aware of the fact that the world is so technologically complex and fast changing that it is difficult to identify the current level of global marketing changes facing economies.
a) conditional b) marginal c) parochial d) transitional
- We already know that strategic alliances and with different countries worldwide bring new capabilities, capacities, technologies and new strategic business ideas to these new markets.
a) affinity b) consanguinity c) fraternity d) proximity
- Economies that are global societal strategies to enter the world market will need to recognize the importance of other countries' social and cultural complexities.
a) embellishing b) embracing c) enacting d) entrancing
- The of globalization and constant competitive shifts have increased the volatility of corporate posture both in domestic and global markets.
a) immediacies b) importunities c) indelicacies d) intricacies
- For now, the playing is not equal access to global market entry between industrialized nations and emerging economies of the world.
a) field b) ground c) pitch d) space
- Everything in the vast of globalization favors the industrialized nations, which are wealthy, technologically advanced, creative and determined to dominate the world market.
a) area b) arena c) stadium d) studio
- These advanced nations are fully aware of the extra economic and technological power they possess with technologies, information, capabilities, access and knowledge of what the world market is
a) about b) around c) found d) none
- Global societal strategy will be to all businesses worldwide as the world market is becoming closer due to advanced technological infrastructures.
a) imperative b) imperious c) implicated d) implied

10. Most evolving economies will definitely find it difficult to a global market already dominated by the industrialized nations.
a) imitate b) initiate c) penetrate d) perpetrate
11. Whether it comes from an internal or external source, corporate espionage can hit all corporates hard, especially SMEs where margins are
a) nearest b) neatest c) thinnest d) tightest
12. Since the primary motivation behind cyber crime switched from to money, the corporate security stakes have never been higher.
a) bedlam b) hoodlum c) mayhem d) random
13. The protection of data should never be underestimated, as a recent event involving Her Majesty's Revenue and Customs in the UK highlights, where a CD containing confidential details of millions of people missing.
a) found b) seen c) went d) none
14. Most small and medium enterprises don't believe their company will be targeted; if a company is not in the defence industry or the company is relatively small, the thinking is, they aren't at risk, but this common attitude can be any small business' weakness.
a) all too b) ever so c) so very d) still yet
15. The nature of a targeted attack means that it is probably going to be aimed at your weakest spot: for example, a laptop or a worker that secretly uses file sharing programs to download videos.
a) face-to-face b) man-to-man c) one-to-one d) peer-to-peer
16. It's a struggle to keep track of the status of each computer, and many smaller companies are trying to use complicated and hugely technical enterprise security products that simply weren't designed with them in mind; consequently, corporate espionage is likely to give them even more of a going forward.
a) headache b) heavy load c) lagtime d) lead weight
17. While the 'bad guys' might be getting more sophisticated in their attacks, small businesses have typically failed to keep with their defences.
a) clear b) pace c) rank d) step
18. But not all espionage is hi-tech and gadgetry.
a) prestidigitation b) sleight-of-hand c) sorcery d) wizardry

19. Small businesses urgently need to look at ways of closing up potential in their network, such as tools that give them the ability to successfully implement safe computing policies.
a) gates b) holes c) tunnels d) walls
20. Corporate spies are perfectly happy to get information from the easiest, most overlooked sources, and more often than not, the offender is a employee or someone at director level trying to set up as a competitor or give a company's intellectual rights away to a competitor for reward or revenge.
a) discouraged b) disenchanted c) disgruntled d) dismayed

WRITING – GLOBALIZATION CAN WORK

12. Insert the following sentences in the article below.

- A. Yes, there is a manufacturing core that puts production on sites across the globe but that creates few jobs in a country such as Britain.
- B. We can retreat to our national laagers, which would be an economic disaster, or we can build an interdependent world that works.
- C. Fewer than 150,000 jobs are directly involved in the making of all those cars and engines and the numbers have been gently falling for years as modern production techniques transform productivity.
- D. But Mac Jobs are never likely to be highly paid, high-value-added jobs.
- E. What is striking, for example, in the protests in Greece, Portugal and Ireland against the austerity packages is that they are so firmly national.

