



Business English



Specialize your English
www.specializeyourenglish.pl
office@specializeyourenglish.pl / +48 500-052-211

COURSE OVERVIEW

1. Working life
2. Career ladder
3. Running a business
4. Money, money, money!
5. Motivation at work
6. Business Communication
7. Small talk
- 8-9. Business meetings
10. Business negotiation
11. Business emails
12. Business phone calls
13. Remote working
14. Work-related issues
15. Additional materials





1

WORKING LIFE



EDUCATION / WORK EXPERIENCE / SKILLS

Have a look at some useful phrases to talk about your education, experience and skills.

Useful phrases to talk about your education

- I graduated from ... in ...
- I majored in ...
- I received my BA/BSc/MA/MSc diploma in ...
- I'm a by education.
- I took up postgraduate studies in
- As part of my studies, I did a work placement in
- I did a lot of extracurricular activities, like ...



Useful phrases to talk about your work experience

- After graduation, I served an internship in ...
- I carved a niche for myself in ...
- I'm a by profession.
- Currently, I'm holding the position of ...
- I'm a wide-profile specialist with years of experience.
- I have a proven track record in ...
- I've gained hands-on experience through ...

Useful phrases to talk about your skills and abilities

- I'm capable of working to tight deadlines.
- I thrive under pressure.
- I am resistant to stress.
- I always get things done in time.
- I have the ability to use time to maximum effect.
- I am a self-starter and can work on my own initiative.
- I am an effective team player.
- I have a can-do attitude.
- I have a sound knowledge of English.
- I have a working knowledge of French.
- I possess ... skills. However, I lack skills.
- I'd like to upgrade my ... skills.

- I am computer literate.
- I have a head for figures.
- I have a great command of

PRACTICE

I. Fill in the following sentences with the correct word, if necessary.

1. Currently, I'm holding the position _____ a financial specialist.
2. Although I wanted to study psychology, I'm an accountant _____ education.
3. I graduated _____ law _____ the University of Gdańsk.
4. How can you upgrade _____ your analytical skills?
5. At work, I'm gaining experience _____ drafting legal documents and deeds.
6. Two years ago, I received my MA diploma ____ IT.
7. Candidates attending job interviews frequently lack _____ linguistic skills.
8. We're looking for candidates that can perform well _____ pressure and work _____ tight deadlines.
9. Do you have the ability to use time _____ maximum effect?
10. A good accountant needs to be numerate, that is he or she needs to have a great head _____ figures.

II. Complete the collocations below with the verbs 'do' or 'work'.

- _____ physical work
- _____ overtime
- _____ as a temp
- _____ from dawn to dusk
- _____ one's fingers to the bone
- _____ at a slow pace
- _____ odd jobs
- _____ the side hustle
- _____ intellectual work
- _____ seasonal work
- _____ as a teacher
- _____ at full stretch
- _____ voluntary work
- _____ at the computer
- _____ shifts

III. Using 5 collocations from ex. II, create your own sentences.

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

“Tell me about yourself” A job interview elevator pitch

1. Read the text and answer the questions below.

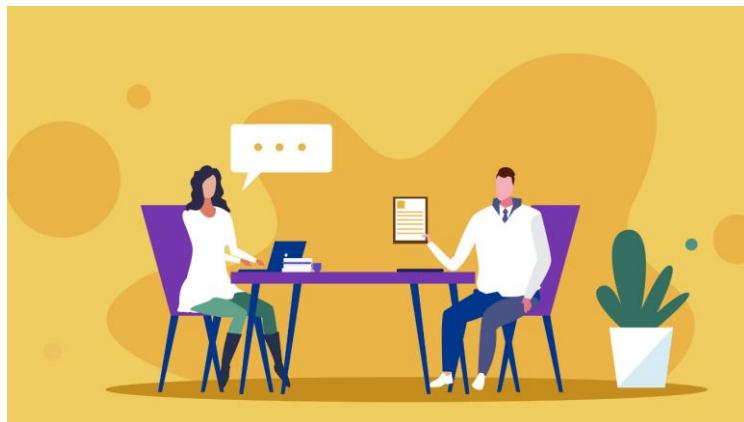
What is an elevator pitch?

This speech is all about you: who you are, what you do, and what you want to do (if you're job hunting). Your elevator pitch is a way to share your expertise and credentials quickly and effectively with people who don't know you. Your elevator pitch can be used during job interviews, especially when you're asked about yourself. Interviewers often begin with the question, "Tell me about yourself" — think of your elevator pitch as a super-condensed version of your response to that request.

It's named for the time it takes to ride an elevator from bottom to top of a building (roughly 30 seconds or 75 words).

Adapted from: <https://www.thebalancecareers.com>
<https://www.indeed.com/career-advice>

- In your opinion, in what situations other than a job interview might you use an elevator pitch?
- Have you ever prepared an elevator pitch?



2. Complete these elevator pitches with correct prepositions.

As a Digital Marketing Manager at XYZ, I coordinate all stages of creating audiovisual marketing materials: the concept, through execution, to promotion. the beginning of last year, I got a list of 15 campaigns and a set budget for all of them. Together with our Technology Department, we came up with a strategy of cross-departmental communications calibrating the tech solutions with all team's talents to cut redundant costs and increase efficiency. my leadership, we completed all 15 projects on time and over 10% budget. By the end of the year, sales from all campaigns contributed to increasing revenue 48%.

Source: <https://zety.com/blog/elevator-pitch>

Hi, my name is Mark. Thanks so much sitting down with me today. After graduating with my Bachelor's degree Business Administration, I've spent the last three years building professional experience an Executive Assistant. I've successfully managed end-to-end event coordination and have generated a strong professional network for my colleagues. I was excited to learn this opportunity in the sports management space—I've always been passionate the way sport brings cultures together, and would love the opportunity to bring my project management and leadership abilities to this position.”

Source: <https://www.indeed.com/career-advice/interviewing/how-to-give-an-elevator-pitch-examples>

“Tell me about yourself”

A job interview elevator pitch

I'm a Senior Project Manager a creative attitude to problem solving. In my current position as Chief of Project Management Seton Hospital, my recent challenge has been the reduction of stockroom waste. I introduced a new kanban system and designed Lean training programs to be carried out all departments. We managed to cut stockroom waste by 65% which, ultimately, slashed monthly costs by a quarter. I know cost-saving solutions the infant ward are your key priorities. I'm sure I can use my expertise to achieve great results with this initiative.

Source: <https://zety.com/blog/elevator-pitch/>

- 3. Write your own job interview elevator pitch. Remember to answer the questions: who you are, what you do, and what you want to do.**

- 4. Exchange your elevator pitches in pairs, correct your partner's speech and give them feedback.**



Idioms and other expressions used for talking about work

Exercise 1: Choose the best definition, (a) or (b), to explain the idiom or other expression in **bold** in these sentences.

1. Sue has always been a **high-flier**.
(a) Someone who has achieved a lot and is determined to continue being successful.
(b) Someone in a company who thinks they are more important than other people.
2. I hate **carrying the can** for people in my department.
(a) Taking instructions from people and doing what they tell you to do.
(b) Being the person who is considered responsible for something that has gone wrong.
3. My boss is such a **slave driver**!
(a) Someone who never has his / her own ideas, and so steals other people's.
(b) Someone who makes his / her employees work very hard for long hours.
4. This job can be difficult at times, but just **go with the flow**.
(a) Work as hard as you can for as long as you can.
(b) Do what seems like the easiest thing in a particular situation.
5. You want 2000 items delivered by Monday? That's a **tall order**.
(a) Something very difficult that someone expects you to do.
(b) Something which happens very suddenly, especially when you don't expect it.
6. This company has a long history of employing **movers and shakers**.
(a) People who are powerful or have a lot of influence.
(b) People who work for a company for a very short time, then leave.
7. You've got a choice: you can **shape up or ship out**!
(a) Do a simple job and receive low pay, or do a more difficult job and get more pay.
(b) Improve your work and behaviour, or leave the company.
8. Friday is **dress down day** in our department.
(a) A day when employees wear what they like to work.
(b) A day when each employee's work and performance during the week is assessed by his / her boss.
9. Our boss always gives us a lot of **ear candy**, although we would rather have a pay rise instead.
(a) Kind words that praise and encourage an employee.
(b) Small gifts, such as chocolate, cinema tickets, bottles of wine, etc.
10. It's time we **cut out the dead wood** in this company.
(a) Dismiss the employees who do not work very well or efficiently.
(b) Reduce the number of unnecessary meetings and discussions.
11. He's an industrious member of staff, but his work really isn't **up to the mark**.
(a) Good enough.
(b) Fast enough.
12. Our line manager is always **picking holes in my work**.
(a) Giving someone more work than they can do in the time allowed.
(b) Finding faults or mistakes with someone's work.
13. This newspaper survey says that most people who call in sick on Monday are **pulling a fast one**.
(a) Working too hard the rest of the week, and not relaxing enough during their free time.
(b) Pretending something that is not true in order to trick someone.
14. My boss is always **laying down the law**.
(a) Breaking the rules in order to get what you want.
(b) Telling people what to do or how to behave.

-
-
15. Your request for a pay rise is **out of the question**.
(a) *Not possible.*
(b) *Being considered by the people responsible for giving pay rises.*

Exercise 2: Choose the correct idiomatic word or expression for each of these sentences.

1. A job that offers no prospect of promotion is sometimes known as a / an...
(a) **hatchet job** (b) **dead-end job** (c) **inside job** (d) **nose job**
2. Boring and detailed work, such as examining documents for mistakes, can be described as...
(a) **hammer and chisel work** (b) **nut and bolt work** (c) **bucket and spade work** (d) **pick and shovel work**
3. We sometimes say that people who compete for success in business or in a career are working for the...
(a) **horse race** (b) **dog race** (c) **rat race** (d) **camel race**
4. We might refer to a bad employer with a reputation for losing talented staff as a...
(a) **people churner** (b) **people mixer** (c) **people stirrer** (d) **people beater**
5. If you do a lot of different types of work in an office for very low pay, you could be referred to as a...
(a) **catsbody** (b) **pigsbody** (c) **ratsbody** (d) **dogsbody**
6. When an employee telephones to say that s/he is not coming to work because s/he is ill, but in fact is only pretending to be ill, we say that s/he is throwing...
(a) **a sickie** (b) **the book at someone** (c) **a wobbly** (d) **a punch**
7. If an employee gets very angry at work because of something bad or unpleasant that happens, we can say that they are experiencing...
(a) **office anger** (b) **work rage** (c) **shopfloor strops** (d) **workplace wobblies**
8. Work that offers the same money for less effort than another similar job is often known as...
(a) **a cushy number** (b) **a doddle** (c) **a pushover** (d) **child's play**
9. When somebody is dismissed from their job, we can say that they have...
(a) **got the shoe** (b) **got the sandal** (c) **got the boot** (d) **got the slipper**
10. Someone who receives very little money for their job can be said to make, earn or receive...
(a) **water** (b) **stones** (c) **sweets** (d) **peanuts**
11. Someone who works extremely hard for a long time might complain that they are working their...
(a) **nose to the grindstone** (b) **fingers to the bone** (c) **ear to the ground** (d) **back to the wall**
12. An employee who works very hard in a determined way can be said to....
(a) **chisel away** (b) **cut away** (c) **beaver away** (d) **hammer away**
13. Some people have a second job in addition to their main job, which they might want to keep secret from their employer. This is called...
(a) **sunlighting** (b) **starlighting** (c) **lamplighting** (d) **moonlighting**
14. A lazy employee who only pretends to work is said to be...
(a) **swinging a cat** (b) **swinging both ways** (c) **swinging the lead** (d) **swinging the balance**
15. Someone who is out of work and claiming money from the government can be said to be...
(a) **on the dole** (b) **on the pull** (c) **on the razzle** (d) **on the level**

Also see: Phrasal verbs, idioms and other expressions using 'work' on the next page.

Analyze the following office dialogues, and decipher the meaning of the bolded expressions.

Thomas: Come in. Oh, it's you, Maria. What can I do for you?
Maria: Well, you know ... I was wondering ... err ... whether I could ...
Thomas: Maria, could you please **get straight to the point?**
Maria: I'm not sure if I should attend this meeting, if my skills and experience are ...
Thomas: For goodness sake Maria, stop **beating about the bush**. What exactly do you mean?

John: How did the negotiations go?
Susan: Even better than we'd expected, thank you.
John: Good news! I told you it would be all right.
Susan: That's true. In the beginning, they kept asking some tricky questions. However, after I had answered all of them and presented strong counterarguments, it was **plain sailing**.
John: No more difficulties?
Susan: None, it **went like clockwork**.

Rob: Monica, I wouldn't transfer Alex to Michael's team.
Monica: Why not? Michael **has a head for figures** and great **eye for detail**.
Rob: That's not the problem. I've noticed that Alex and Michael frequently argue about projects, meeting schedules and even about our corporate procedures. They don't **see eye to eye** with each other about anything.
Monica: I see ... they are not **on the same wavelength**.

Martin: Our IT project seems to be getting more and more unprofitable.
Andrew: I even think that our director is going to **pull the plug** on it.
Martin: I'm not sure. He realizes there are more important things going on right now, but this IT project is relatively important, so I think he is going to **put it on the back burner** for a while.

Justine: Peter, I'd like you to meet Jack, our new office assistant.
Peter: Nice to meet you Jack, I'm Peter. How is your first day at work going?
Jack: Hello Peter. Nice to meet you. I really enjoyed my onboarding and I'm sure I'm going to **find my feet** here quite quickly.
Justine: Ok, Jack. I'll leave you in Peter's hands. He is now responsible for **showing you the ropes**.



2

CAREER LADDER



WORK-RELATED PHRASES



Analyze the following terms/expressions, and use them to talk about your work.

begin / embark on / launch / start my career Recently, I've launched a career as an accountant.

carve out my career I carved out a career for myself in accounting.

pursue my career I've been pursuing a successful career in accounting.

last / span Her accounting career spans 5 years.

climb up my career ladder

focus on my career development

follow my career path

make a smart career move

have career opportunities / prospects

Kate is my **opposite number** in our office in Gdynia. She has **established a good rapport** with our team. We **get on well** with each other. We both have a **nine-to-five job**. We've never **worked flexi-time**. At work, we **perform** different **office tasks**, but it happens that we have a very **heavy workload**. People say we're **stuck behind the desk**. Personally, I don't feel I'm **stuck in a rut**. I enjoy working in a dynamic and **fast-moving industry**. I also appreciate working in our **close-knit team**. I get regular **salary increments** and have a strong **drive to develop a rewarding career** within the accounting industry.

opposite number →

establish a good rapport →

get on well with people →

nine-to-five job →

work flexi-time →

perform office tasks →

heavy workload →

stuck behind the desk →

stuck in a rut →

fast-moving industry →

close-knit team →

salary increments →

drive to develop a rewarding career →

When a company **employs** new staff, they are **taken on** (UK) or **hired** (US). When these employees then decide to leave, they **resign** or **hand in their notice**. When employees have to leave because they did something wrong they are **dismissed** (UK **sacked** or US **fired**) or their **contracts are terminated**. If they have to leave because a company goes bankrupt, the employee is **made redundant** (UK) or **let go** (US). When an employee is **laid off**, it is usually temporary (for a season or because of a drop in production) but sometimes it can be permanent.

employ / take on / hire →

resign →

hand in your notice →

dismiss / sack / fire →

terminate the contract →

make sb redundant / let sb go →

lay off →



WRITING: SHORT NOTE

Task 4.

Write your personal goal referring to learning English. Remember to follow the *SMART rule*. Compare your goal with a partner.



SPEAKING & VOCABULARY

Task 1.

Think about your career choices, and answer the questions below. Compare your answers with a partner.

1. Are there any factors young people consider while choosing a career?
2. Are there any problems young people encounter while entering the marketplace?
3. What do contemporary employers value?
4. Why do people take up postgraduate study?
5. How can you develop great communication skills?

Task 2.

Can you list any collocations with the word *career*? Note them down, and fill in the text with the following verbs in the correct grammatical form.

wreck | abandon | launch | pursue | span

I 1) ____ a career as an IT specialist 10 years ago. Have I thought about 2) ____ it? Of course, not. I have been 3) ____ a successful career in IT for 10 years. Even though it 4) ____ many years, I find it inspiring. Five years ago, I had a car crash which 5) ____ my career so that I could not work for almost two years.

Task 3.

Match the verbs below, and make synonymous pairs.

- | | |
|--------------|------------|
| 1. ruin | a) span |
| 2. cut short | b) launch |
| 3. embark on | c) abandon |
| 4. follow | d) wreck |
| 5. last | e) pursue |

CHANGING CAREERS



Scan to review worksheet

Expemo code:
15JJ-A4LC-29KX



1

Warm up

Read the information and then answer the questions below in pairs.

According to Dropbox, "one in two employees say they are actively looking for a new job or watching for openings."

1. Does this apply to you or someone you know? Why?
2. If so, what worries do you/they have about making a change in your/their working life?
3. What three pieces of advice would you give to someone who wanted to change careers?

2

Tune in

You are going to watch a TED talk called *How to know if it's time to change careers*. The speaker is Chieh Huang, co-founder and CEO of Boxed.com.

It's helpful if you first watch the beginning of a presentation, to get used to the speaker's accent and speed of delivery. Watch the introduction to the talk (0:00-1:04) to find the answer to these questions:

1. What are some jobs that Huang has done in the last 15 years?
2. What does Huang think you should try to find in life?
3. What is the significance of the figure "tens of thousands of hours"?

Video





3

Listening: for main idea

Listen to the rest of the talk to understand the main content.

Part 1 (1:04-1:52) - Decide if you're ready. Three things to think about:

1

2

3

Part 2 (1:52 - 3:15) - So you've decided - now what? Three things to do immediately:

1

2

3

Part 3 (3:15 - 4:16) - Get ready for the next chapter. Three things you should think about doing right now:

1

2

3

4

Useful expressions - metaphorical language

There are many examples of metaphorical language in this talk. These expressions are not literally true, but they serve to transfer meaning from one situation to another. Metaphors are used frequently in business contexts.

In this TED talk, there were metaphors relating to:

- airplanes
- buildings
- coins
- fire
- the human body
- kitchen items
- shops



Look at the sentences below and match the words in bold to one of the metaphorical areas in the list above. Then use the context to explain what the phrases in bold mean.

1. If you're not even interested in learning anymore, that's a huge **red flag** that there might not be a future for you in that industry.
2. ...career changes are often **gut-driven**.then **trust your gut**. It might be time for that career change.
3. **On the flip side**, one reason to not move on is short-term pain.
4. If you don't like your boss or people at the office are **grating** on you, that's actually not a good reason to...change your career...
5. That passion and that hunger and that ability **to be a sponge** really attracts awesome mentors ...
6. The second thing you need to do immediately is **shore up** your finances. ... when you change your career, you'll either start with a job with a lower title or lower pay or maybe even no pay...
7. ... as I made the transition from being an attorney over to a video game creator, I wanted to have at least six to 12 months of **personal runway** in the bank.
8. ... do not – I repeat – do not **burn bridges**. ... The world is such a small place, especially with all these online platforms, that, believe me, you will see these people again
9. ... **take stock** of what you've learned in your previous career or careers. Most likely, a lot of those things are really applicable to your new job and your new career...

Do you have any of the same metaphors in your language?

Now choose one or more of the topics below to talk about in pairs:

- a time you **burned your bridges**
- a time that something **grated** on you
- a time there was an obvious **red flag**
- a time you **trusted your gut**
- a time you **took stock** of your situation

5

Dicussion

Discuss these questions in pairs:

1. Compare the advice in the talk with what you said in question 3 in the Warm-up. Did you predict everything that Huang talked about?
2. Do you think Huang gave good advice? Is there anything you disagree with?
3. What specific advice from the talk could apply to you or someone you know?

Working life

A Fiona



In my mid-twenties I joined the staff of a language school. The pay wasn't brilliant but I could make a living¹ and there were many aspects of the job that I enjoyed. The other members of staff were nice and I enjoyed teaching the students. A few years later, after returning from maternity leave, I decided to go part-time. Luckily I was able to do a job-share² with another woman who had a small child. Then the school began to go through a difficult period and had to lay off staff³. I decided to go freelance⁴. I had managed to build up a network of contacts and this gave me a good start. I soon had a substantial volume of work – private students and marking exams – and was able to earn a good living.