Globalization Can Work

Britain has become a hub in the global web of car and engine production. This year, 1.4 million cars and more than 3 million engines will be produced here, most of them for export. The research-and-development spend in the industry is high and rising, while Tata's purchase of Jaguar Land Rover has proved one of its best-ever investments, as it now produces nearly three-quarters of the company's total profits. All considered, this is a modern capitalist success story and if and when the economy rebalances, production of this type will grow even further. However, all this success is accompanied by very few new jobs. (1).....

20. Complete the sentences using words from the previous exercise.

1. According to tax records, the estate was at \$1.4m in 2011.
2. As a result of business, a broad range of skills will now be needed for professional success.
3. Our assistance programme provides advice, counselling, training and support.
4. The critical skills in sales are recruiting, selecting and hiring the best sales reps.
5. I don't want to get involved in office
6. organised a against proposed changes to their contracts.

21. Complete the following collocations with the missing letters.

- a) f_ _l - ti_e / pa_t - tim_ work/ employment/ career/ profession/ occupation
- b) p_r_ane_t / te_po_a_y work/ employment
- c) w_ _l - p_i_ / lo_ - p_ _d work/ employment
- d) fr_ _la_ce / vol_n_a_y work/ employment/ occupation
- e) me_ _ca_ / le_a_ / te_ch_n_ career/ profession/ work
- f) l_ _k for/se_k / fi_d work/ employment/ occupation
- g) _et / ob_a_n / g_ _e sb / o_ _er sb / c_e_te / ge_e_a_e / _rov_d_ work/ employment

22. Fill in the blanks with words from the box.

| | | | | |
|---------------|----------|--------|---------------|---------|
| crackers | firewall | piracy | spyware | viruses |
| cyberstalking | phishing | scam | trojan horses | worms |

1. The Internet provides the right environment for, online harassment, mainly in chat rooms or newsgroups.
2. Three people were found guilty of operating an insurance
3., the illegal copying and distribution of copyrighted software, information, music and video files is widespread nowadays.
4. The software can detect over 500 different
5. The growth rate of scams jumped 52% in June.
6. are self-copying programs that have the capacity to move from one computer to another without human help.
7. are computer criminals who use technology to perform a variety of crimes.
8. is designed to collect information from computers for commercial or criminal purposes.
9. To prevent crackers from breaking into your internal network and obtaining your data, install a
10. are malicious programs disguised as innocent-looking files or embedded within legitimate software.

23. Complete the table with the plural form of the nouns.

| singular | plural |
|------------|--------|
| memorandum | |
| alga | |
| stratum | |
| datum | |
| thesis | |
| analysis | |
| axis | |
| criterion | |
| phenomenon | |
| genie | |

24. Find the word family for the following:

| | |
|--------------|-------|
| to produce | |
| to trade | |
| to negotiate | |
| to evaluate | |
| to manage | |
| to lead | |

GRAMMAR – REVIEW OF TENSES

25. Re-write the sentences so that they have the same meaning as the original.

1. I didn't renew my subscription because I lost interest in the magazine's articles.
I would have
2. He was too slow to win the race.
If he hadn't
3. I won't go to Rio unless I find a cheap flight.
If I don't
4. I never sunbathe because I get sunburnt easily.
I would
5. She will understand you provided that you don't speak too fast.
She will understand
6. He won't come for a drink because he's got work to do.
If he didn't
7. She's too young to get a driving licence.
She would get
8. They lost the match because of the heavy rain.
They would have

9. Whenever Peter and I meet, we talk about the good old times.

If Peter and 1

10. Should you see Paul, tell him about the meeting.

If you 2

26. Complete the text with the correct form of the verbs in brackets.

Between 1950 and 1973, Western European incomes 1 (*converge*) quickly towards those in the United States. Then, until the early 1990s, the incomes of more than 100 million people in the poorer southern periphery—Greece, southern Italy, Portugal, and Spain - 2 (*grow*) closer to those in advanced Europe. With the first association agreements with Hungary and Poland in 1994, another 100 million people in Central and Eastern Europe 3 (*absorb*) into the European Union, and their incomes 4 (*increase*) quickly. Another 100 million in the candidate countries in Southeastern Europe already 5 (*benefit*) from the same aspirations and similar institutions that 6 (*help*) almost half a billion people achieve the highest standards of living on the planet. If European integration 7 (*continue*), the 75 million people in the eastern partnership 8 (*profit*) in ways that are similar in scope and speed.