- ¹ earn enough to live (can also be used just to refer to one's job and how one earns one's money:
She makes a living as a hairdresser)
- ² situation where two people share equal parts of the same job
- ³ dismiss staff because there is no work for them to do
- ⁴ work for several different organisations rather than working full-time for one organisation



People usually **do work**, NOT **make work**. If we talk about people **making work**, it means that they create work for other people to do, e.g. *A baby makes a lot of work for its parents – but it's worth it.*

B Ben



After graduating, I practised medicine¹ for a number of years in London. I managed to carve a niche for myself² as a specialist in dermatology. Then I realised I needed some fresh challenges and so I did a job swap for a year with my opposite number³ in a clinic in Vancouver. When I returned, I went back to my old job and also took up the post⁴ of editor of a leading medical journal. I held that position for a number of years. I'm now hoping to go abroad again and so am letting everyone know that I am open to offers.

- ¹ worked as a doctor
- ² make a special position for myself
- ³ someone doing the same job in a different location
- ⁴ started work

C Julia



After graduating in economics, I did the usual thing of putting together my CV¹ and applying for jobs. I got a very tempting offer from an investment bank and accepted it. It was a high pressure environment but I felt motivated and I did very well. I was put on a fast-track scheme² and was moving up the ladder³ fast. However, one day I had a change of heart⁴. I realised I'd stopped enjoying the excitement. I felt I needed to get my priorities right⁵. I decided that other aspects of my life should take priority over⁶ my work. I handed in my resignation and moved to the country.

- ¹ CV = *curriculum vitae*, a written description of your education, qualifications, skills and career
- ² system for rapid training and promotion of talented staff
- ³ being promoted
- ⁴ my attitude or mood changed
- ⁵ give importance to the right aspects of life
- ⁶ be more important to me than



We say someone is **under a lot of / considerable pressure**, NOT under high pressure.

Exercises

12.1 Match the beginning of each sentence with its ending.

- | | |
|---|---------------------------|
| 1 My husband and I do | of contacts. |
| 2 Circulate the report to all members | the staff in our company. |
| 3 Kazuki has been happier since he went | of work this month. |
| 4 I hope it won't be necessary to lay | of staff. |
| 5 It's not easy to make | part-time. |
| 6 Meeting people is the best aspect | a job-share. |
| 7 Marian was the last person to join | off many of our staff. |
| 8 Anna will be going on maternity | of the job. |
| 9 Try to build up a good network | a living as an actor. |
| 10 We've had a ridiculous volume | leave next month. |

12.2 Complete the conversation using words from the opposite page.

Meg: Did you know my son's in Australia at the moment? He's doing a job swap with his opposite (1) , the person who (2) a similar position to his in the company's Sydney office.

José: Wow, that's good! But I thought he wanted to go to the States this year?

Meg: Well, yes. He did have a very tempting (3) from a company in New York and he was about to accept, but then he had a (4) of heart.

José: So, have you met the exchange person from Sydney?

Meg: Yes, he's been to dinner a couple of times. He'd like to settle here in fact and has asked us to tell everyone he's (5) to offers from any companies that might be interested. Maybe your firm might be interested?

José: Perhaps. We could do with someone with good Australian contacts. But we could really do with someone who could (6) a post before the end of the year.

Meg: That could work out perhaps. He certainly seems very nice. And he'd be motivated to do well for you because he's so keen to stay here.

José: And do you think your son will stay in Australia?

Meg: I hope not. I've told him to get his priorities (7) Being near his mum should (8) priority over Australian beaches and sunshine!

12.3 Rewrite each sentence using the word in brackets.

- 1 The recession meant that the company had to make some workers redundant. (LAY)
- 2 Your family should really be more important to you than your work. (PRIORITY)
- 3 Nita soon gained several promotions at work. (LADDER)
- 4 Bill hates his new boss so much that I think he'll soon leave. (RESIGNATION)
- 5 Vic earns good money as a freelance journalist. (LIVING)
- 6 I need to write down all my qualifications and experience before I apply for jobs. (CV)
- 7 My father always wanted to work as a doctor in a rural community. (PRACTISE)

12.4 Correct the seven collocation errors in this paragraph.

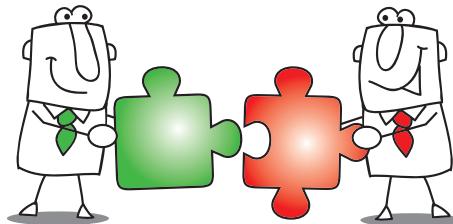
George makes a life as a sports reporter on a local newspaper but he is under high pressure at work at the moment. He's had far too much work to make recently. He's been put on a fast-train scheme for promotion and they're really pushing him. It's so hard that he's thinking of handing over his resignation and going freelancing. It wouldn't be easy but I'm sure he'd soon work a niche for himself as a sports journalist.



3

RUNNING A BUSINESS





2.1. COMPANY PROFILE, STRUCTURE AND PERFORMANCE



SPEAKING & VOCABULARY

Task 1.

Think about your company, or imagine the company you would like to work for, and describe it using the phrases below.

I work/would like to work in _____ (industry, area or department, e.g. banking, IT, law, an advertising agency, a software company, a regional depot, etc.)
I work/would like to work at/for _____ (name of the company).
My company is a well-known manufacturer/service provider of _____ based in _____
We are a well-established company founded in _____
My company is a fast-growing business run by _____
We manufacture high-quality _____
We offer a wide range of _____
We provide our customers with tailor-made solutions in _____
With many years of experience, we handle _____
Our experts specialise in _____

Task 2.

Provide the examples of companies which might be classified under the categories below.

- thriving company ↵
- fly-by-night company ↵
- parent company ↵
- subsidiary ↵
- debt-ridden company ↵
- blue chip company ↵
- well-established company ↵
- listed company ↵
- distressed company ↵

Task 3.

Make correct collocations related to company performance, and put them under the right category in the table below.

the accounts	research
a bargain	a profit
the paperwork	the marketing
a killing	a transaction
cutbacks	the stocktaking

Do	Make

**LISTENING & VOCABULARY**
CD1
 8

Listen to an employee of Pure, which is a recruitment agency based in England, and answer the questions below.

1. Currently, Pure has:
 - a) three offices
 - b) one office
 - c) two offices
 - d) four offices
2. The word *patch* you heard in the recording may be replaced with:
 - a) office
 - b) branch
 - c) territory
 - d) ground
3. Pure focuses on:
 - a) building a ‘people business’
 - b) providing the best recruitment services
 - c) cooperating with clients and candidates in the long run
 - d) finding suitable candidates for their clients
4. Pure does not help to recruit:
 - a) managers
 - b) market research analysts
 - c) sales representatives
 - d) insurance brokers

Decision time (business case study)

1. Choose the best word (A, B or C) to complete the sentences.

- a) Due to the crisis, travel agencies reported revenues for the first half of the year.
 - A. flat
 - B. high
 - C. more
 - b) The deal is that our new CEO gets a modest salary, but will begin more shares after the first year of operation.
 - A. accruing
 - B. increasing
 - C. making
 - c) There is a lot of speculation about the company planning to take an stake in start-ups as part of its investments.
 - A. equality
 - B. equation
 - C. equity
 - d) Mr Jones is the company's founder and shareholder, taking all operational decisions.
 - A. equitable
 - B. majority
 - C. minority
 - e) There are situations in which you should seriously consider accepting a cash as your exit strategy.
 - A. buy-in
 - B. buy-out
 - C. buy-up
 - f) The proved very lucrative for both companies as they joined forces and became the largest company in the industry.
 - A. acquisition
 - B. merger
 - C. takeover

2. Complete the phrasal verbs with the correct words in the box.

- a) It's never an easy decision to close [= stop operating] a business you've been running for many years.
 - b) She offered to buy [= buy someone's share of a business] her partner and now she owns the whole company.
 - c) He has just announced that he has decided to step/down [= leave an important position] as CEO of the company.
 - d) The company had to sell [= sell part of a company] some of its branches to pay debts.
 - e) This division brings [= make money] millions of pounds in profit each year and it's still growing.
 - f) I think I should act [= take action according to] his suggestion and expand the team.

Decision time (business case study)

3. Discuss the questions.

- What problems might start-ups face?
- Why do some companies experience flat revenues at some point?
- When is a merger a good idea?
- In what situations is it advisable for a CEO to step aside?
- When could a buy-out be a smart exit strategy?

4. Look at the company name and think about what products this company sells. Then, watch the first part of the [video](https://youtu.be/nKRgweXEawg) [<https://youtu.be/nKRgweXEawg>] (to 01:41) and complete the missing information.

Company name	2 Proud Pups
Product	
The reasons behind setting up the business	
Funding	
Problems the business faces	
The decision to be taken	

5. Watch the rest of the [video](https://youtu.be/nKRgweXEawg) (to 04:10) and then discuss the questions.

- What are the pros and cons of each option?
- Which option do you think Elena should go for and why?
- Do you think she has other options?
- Do you agree with the statement that a founder of a company might not be the right person to take it into the future?
- What was the last difficult work-related decision you had to take? What were your options? What did you decide to do?



Decision time (business case study)

6. Read the texts and complete with the correct prepositions.

1

After three years of operations, Candor Corp. has started to experience flat revenues. The situation has lasted for more than six months now. One of the partners thinks that they are not putting enough resources into marketing activities. His idea is to hire an agency which would create and be in charge of all marketing campaigns. Acting his suggestion could bring more money as more customers will discover their products. Unfortunately, not all partners see eye eye and they don't all want to invest money at this stage. They've been two minds for a few months now and it's high time they made a decision.

2

There are two partners in Alphabetworks and they do everything connected with their business, from customer service through to website development and product design. The workload has started to take its toll their well-being and both of them feel that this might lead burnout and affect their company's operations. The solution is to expand their team. However, they feel split this because the recruitment and onboarding process would take a lot of time. What's more, they think it's going to be hard to find people who will believe in their products and click them immediately.

3

Bravura Inc. is growing, which means they'll soon need to hire more people, find a larger office and get more space for their products. But that all means their business also has to bring more money. They can't sit the fence any longer and have to decide on their next steps. They're considering two options: selling part of their business in return for cash, or raising money through bank loans. The problem is that the partners are not the same page about what to do and they are unable to find common ground.

Decision time (business case study)

7. In your own words, explain what the underlined expressions in ex. 6 mean.

see eye to eye =

be in two minds =

feel split about something =

click with someone =

sit on the fence =

be on the same page =

8. Discuss the situations in ex. 6. Weigh up the possible options and say what decisions you would take when faced with such challenges.

A

Business news

Charles Park and Sons have **announced record profits** for last year despite a slight **decline in demand** for one of their key products, caused by increasingly **fierce competition**¹ in the sector. They say they are already well on the way to **meeting their targets** for the first quarter. Their new models will **go into production**² in the spring and this is expected to **boost**³ their sales and **profits** even more.

The government today announced its intentions to **stimulate growth** in the south-west by allocating a large **part of its development budget** to industrial projects in the area. Roger Middle, who **chaired the committee** working on this scheme, said that local people welcomed the decision, which should **generate more business** for local firms. They appreciate that their area has many **unique selling points** for businesses and their employees, and feel that development will **pay dividends**⁴ for everyone living and working in the area.

Clothing firm G and L has announced plans to build a new factory in the Midlands. Their spokesperson, Mark Mulloy, said yesterday that the proposal **made sound business sense**. 'It will be easier for us to **maintain quality** and **promote the interests** of our shareholders at the same time as **satisfying the demands of our target market**', he said.

SIB Distribution held an **emergency meeting** last night to discuss the crisis caused by yesterday's rise in fuel prices. Their MD said, 'This **hike in prices**⁵ will seriously affect the **bottom line**⁶'. It's a considerable challenge for us as we already operate on **narrow profit margins**. However, we have **set ourselves clear objectives** and are confident we will still be able to **balance the books**⁷. We have no intention of **calling in the receivers**⁸ yet!'

¹ NOT **high competition**

⁵ (**journalistic**) **rise in prices**

² start being made

⁶ affect the net income

³ increase

⁷ make sure the amount spent is not more than the amount earned

⁴ bring advantages

⁸ going bankrupt

B

Describing trends

An important part of many business reports is the description of trends. The *Cambridge Learner Corpus* shows that there are a number of collocation errors which are frequently made when candidates write about business in advanced English exams.



We say a **slight decrease/increase**, NOT a **little decrease/increase** and a **substantial decrease/increase**, NOT a **strong decrease/increase**.

When comparing two things in terms of quantity, we say, for example, **Exports were five times greater than imports**, NOT **Exports were five times larger than imports**.

Exercises

15.1 Are these sentences true or false?

- 1 A business executive will feel worried if the company experiences a decline in demand for its products.
- 2 A business CEO is pleased if the company does not meet its quarterly sales targets.
- 3 A hike in the price of raw materials is likely to present a difficult challenge for a business that uses those materials.
- 4 Marketing and sales staff will promote their products' unique selling points.
- 5 Business managers are likely to be happy about calling in the receivers.
- 6 A company is likely to feel more secure if it has narrow profit margins.

15.2 Complete each sentence using a word from the opposite page.

- 1 It was a sad day for the company when it finally had to call in the
- 2 I'm sure you'll agree that our new mobile phone has a number of unique selling
- 3 We use a professional accountant to help us balance our
- 4 The bank agreed that our plans make sound business
- 5 We must ensure that the research project does not negatively affect the bottom
- 6 We look forward to next spring, when our exciting new line will go into
- 7 All your hard work will eventually pay
- 8 We are confident that our new business strategy will help boost both sales and

15.3 Correct the collocation errors in these sentences.

- 1 The company is pleased to report a strong increase in profits over the last quarter.
- 2 The new health and safety committee is to be tabled by a retired doctor.
- 3 There is increasingly high competition between airline companies.
- 4 The company's exports to Japan had considerable growth over the last decade.
- 5 The sales figures for March show a little decrease on those for February.
- 6 Our sales in the domestic market are certain to have a rise next year.
- 7 Last year sales were three times larger in Europe than in Australia.
- 8 We feel that this proposal does considerable business sense.
- 9 Although we need to reduce our costs, it's important we attain the quality that our reputation is built on.
- 10 Business leaders hope new government policies will stimulus growth.

15.4 Answer these questions about the collocations in this unit.

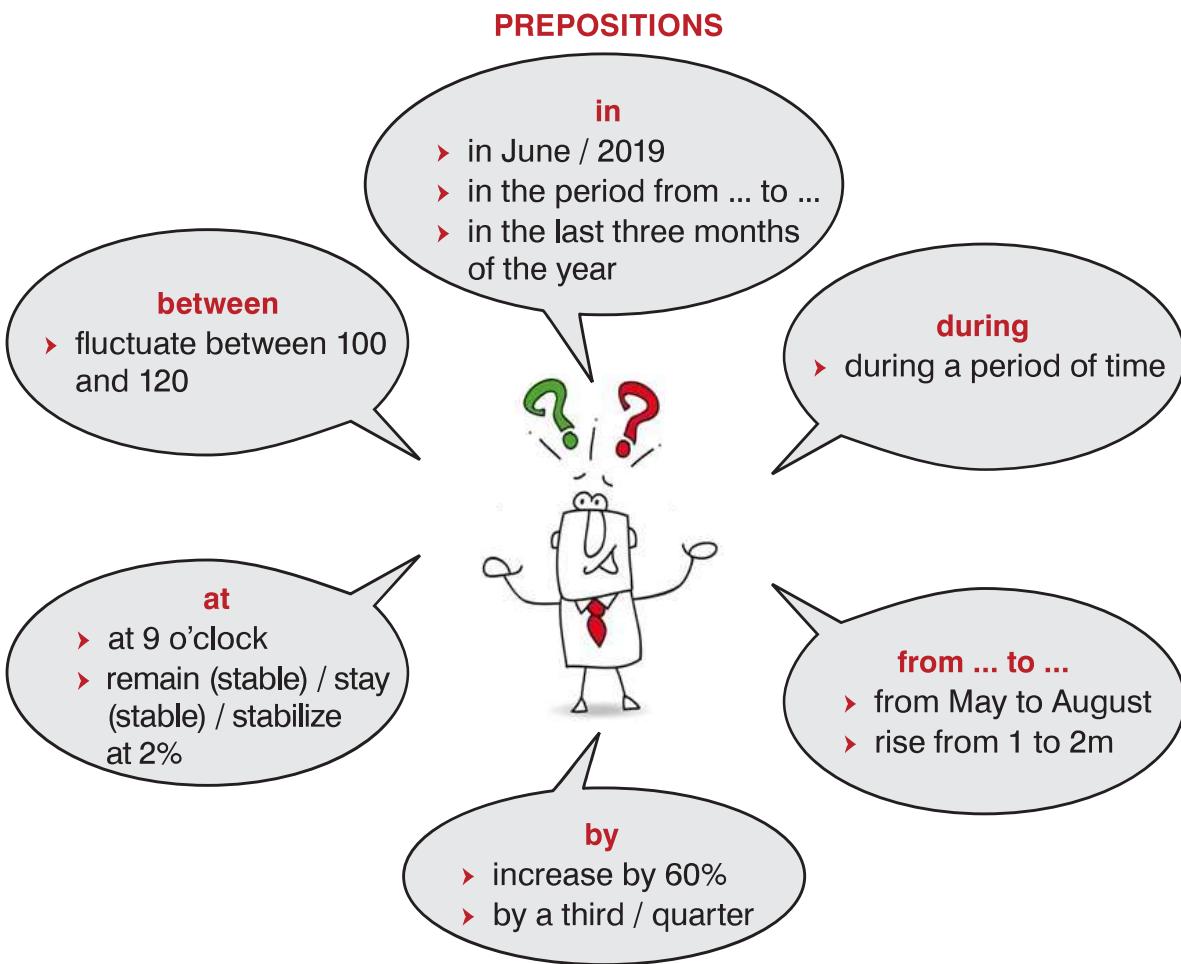
- 1 When might the Managing Director of a company call an emergency meeting?
- 2 What kind of age group is a sports car company likely to have as its target market?
- 3 Why would shareholders be pleased if their company announced record profits?
- 4 In what situations other than business do people set themselves objectives?
- 5 Name three things that a business would have to allocate part of its budget to.
- 6 How might a company try to stimulate growth in demand for its products?

FOLLOW UP

On the website www.companieshouse.gov.uk you can find reports on several million companies. Look up a company that interests you and make a note of any interesting collocations that you find.

Task 9.

Study the following notes, and then complete the sentences below with relevant prepositions.

**EXAMPLE SENTENCES**

Inflation has risen **to** 5%. → Inflation is now 5%.

Inflation has risen **by** 5%. → Inflation was 10% before, it is 15% now.

Inflation has increased **to** 5%. → showing movement

Inflation now stands **at** 5%. → no movement, showing the level

An increase **in** inflation is around 5%. → in + noun, e.g. sales, profits, losses, inflation, interest rate, unemployment, etc.

Inflation showed an increase **of** 5%. → of + number / quantity

REMEMBER

by → after a verb (to decrease by 5%)

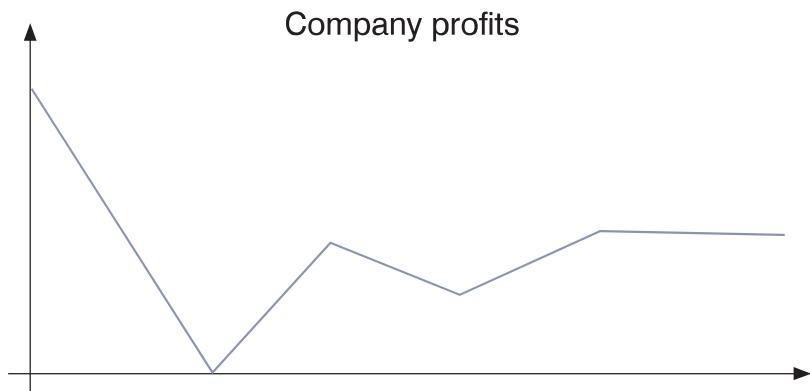
of → after a noun and before the amount (an increase of 5%)

in → after a noun (an increase in sales, profits or losses, etc.)