Adapted from *The Economist*

TRANSLATION – BRITAIN, ROMANIA AND GLOBALIZATION

27. Translate into Romanian.

Britain has the politics of an island. At worst, its political debate can be parochial, even tin-eared about the world outside. Yet Britain is an outlier for openness, standing out among large European nations for its faith in free trade, liberalised markets and undistorted competition. In many neighbouring countries, calls to reject free trade and embrace protectionism attract a quarter or more of the vote. Not in Britain. Yet in island politics, the temptation to gaze inward is never far away. Debates about capitalism dominate British politics. The Conservative prime minister, David Cameron, his Liberal Democrat deputy Nick Clegg, and the leader of the opposition Labour Party, Ed Miliband, have repeatedly spoken about building a fairer economy. Responding to voter anger, they talk of reining in bankers' bonuses and pay packages for company bosses. All three agree that there is a need to curb welfare for the work-shy. Most of all, they agree there is a desperate need to help the "squeezed middle" whose incomes stagnated even when times were good.

Adapted from *The Economist*

28. Translate into English.

România se menține la mijlocul clasamentului între țările cele mai deschise către globalizare, în urma țărilor vecine Ungaria și Bulgaria, dar în fața unor țări precum Japonia sau China, conform indicelui de globalizare calculat de Ernst&Young. Indicele de globalizare realizat pentru acest raport măsoară performanța celor mai mari 60 de economii la nivel internațional, luând în considerare 20 de indicatori care evaluează aspecte cheie ale integrării transfrontaliere ale activităților economice. Acești indicatori se înscriu în cinci categorii, respectiv deschiderea către activități de comerț, mișcările de capital, schimbul de idei și tehnologii, mobilitatea forței de muncă și integrarea culturală. Primele locuri sunt ocupate de Hong Kong, Irlanda și Singapore, în vreme ce Venezuela, Algeria și Iran ocupa ultimele trei poziții. România se află la jumătatea clasamentului, pe locul 32, imediat după Italia și în fața Greciei, Turciei, Ucrainei sau Rusiei.

Adapted from www.business24.ro

CASE STUDY – MCDONALD'S EVERYWHERE

Brief

Established in 1955, McDonald's faced a problem by the early 1980s. After three decades of rapid growth, the US fast food market was beginning to show signs of market saturation. McDonald's response to the slowdown was to expand abroad rapidly. In 1980, 28% of the chain's new restaurant openings were abroad; in 1986, the figure was 40%; in 1990 it was close to 60%; and in 2010 it was over 80%. Since the early 1980, the firm's foreign revenues and profits have grown at 22% a year. By 2009, the firm had over 20,000 restaurants in 110 countries outside of the United States. They generated \$17bn of the firm's \$31bn in revenues. And McDonald's shows no signs of slowing down. The firm's plans call for the foreign expansion to continue at a rapid rate. The firm opened 500 more restaurants in England, France and Germany. In 2007 McDonald's stated it would open 2000 restaurants per year for the foreseeable future, the majority of them outside the United States. This includes major expansion plans for Latin America, where the company plans to invest \$2bn over the next few years.

Adapted from *International Business. Competing in the Global Marketplace*

TASK 1

Read the brief and answer the questions:

- Which are the keys to the company's successful foreign expansion?
- What are the problems encountered by McDonald's in other countries?

TASK 2

In groups, suggest solutions to the problems encountered by McDonald's.

TASK 3

Exchange opinions with the other groups.

GRAMMAR FILE 1: REVIEW OF TENSES

Present Simple

refers to facts that are always true, habits, states

Present Continuous

refers to actions which are in progress at the moment of speaking

1. Complete the sentences using Present Simple or Continuous.

- you him tomorrow? (SEE)
- you Mary? (KNOW)
- What her husband? Isn't he a banker? (DO)
- How often you him? (SEE)
- I to drive. I want to buy a car. (LEARN)
- I hate working here. I about looking for a new job. (THINK)
- Use my desk. I it at the moment. (NEED)
- What you about our new brochure? (THINK)
- How much it now? (COST)

Past Simple

refers to completed actions

Past Continuous

refers to actions in progress in the past

2. Find the suitable verbs and complete the sentences using Past Simple or Continuous.

- I a book when the telephone
- She too fast when the police her.
- I a lot of fish while I in Spain.
- We a lot of English while our American friends at our place.
- He to the radio when he the news.
- John a lot of mistakes when he his homework.
- I a presentation when the fire alarm

Present Perfect Simple

refers to recent events without a definite time given

Present Perfect Continuous

refers to a state which lasts up to the present moment

3. Choose the best option.

- Jane has stolen/has been stealing money from her parents for many years.
- What have you been doing/have you done since I left the house?