1. Companies in the car industry have reported an increase ____ losses.
2. The decrease ____ our sales figures is around 5%.
3. This year's profits show an increase ____ 10%.
4. The new reforms have led ____ an increase in dissatisfied citizens.
5. The price of butter fluctuates ____ 5 and 12 Polish zlotys.
6. There has been a considerable drop ____ unemployment recently.
7. Our commission has stabilized ____ 8%.
8. There has been an increase ____ profits of 12%.
9. Inflation remains stable ____ 2%.
10. The unemployment rate has dropped ____ 2%.

Task 10.

Analyze the following diagrams, and then describe them using the phrases you have learnt so far and useful phrases for describing visuals listed below.



PHRASES FOR DESCRIBING VISUALS

The graph shows, indicates, illustrates, reveals, represents ...
 It is clear from the graph that ...
 It can be seen from the graph that ...
 As the graph shows ...
 As can be seen from the graph ...
 From the graph it is clear that ...



4

MONEY, MONEY, MONEY!



1. Money – the basics



A. Put the correct word in each space.

account	•	back	•	banknotes	•	borrowed
change	•	coin	•	currency	•	earn
lent	•	note	•	salary	•	spend
sum	•	wages	•	waste	•	win

1. In the USA, "quarters" (25 cents) and "dimes" (10 cents) are types of _____.
2. In the United Kingdom, "a tenner" means a ten pound _____.
3. The US dollar, the Yen and the Euro are types of _____.
4. Hundred dollar bills and twenty pound notes are _____.
5. 2,000,000 Swiss francs is a large _____ of money.
6. I need to _____ some Euros into Australian dollars.
7. My friend _____ a hundred pounds from me.
8. I _____ a hundred pounds to my friend. When she can, she'll pay me _____.
9. I buy a lottery ticket every week, but I never _____ anything.
10. Most dentists _____ at least £30,000 a year.
11. _____ are paid to employees weekly. _____ are paid to employees monthly.
12. In business, you have to _____ money to make money.
13. A: Do you have a bank _____?
B: Yes. I bank with the Bank of Scotland.
14. In my opinion, eating in expensive restaurants is a _____ of money.

B. Match the words on the left with the words on the right.

- | | |
|----------------|----------------------|
| 1. a small | a. a profit |
| 2. an income | b. amount of money |
| 3. donate | c. cash |
| 4. high | d. cost of living |
| 5. make | e. credit card |
| 6. pay by | f. losers |
| 7. pay in | g. money to charity |
| 8. winners and | h. of £25,000 a year |

C. Choose the correct word.

1. Spain now uses the euro. Pesetas are no longer _____.
a. good money b. legal money c. legal tender
2. I bought a TV which doesn't work. I'll take it back to the shop to get _____.
a. my money returned b. a refund c. a repayment
3. In a shop, to get a refund, you usually have to show the _____.
a. receipt b. recipe c. payment ticket
4. I'm paying for my new car in 36 monthly _____.
a. instalments b. pieces c. parts
5. I earn a lot of money, but I have a lot of _____.
a. payouts b. expenses c. paying
6. Famous paintings are usually sold by _____.
a. bid b. highest price c. auction
7. In an auction, the item is sold to the person who makes the highest _____.
a. bid b. price c. offer
8. In Japan, the US dollar is _____.
a. foreign money b. strange money c. a foreign currency
9. In Britain, it's not usual to discuss your personal _____.
a. money b. finances c. money arrangements
10. You can _____ a house and _____ a car.
a. hire / rent b. hire / hire c. rent / rent or hire
11. Here's the fifty dollars I _____.
a. owe you b. pay you back c. must return
12. The best things in life are _____.
a. free b. not for sale c. not bought and sold

D. Find the opposites of these words in the grid.

1. spender / _____
2. borrower / _____
3. winnings / _____
4. losses / _____
5. high prices / _____ prices
6. sellers / _____

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

1. Complete the sentences with the correct prepositions.

- a) We're spending a lot more food than we used to.
- b) We can always borrow some money the bank.
- c) Don't waste your money such purchases.
- d) Banks are willing to lend large amounts of money people starting up businesses.
- e) I'm going to invest my savings this project.
- f) How can I cut down clothing costs?

2. Where does your money normally go? Discuss which of these things you spend the most money on.

- ordering takeaways (BrE) /
takeout (AmE)
- paying utility bills
- going out with friends
- grocery shopping
- transportation
- clothes
- holidays
- renting a room or a flat

3. Match the words and phrases in bold to the correct meanings below.

- a) I feel that I sometimes **overspend** on
 - 1) coffee.
 - 2) eating out.
 - 3) entertainment.
- b) When I do the shopping,
 - 1) I have a list of **items** I need.
 - 2) I remember what I should buy.
 - 3) I think, while I'm in the shop, about what I want to buy.
- c) When I buy online,
 - 1) I spend time looking for the best **deals**.
 - 2) I only buy from one shop because I know and trust it.
 - 3) I buy much more than I need.



Are you a saver or a spender?

- d) To **keep myself on budget**,
 - 1) I write down all of my purchases.
 - 2) I cut down on some **expenses** at the end of the month.
 - 3) I use cash instead of a credit card.
- e) You want to save some money. You know that you waste too much money on petrol driving to work. The most **cost-effective** means of transport would be a bike. What do you do?
 - 1) I bike to work.
 - 2) I save on other things because I love driving.
 - 3) I find a colleague to drive with and share petrol costs.
- f) You are going to buy some groceries, but you enter a clothes shop and see an amazing pair of jeans for \$100. What do you do?
 - 1) I buy them **on impulse**.
 - 2) I already have so many pairs of jeans, so I don't buy them.
 - 3) I take a photo and wait until the sales.
- g) You want to go to your friend's house by Uber. If you take an Uber now, you'll be **charged** more, but if you wait, the price might be cheaper. What do you do?
 - 1) I go now because I don't want to wait.
 - 2) I wait a couple of minutes to spend less money.
 - 3) I decide to use public transport and arrive a bit later.
- h) What **trade-off** would you accept if you wanted to save money for a holiday?
 - 1) Not ordering takeout for one year.
 - 2) Cycling instead of driving to work for half a year.
 - 3) Partying at home instead of going out for half a year.

Are you a saver or a spender?

MEANINGS:

- a) it means that something is good value for the amount of money paid
- b) a compromise
- c) to ask an amount of money for something
- d) an individual thing
- e) to spend more money than you should or more than you wanted to
- f) because you suddenly want to, although you haven't planned to
- g) to spend only as much money as you have
- h) a good, or lower than usual, price
- i) a cost

4. Now, do the quiz and explain your answers.

What might the results of the quiz say about your spending habits?

5. Look at four images below. How can you save some money in these areas?



SHOPPING



HOME



TRANSPORTATION



ENTERTAINMENT

6. Watch an [interactive video](https://en.islcollective.com/video-lessons/are-you-a-saver-or-a-spender) [<https://en.islcollective.com/video-lessons/are-you-a-saver-or-a-spender>] and answer the questions that will appear on the screen.

Are you a saver or a spender?

7. Complete the gaps with the words in the box. Then, discuss the sentences in pairs.

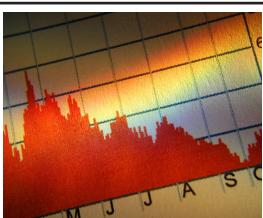
budget cost-effective cut discounts expenses impulse

- Buying things on is something spenders often do.
- It's important to save money on everyday
- Look for ways to save on the things that are less important to you, to keep yourself on
- When you go shopping always look for , but don't buy things which are not on your shopping list.
- The best way to save money is to write down how you spend your money in a month and down on some big expenses.
- Public transport isn't a very method of transport if you have a family.

WORKSHEET

Money
by Adrian Doff

A Saveco announced today that they are planning to close 15 unprofitable stores. 'Our total turnover has fallen over the past two years, so to make a profit we now need to focus on our profitable branches,' a manager said yesterday.



B It's important to realize that investing money in the stock market is risky. You can make a lot of money, but you can also lose everything. So to avoid risk, it may be better to save money in a bank account.

GLOBAL DOC	0.014	0.02	0.041	631
GLOBAL PET	0.014	0.02	0.016	0
GLOBAL TECH	0.430	0.450	0.001	5HT
GLOBAL TRAVEL	0.430	0.450	0.001	5HT
GLOBE SEC	1.65	1.57	0.30	0
GLOUCESTER	0.024	0.032	0.089	347
GUY SARD'N'R	0.36	0.49	0.80	0
GNE RES	0.03	0.040	0.039	0
GOCOPIER	0.095	0.11	0.03	0
GOLD CROSS	0.075	0.072	0.06	0
GOLD DEEP	0.041	0.059	0.035	0
GOLDEN ULY	0.024	0.028	0.025	5HT
GOLDFSRCH	0.038	0.04	0.038	50T
GOLDSTREAM	0.57	0.58	0.57	1ST
ONDWANA	0.01	0.017	0.018	84T
ODDMAN	1.65	1.66	1.65	8HT
WING BR'S	1.70	1.72	1.72	1ST

money**earn** moneyThe top managers in the company **earn** over \$2 million a year.**spend** moneyThe city **spent** nearly €3 million on road repairs last year.**save** moneyYou can **save** up to 5,000 pounds a year by cycling to work instead of taking the car.**make** moneyHe **made** his first million by renting photocopies to offices in New York.**lose** moneySaveco is planning to close down 150 stores that are **losing** money.**invest** moneyThey have **invested** half the year's profits **into** new factory equipment.**income and expenditure****income** = the money you earnAverage **incomes** have increased by 5% over the last ten years.**expenditure** = the money you spendHe failed to keep track of his monthly **expenditure**.**revenue** = the money a company receivesThe main **revenue** of many restaurants comes from drinks.

high	income	annual	income
low		quarterly	
average		monthly	expenditure

profit and loss

make a	profit loss	They make a big profit by taking used cars abroad and selling them. Because of increased fuel costs, the company made a loss for the first time this year.
--------	-------------	---

Noun: Adjective:	profit profitable unprofitable	After selling off their ship-building division, the company is now profitable again. They had to close three factories because they were unprofitable .
----------------------------	--------------------------------------	--

turnover**turnover** = the amount of business a company does. Microsoft has **an annual turnover of** around \$30 billion.

Turnover, revenue and profit can ...	rise (or go up / increase) fall (or go down / decrease)
Turnover has risen fallen by 10%.	There has been a 10% rise fall in turnover.

If a company can't make any money, it **goes bust** (or **goes bankrupt**).We can also say: it **goes out of business**.**Exercise**

Fill the gaps with a word or phrase from the box.

- a) The company _____ for years, until it finally _____.
 - b) He runs a very _____ shoe company. They opened a new shop in the summer, and it _____ in its first month.
 - c) School teachers in Britain have an _____ of around 30,000 pounds.
 - d) The company is _____. We're _____ too much on travel and expensive meals.
- spending
went bust
annual income
profitable
losing money
made a profit
made a loss

Talk or write

Think about your own company, or other companies you know. Write two or three sentences, using the expressions on this worksheet.

Compare your sentences with other students.

Money and financial issues

Exercise 1: Complete these definitions with words or expressions from the box. In each case, the words / expressions you need are connected in some way: for example, they might have a similar meaning, they might be related to the same business issue, or they might be opposites (but often used together when talking about the same topic). You will need to use one word from the box twice.

audit	balance	bankrupt	borrow	budget	commission	compound	credit
debit	default	deflation	deposit	discount	dividend	duty	exorbitant
expenditure	fund	gross	honour	income	inflation	insolvent	interest
invoice	lend	net	overpriced	pension	rebate	receipt	redundancy pay
refund	royalty	salary	shares	simple	sponsor	statement	stocks
tax	underwrite	venture capital	wage	withdraw		working capital	

1. If you _____ money to someone, you let someone use your money for a certain period of time. If you _____ money from someone, you take someone's money for a short time (usually paying *interest* and then *repaying* it).
2. When you _____ an account, you put money into it. When you _____ an account, you take money out of it.
3. If a company is _____, it has lost all its money. If a company is _____, it has lost all its money, it has also borrowed a lot, and it cannot pay back its *debts* (= money it owes).
4. A _____ is part of a company's profits shared out among shareholders (see number 18). A _____ is money paid to the author of a book, an actor, a rock star, etc, as a percentage of sales.
5. In the UK, _____ are one of the many equal parts into which a public company's capital is divided. _____ are similar, but are issued by the government.
6. _____ profit is the profit you make *before* money is taken away to cover costs of production, labour, tax, etc. _____ profit is the money you are left with *after* costs, taxes, etc, have been taken away (money which is taken away is called a *deduction*).
7. If you _____ money in an account, you put money into the account. If you _____ money, you take it out of your account.
8. _____ is money taken by the government from incomes, sales, etc, to pay for government services. _____ is money that has to be paid for bringing goods into a country.
9. _____ is the money you receive (for example, your *wage* or *salary*). _____ is money you spend.
10. Something which is _____ is too expensive. Something which is _____ costs much more than its true value.
11. A _____ is money that is earned on a daily or weekly basis (often for a part-time, temporary or unskilled job). A _____ is money that is earned monthly or annually (usually for a full-time, permanent or skilled job or profession).
12. An _____ is a note, or *bill*, sent to you to ask for payment for goods or services. A _____ is a note (from a shop, for example) which shows how much you have paid for something.
13. A _____ is the percentage by which a full price is reduced in a shop. A _____ is money paid back to a customer when, for example, returning something to a shop.
14. A _____ is money paid back to a customer when, for example, returning something to a shop (see number 13 above). A _____ is money that someone gets back as a result of paying too much tax or rent, etc.

-
-
15. _____ is a state of economy where prices and wages increase (= go up). _____ is a reduction of economic activity (usually accompanied by a drop in prices, salaries, etc).
16. A _____ is the money that someone continues to receive after they have retired from a job. _____ is the money that is given to someone to compensate them for losing their job when a company no longer needs them and has to dismiss them.
17. A bank _____ is a detailed written document from a bank showing how much money has gone into and come out of a bank account. A _____ is the amount of money you have in your bank account.
18. _____ is the percentage of sales value given to a sales person in a company. _____ is the percentage that is paid to someone for lending money.
19. _____ interest is interest calculated on the sum of the original borrowed amount and the accrued interest. _____ interest is interest that is calculated on the amount of money borrowed and does not include the interest already earned.
20. _____ is the money that is needed or available for running a business or organisation. _____ is the money that is needed or available for starting a business or organisation.
21. If you _____ a plan or venture, you provide the money for it. If you _____ a plan or venture, you provide the money for it, and also assume financial responsibility for it if it fails.
22. An _____ is an official examination of the financial records of a company, organisation or person. A _____ is the amount of money a company, organisation or person has available to spend on something.
23. If you _____ goods or services, you pay part of the costs so that they can be sold to people at a lower price. If you _____ something (for example, an event), you pay for all or part of it.
24. If you _____ a debt, you pay back the money you owe. If you _____ on a debt, you fail to pay the money back.

Exercise 2: Here are 30 two- and three-word expressions relating to business money and finance issues. In either the first, second or third word, each alternate letter has been removed. Replace the letters in each case. Use a dictionary to check the meaning of each expression.

- | | |
|-------------------------|---------------------------|
| 1. Business o_e_h_a_s | 16. Operating _r_f_t |
| 2. C_e_j_ risk | 17. Interest r_t_ |
| 3. P_n_i_n plan | 18. B_d_e_a_y constraints |
| 4. Profit m_r_i_ | 19. F_n_n_e company |
| 5. E_c_a_g_ rate | 20. Expense _c_o_n_ |
| 6. C_s_ flow | 21. Return on i_v_s_m_n_ |
| 7. Credit l_m_t | 22. Rate of r_t_r_ |
| 8. C_p_t_l gains | 23. Real a_s_t_ |
| 9. Down p_y_e_t | 24. D_n_m_c pricing |
| 10. R_s_ management | 25. Management b_y_u_ |
| 11. Money a_n_e_i_g | 26. Budget d_f_c_t |
| 12. Offshore b_n_i_g | 27. C_n_u_e_ spending |
| 13. Foreign u_r_n_y | 28. I_c_m_ tax |
| 14. V_l_e added tax | 29. G_l_e_ handshake |
| 15. Net p_r_t_n_ income | 30. Price n_e_s_t_v_ |

Also see *Earnings, rewards and benefits* on pages 13-15.

29. Financial idioms and expressions

A. For each sentence, decide whether the people being described are rich or poor.



- | | |
|--|-------------|
| 1. We'll have to tighten their belts. | RICH / POOR |
| 2. He's raking it in at the moment. | RICH / POOR |
| 3. They're very hard up. | RICH / POOR |
| 4. He's finding it hard to make ends meet. | RICH / POOR |
| 5. She's absolutely loaded. | RICH / POOR |
| 6. They're a lot better off than most. | RICH / POOR |
| 7. She's rolling in money. | RICH / POOR |
| 8. He's fallen on hard times. | RICH / POOR |
| 9. They've got money to burn. | RICH / POOR |
| 10. She seems very down at heel. | RICH / POOR |
| 11. We're totally broke. | RICH / POOR |
| 12. They don't have two pennies to rub together. | RICH / POOR |

Most of these expressions can also be used to describe businesses. For example, "EnTex have fallen on hard times".

B. In each sentence, has the share price gone up, down or both?

- | | |
|---|-----------|
| 1. Since the merger was announced, the share price has gone crazy. | UP / DOWN |
| 2. Following the news, the share price has gone through the roof. | UP / DOWN |
| 3. As a result of the strike, the share price has gone through the floor. | UP / DOWN |
| 4. We believe the share price has hit rock bottom. | UP / DOWN |
| 5. The share price has been going up and down like a yo-yo. | UP / DOWN |
| 6. A lot of investors have lost their nerve. | UP / DOWN |
| 7. News of the takeover bid has caused a lot of investors to get cold feet. | UP / DOWN |
| 8. Investors are queuing up to buy shares. | UP / DOWN |
| 9. Shares in the new company have been changing hands for silly prices. | UP / DOWN |
| 10. Those shares? You can't give them away. | UP / DOWN |
| 11. The collapse EnTek has had a knock-on effect on our share price. | UP / DOWN |
| 12. After two years of bad news, the share price has finally rallied. | UP / DOWN |

C. Choose the best words to go into each space.



5

MOTIVATION AT WORK





2.1. REMUNERATION PACKAGE

Task 1.

Your salary and any other benefits received at work comprise your remuneration package. Study the phrases below, and use them to describe your remuneration package.

salary = remuneration

salary + benefits = remuneration package / pay package / compensation package

benefits = fringe benefits / perks

MY REMUNERATION PACKAGE:



Task 2.

Analyze the three remuneration packages offered by three different companies, and choose the one that you would like to receive. Remember to present relevant arguments justifying your choice.

REMUNERATION PACKAGE – COMPANY A

- salary
- medical and dental insurance
- flexible working hours
- annual performance-related bonus
- paid time-off
- wellness programme
- free language course
- annual team building off-site events
- paid day off for birthdays

REMUNERATION PACKAGE – COMPANY B

- › salary
- › medical insurance
- › subsidized childcare
- › work-from-home Fridays
- › pension plan contribution
- › use of a company car
- › vacation pay
- › salad or sandwich every day
- › quarterly team building off-site events

REMUNERATION PACKAGE – COMPANY C

- › salary
- › medical and life insurance
- › tuition reimbursement or educational assistance
- › on-site childcare
- › gym membership
- › freshly pressed juice every day
- › outplacement programme
- › subsidized language courses
- › time off during the day (playing table tennis, taking a nap, etc.)

Task 3.