- He has eaten/has been eating three cakes already.
- She has waited/has been waiting outside since 2 o'clock.
- So far I haven't noticed/haven't been noticing anything unusual.
- I wonder if Jane has been reaching/has reached home yet.
- She got the new job but she has complained/has been complaining about it ever since.
- Mary has been learning/has learnt English for five years.

Past Perfect tenses

refer to an event in the past which happens before another event in the past

4. Put the verbs in brackets into a suitable tense.

- He offered me another drink but I decided I (drink) enough.
- I didn't realize that I (leave) my briefcase on the bus.
- Whenever Peter found a new job, there was someone who knew that he (go) to prison.
- I (talk) on the phone for one hour when he entered the room.
- It (rain) for three hours when it suddenly stopped.

WILL

is used to express an immediate decision

BE GOING TO

describes intentions or plans

5. Match up the sentences.

- You've turned green.
 - How does this thing work?
 - I've got a headache.
 - You'll never finish all that work.
 - Have we solved the problem?
 - Have you seen the agenda?
 - I don't want to tell him.
 - Looks like Jimmy is off with stress again.
- I think he will leave soon, don't you?
 - No, but we are going to visit the suppliers on Thursday.
 - I'll get you an aspirin.
 - I think I am going to faint.
 - I will. I am going to stay late.
 - He'll understand, don't worry about it.
 - I know. It's going to be a long meeting.
 - I'll show you.



PASSIVE VOICE

Subject + finite form of to be + Past Participle

| TENSE | SUBJECT | VERB | OBJECT |
|--------------------|----------|-------------------------------|---------|
| Present Simple | A letter | <i>is written</i> | by Mary |
| Present Continuous | A letter | <i>is being written</i> | by Mary |
| Past Simple | A letter | <i>was written</i> | by Mary |
| Past Continuous | A letter | <i>was being written</i> | by Mary |
| Past Perfect | A letter | <i>had been written</i> | by Mary |
| Present Perfect | A letter | <i>has been written</i> | by Mary |
| Future | A letter | <i>will be written</i> | by Mary |
| Future Perfect | A letter | <i>will have been written</i> | by Mary |

6. Rephrase the following sentences in the passive voice.

- Kate hates bees as she was once stung by one.
Being
- They must check the braking system of the plane before taking off on such a bad weather.
The
- They will deliver my new computer tomorrow morning.
My new
- It is considered that this British couple is the most famous in the world.
This British
- It's very difficult for her to pay bills monthly as she is paid annually.
Being
- Paul's sister promoted my brother yesterday.
My

7. Turn the following sentences into the passive. Some of them may be transformed in two ways.

- They described the situation to everybody in the room.
.....
- The teacher gives lots of presents to her students.
.....
- The owners reported the burglary to the police.
.....
- My cousin lent me his car last night.
.....
- The teacher has just explained the new concepts to his students.
.....
- Customers found this model of mobile phone to be faulty.
.....

8. Choose the best option.

- They were interviewing her for the job. / She for the job.
 - was being interviewed
 - was interviewed
 - has been interviewed
- Tom is writing the letter. / The letter by Tom.
 - was written
 - is being written
 - has been written
- Everyone understands English. / English by everyone.
 - is understood
 - has been understood
 - was understood
- The employees brought up this issue during the meeting. / This issue by the employees during the meeting.
 - has been brought up
 - is brought up
 - was brought up
- The professor told him not to talk in class. / He by the professor not to talk in class.
 - has been told
 - was told
 - was being told
- They say that women are smarter than men. / Women to be smarter than men.
 - were being said
 - were said
 - are said
- The fire has destroyed the house. / The house by the fire.
 - has been destroyed
 - was being destroyed
 - is destroyed
- She would have told you. / You by her.
 - would have been told
 - would be told
 - were being told
- She would reject the offer. / The offer by her.
 - will have been rejected
 - would be rejected
 - will be rejected
- This surprises me. / I by this.
 - would have been surprised
 - will be surprised
 - am surprised