Having looked through the options from Task 2, complete the following description of a remuneration package with the words below.

reimbursement (x2) | remuneration | off-site | insurance | childcare

An attractive 1) _____ package can include any of the following:

- › salary
- › 2) _____ of expenses
- › more generous expenses – business travel in first or business class, or a better quality hotel on business trips
- › bonus or profit-related award schemes
- › company pension program
- › 3) _____ facilities
- › life 4) _____ and / or healthcare
- › choice of a company car and 5) _____ of car expenses for business travel in your own car
- › company mobile phone
- › monthly 6) _____ events
- › other benefits in-kind, including, for example, long service awards

Earnings, rewards and benefits 1

Complete the first part of each word in **bold** in sentences 1 – 34 with the second part in the box.

-an	-ance	-ance	-ans	-ary	-ated	-ation	-ay	-ble	-ck
-count	-ction	-dancy	-den	-dex	-diture	-ears	-ect	-ement	
-ensurate	-eration	-et	-ge	-ger	-hting	-imum	-kage	-ked	
-lement	-lf	-mance	-me	-me	-nus	-ock	-ome	-osit	-oss
-roll	-se	-shake	-sion	-slip	-te	-time	-tions	-tive	-ub
									-ve

1. A **wa**_____ is money that is normally paid to an employee on a weekly basis, and a **sal**_____ is money that is usually paid to an employee monthly on a regular basis.
2. **Remun**_____ is the formal word for money that an employee receives for doing his/her job.
3. When we work for more than the normal working time, we say that we work (and therefore earn) **over**_____.
4. An automatic and regular increase in pay is called an **incr**_____.
5. Money that is removed from our earnings to pay for tax, national insurance, etc, is called a **dedu**_____.
6. If we remove money from somebody's wages (for example, because they are late), we say that we **do**_____ their wages.
7. The **min**_____ wage is the lowest hourly wage which a company can legally pay its employees.
8. Time for which work is paid at twice the normal rate (for example, on national holidays) is called **dou**_____ **ti**_____.
9. An employee who receives his/her normal rate of pay, + 50% extra (for example, by working later than normal or during unsocial hours) is said to earn **ti**_____ **and a ha**_____.
10. A **pen**_____ **pl**_____ helps people to save money for when they retire from work.
11. When you want more money for the work you do, you might ask your boss for a **ri**_____.
12. If an employee needs some of his/her wages paid before the usual pay day, he / she might ask for an **adv**_____ (known informally as a **s**_____).
13. A **pay**_____ shows an employee how much pay he/she has received, and how much has been removed for tax, insurance, etc.
14. An extra payment made in addition to a normal payment (usually received by sales people for selling more than their quota) is called a **bo**_____.
15. A **pay**_____ is the list a company keeps that shows all the people employed and paid by that company.
16. A rewards **pac**_____ is the money and other benefits offered with a job.

-
-
17. A **weig**_____ is an additional amount of money paid to an employee to compensate him/her for living in an expensive area.
18. By law, British companies have to give their employees the right to take paid holidays: this is known as **lea**_____ **entit**_____.
19. **Inc**_____ is another word for the money that people receive for working. The money that they spend is known as **expen**_____.
20. Some companies offer their employees **st**_____ **op**_____, which means that the employees can buy stocks at a price lower than the normal price.
21. Some companies have **incen**_____ **pl**_____, where they offer their employees extra rewards and benefits for good attendance, increased productivity, etc.
22. The amount of money an employee receives each hour, day, week, etc, is known as an hourly / daily / weekly **ra**_____.
23. If an employee loses his / her job because the company doesn't need or can't afford to keep him/her, they might receive **redun**_____ **p**_____.
24. Some companies offer their employees a **dis**_____ on the product and services they sell, which means that the employee can buy them for less than the usual price.
25. If an employee takes a job in another town or city which is a long way from his / her original home and place of work, he/she might be offered a **reloc**_____ **allow**_____.
26. Extra money paid to employees who work in jobs where there is a risk of personal injury is called **dan**_____ money.
27. **Gr**_____ is an adjective used to describe an employee's earnings before tax, national insurance, etc, have been removed.
28. **N**_____ is an adjective used to describe an employee's earnings after tax, national insurance, etc, have been removed.
29. When the money that an employee receives rises automatically by the percentage increase in the cost of living, we say that it is **in**_____ - **lin**_____.
30. When the money that an employee earns is based on age, experience, qualifications, position in the company, etc, we say that it is **comm**_____.
31. Wages are normally paid in **arr**_____, which means that they are paid at the end of the working period (for example, at the end of the week or month that the employee has worked).
32. When an employer pays an employee his/her wages directly into his/her bank account, we say that it is paid by **dir**_____ **dep**_____.
33. Some wages and salaries are **perfor**_____ **rel**_____. This means that the money that an employee receives will be based on how well he/she carries out their duties.
34. When an employee leaves his/her job after a long period with the company, he/she might be offered a large amount of money known as a **gol**_____ **hand**_____.

Also see *Earnings, rewards and benefits 2* on the next page

Earnings, rewards and benefits 2

Complete the text with appropriate words and expressions from the box. The first one has been done for you.

acceptance bonus attendance bonus basic benefits commissions
comradeship development **direct** duvet days extras extrinsic fixed
flexible gainsharing growth incentive indirect insurance intrinsic
motivation pensions performance-related premium bonus production bonus
profit sharing recognition satisfaction security share skill status

Rewards for work fall into two main groups.

The first, and in many opinions the most important, is that of **1. direct** or **2.** rewards. These are real, material rewards, and include **3.** pay (a guaranteed wage or salary paid by the hour, or on a weekly or monthly basis), and **4.** pay, which is linked to how well an employee or a group of employees works. This includes **5.** - money paid to a salesperson or group of salespeople which is usually a percentage of the sales made. Some companies also offer **6.** pay, usually given only to individual employees who work particularly well, or who make a significant contribution to the company. **7.** , which is similar to this, is extra money paid to a group or company for increased productivity, and is often offered in order to increase **8.** : it is also sometimes known as a **9.** . If an employee takes less than the standard time to finish a task, s/he might receive a **10.** . Some employers also offer an **11.** for employees who are very rarely absent from work. If an employer is particularly keen to recruit somebody, they might offer him / her an **12.** when s/he agrees to join the organisation. **13.** , the practice of dividing profits among the employees, is another reward which is often offered.

In addition to payment, other rewards may be offered. These include **14.** (known informally as **15.**) such as a company car, **16.** , free meals, **17.** option schemes, holidays, health **18.** and **19.** (a new concept, especially common in the USA, in which an employee can call their office and say they do not feel like coming to work even though they are not ill). Benefits are usually **20.** , which means that the employee is not able to choose what s/he gets, but some companies offer **21.** benefits, where the employee can choose from a menu of benefits on offer. **22.** plans, which offer employees increased rewards and benefits for good attendance, behaviour and productivity are becoming increasingly common.

The second group of rewards are **23.** or **24.** . These are non-material, and include **25.** (people enjoy being in an important position or a position of authority), job **26.** , the opportunities for personal **27.** , the chance to learn a new **28.** , and career **29.** opportunities. Safety and **30.** at work can also be included in this group, and for most employees, **31.** (being with a group of people you like and get on with) is also a very important reward.

WARM-UP

- Rank the things that demotivate you at work from the most (1) to the least (10) significant and compare and discuss differences in pairs.

- boredom
- lack of recognition
- lack of fairness
- cancelling projects
- lack of empowerment
- too much workload
- lack of progress
- no confidence in company leadership
- poor communication
- unfriendly coworkers



VOCABULARY

- Look at the sentences below and try to match the highlighted idioms with their meanings (a-h).

- He wanted the restaurant to be a success and really put his heart and soul into it.
- President Reagan pledged at a news conference today to go the extra mile to compromise with Democrats.
- After two of the team leaders left, the project ran out of steam and slowly died off.
- The last failure really crushed the team spirits and now nobody is eager to think about any future product ideas.
- They all worked together on the project, but while submitting it, one of them stole their thunder.
- You did well today so please keep up the good work and together we can deliver it on time.
- The EU deliberately promotes an approach where the steps between sanctions and incentives are closely tied in the effort to combine carrot and stick methods.
- Four months after the death of its founder and guiding spirit, Jerry Garcia, The Grateful Dead announces it is breaking up after 30 years of performing together.

• someone who is influential or an inspiration to others.	• to do more than what is expected
• to lose impetus, energy or enthusiasm to do something	• to do something with all of your energy and interest
• to take the credit for something someone else did.	• to make somebody feel defeated and devastated
• to encourage somebody to continue doing things as they are done now	• to motivate by both a possible reward and a threat of punishment

3. Fill in the gaps in the questions below with idioms from the previous exercise.

- a) How often does your manager tell you to _____? Do you suppose that it encourages you or is it a meaningless phrase?
- b) Why does a manager sometimes _____ their employees _____ when they present team ideas to superiors? Has it ever happened to you? What can be done to fight this behavior?
- c) What kind of a person can be a _____ in a modern tech company? What traits of character are needed to be such a person? Do you know anybody like that?
- d) What kind of _____ approaches does your company use to motivate staff? Do you reckon they are useful? Which ones might be more effective?
- e) What happens to a company when it _____ and does not innovate anymore?
- f) How do people _____ their work or an idea?
- g) What was the one experience that really _____? How did you overcome it?
- h) Would you _____ to help your teammates? For example, would you do overtime to help them finish their work or cover for them on your free day?

4. In pairs, ask and answer the questions from exercise 3.**READING****5. Read this introduction to a video you will watch in a moment and answer the questions below.**

We shouldn't have to be told that people's hearts and souls are not piñatas, and yet here we are. Duke psychology professor and behavioral economist Dan Ariely says when it comes to increasing motivation, there's a precursor lesson many managers, teachers and parents miss: stop crushing spirits.

It sounds so obvious but perhaps that's why it's such an overlooked facet of motivation. Bosses and people in authority positions often unknowingly demoralize those around them. "We do lots of those things," says Ariely. "We get people to start projects and we cut it in the middle. We get people to prepare presentations and they never get delivered. We do all kinds of things that eliminate motivation... lots of people are working in an environment like that."

- *Have you ever been demotivated by how your manager acted?*
- *How did you feel when your work was cut in the middle and lost because the management said so?*

VIDEO

6. Watch the [video](http://bit.ly/Ariely_Motivation) [http://bit.ly/Ariely_Motivation] and answer the questions below.

- a) What kind of solutions did the software engineers from Seattle propose to make them feel better after their project was cancelled?

.....
.....

- b) What kind of things are done that crush people's spirit?

.....
.....

- c) How does open source community give credit to people involved in the project?

.....
.....

- d) Why do you think that the kid who came up with the idea and didn't do any drawing was more upset?

.....
.....

- e) What are the things that Dan Ariely says that managers can do to motivate their staff?

.....
.....

DISCUSSION

7. Discuss the points below in small groups.

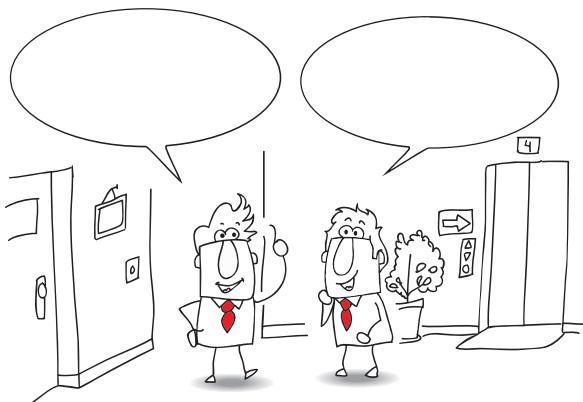
- a) Is the way that credit in your company is given fair? How could you improve it?
- b) Do you think that trying to utilize failed/cancelled projects can be practical? Maybe it'll just lead to even more resources being wasted?
- c) What are some other methods that management can use to encourage staff?
- d) Which of the things Ariely mentions would motivate staff in your company most: building purpose, respecting contributions or giving credit?
- e) How would you practically implement Ariely's ideas in your organization?



6

BUSINESS COMMUNICATION





1.4. OFFICE JARGON

Task 1.

Look at the following labels, and decide what all these terms have in common?

business / management speak

office / corporate / business jargon

corporate lingo

corporatese

office / business buzzwords or clichés

office / business soundbites

Task 2.

Office jargon, when applied reasonably and sparingly, helps you to articulate your ideas in business. However, people tend to overuse it, even without a clue what they are really saying. Look at the examples of typical office jargon, match the terms with their definitions, and then discuss those you most commonly hear in your workplace.

- | | | |
|----------------------|----------------------------|------------------------------|
| a) bottom line | f) bells and whistles | k) to be in the driving seat |
| b) benchmark | g) to get the ball rolling | l) to brainstorm |
| c) to circle back to | h) best practices | m) win-win |
| d) ASAP | i) to streamline | n) to touch base |
| e) no-brainer | j) to drill down | o) to think outside the box |

1. without delay ↗ _____
2. to suggest a lot of ideas very quickly ↗ _____
3. to make sth begin / happen ↗ _____
4. to examine sth in detail ↗ _____
5. to think creatively using new ideas ↗ _____
6. to communicate with sb ↗ _____
7. to come back to ↗ _____
8. amount of money a business makes or loses, OR the most basic fact in a situation ↗ _____
9. result that is good for everyone involved ↗ _____

10. the best and most effective way to do sth → _____
11. level of quality used as a standard when comparing things → _____
12. additional features that make sth attractive to use or look at → _____
13. to improve a business, organization or process by making it more efficient → _____
14. to be the person who is controlling a situation → _____
15. question or problem that is very easy to deal with → _____

Task 3.

Use the phrases from Task 2 to complete the following sentences.

1. Please reply _____
2. It's illegal to drink and drive. That's a _____
3. To complete this project well, you'll need to _____
4. In this company, women are _____
5. Flexible working hours are a _____ situation for employers and employees.
6. Manufacturers still build luxury cars with all the _____
7. The company identified _____ that have led to more successful product development.
8. Leading organizations use software to _____ their workflow.
9. We have to _____ on this project soon.
10. I just wanted to quickly _____ with you. Did you get an email from my assistant about the meeting?
11. The _____ is we don't have enough IT professionals.
12. We need to produce this report by Monday, but first try to _____ through financial data.
13. I actually wish to _____ to how our company has improved the recent sales figures.
14. Employees are encouraged to _____ and develop unconventional solutions.
15. There is a plan in our company to set a new _____ for managerial salaries.





Task 4.

Listen to the survey results of top executives who were supposed to indicate the most annoying buzzwords in their workplaces. Find out what they responded, and discuss with the group the most infuriating phrases overused by your colleagues.

THE TEN MOST ANNOYING BUSINESS BUZZWORDS

The workplace is overwrought with clichés, buzzwords and industry jargon, often leading to a ‘disconnect’ between coworkers (i.e. you have no idea what they’re saying, but you nod and smile anyway). Nearly everyone uses buzzwords from time to time, but professionals are evaluated increasingly on their ability to communicate. Avoiding overused terms, particularly in formal communication, can help workers convey their message more effectively. In a poll of 150 senior US executives from the country’s 1,000 largest companies, executives were asked, “What is the most annoying or overused phrase or buzzword in the workplace today?” Their responses included:

1. **Leverage** (as a verb): As in, ‘We intend to leverage our investment in IT infrastructure across multiple business units to drive profits.’
2. **Reach out**: As in, ‘Remember to reach out to customers impacted by the change.’
3. **It is what it is**: As in, ‘The server is down today, and clients are irate. It is what it is.’
4. **Viral**: As in, ‘Our video has gone viral.’
5. **Game changer**: As in, ‘Transitioning from products to solutions was a game changer for our company.’
6. **Disconnect** (as a noun): As in, ‘There is a disconnect between what the consumer wants and what the product provides.’
7. **Value-add**: As in, ‘We have to evaluate the value-add of this activity before we spend more on it.’
8. **Circle back**: As in, ‘I’m heading out of the office now, but I will circle back with you on this later.’
9. **Socialize**: As in, ‘We need to socialize this concept with our key stakeholders.’
10. **Interface** (as a verb): As in, ‘My job requires me to interface with all levels of the organization.’



1. Complete sentences with words given below.

lines	ground	opener	board
foot	break	seat	

- The committee will certainly *take your opinions* on before making a decision.
- He told a few jokes to *the ice*.
- Reading between the*, I'd say he isn't happy with the situation.
- It seems increasingly unlikely that the two sides will find any *common*
- I'll be happy to *take a back* when Robin takes over.
- I *got off on the wrong* with Patrick.
- Living in another country can be a real *eye-*.....

2. Match the idioms from ex. 7 (a-g) to their meanings.

- immediately establish a bad relationship with someone when you first meet them or first start working with them
- guess something that is not expressed directly
- do or say something that makes people feel less shy or nervous in a social situation
- a situation that shows you something surprising that you did not know before
- something that people can agree about, especially when they disagree about other things
- consider an idea, problem, or situation and try to deal with it
- deliberately become less active, and give up trying to control things

3. Answer the questions:

- Does your boss always take your opinion on board?
- How can you break the ice when you're on a business meeting?
- What was a real eye-opener for you when it comes to other cultures?
- In which situations do you prefer to take a back seat at work?
- What should you bear in mind if you want to find common ground with somebody?
- Does your culture require reading between the lines?
- When was the last time you got off on the wrong foot with someone? What happened?

How to work with people who get under your skin

1. Discuss the following quotations from a video you're going to watch. What do you think they mean? Do you agree or disagree with them? Give reasons for your answers.

"We all have this colleague who, we hope, quits his job so everyone in the office is happy. If you don't know any such person, quit your job."

"I told all my colleagues at work that I have a twin so that when I see them in public I don't have to talk to them."

2. Discuss the questions.

- How well do you get on with your colleagues?
- Have you ever experienced a difficult relationship with a colleague? What happened?

3. Match the phrases in the following sentences to their definitions.

- a) His constant complaining really **gets under my skin**.
 - b) When you have a problem with someone at work, you have to be able to **cross the divide**.
 - c) It's important to **develop coping mechanisms** for stress and anxiety.
 - d) Everyone's got too much work to do! We're **all in the same boat**.
 - e) A manager must know how to **build rapport** with their team.
-
- 1) find ways to manage painful or difficult situations
 - 2) establish a relationship and build understanding with someone whose views are different to yours
 - 3) develop trust, liking and friendship with someone
 - 4) irritate or upset someone
 - 5) be in the same or a similar situation

How to work with people who get under your skin

4. Replace the words and phrases in the sentences below with the correct form of the phrasal verbs in the box.

freeze out

give off

point out

put off

- a) She keeps **postponing** important phone calls.
- b) I think he's just shy, but he can **emit/produce** a snobbish vibe.
- c) My colleagues keep **excluding** me from discussions.
- d) My boss never praises my work but he's always quick to **draw attention to** my mistakes.

5. Discuss and agree or disagree with the following statements. Circle the number which is true for you (1 = absolutely agree, 5 = absolutely disagree). Compare and give reasons for your answers with a partner.

- I tend to put off difficult tasks and conversations. 1 2 3 4 5
- I don't mind if a colleague points out my mistakes. 1 2 3 4 5
- I have good coping mechanisms for stressful situations. 1 2 3 4 5
- Sometimes I give the wrong impression to other people. 1 2 3 4 5

6. You're going to watch a video giving advice about relationships at work.
Predict the following:

- What kinds of behaviours can cause problems between people at work?
- Tips for resolving problem relationships at work.

7. Watch the [video](https://youtu.be/F1F-7cDOX2I) [<https://youtu.be/F1F-7cDOX2I>] and find out whether any of your ideas from ex. 6 are mentioned.

How to work with people who get under your skin

8. Watch the [video](#) again and complete the following sentences.

TIP ONE: FACE THE PROBLEM

- a) Most of the time, we find that people want to with the other person, because they dislike them.
- b) ...a difficult, but open and honest conversation, with the person you dislike can bring a

TIP TWO: CHECK YOUR NARRATIVE

- c) Think about what you
- d) ...nobody is getting the benefit of their different

TIP THREE: GET THEIR PERSPECTIVE

- e) Ask questions and seek to understand the
- f) If you show that you're open to listening to the other person and genuinely want to understand where they're coming from, you'll have a much more

9. Discuss the following questions. Give reasons for your answers.

- What kinds of bad habits at work really get under your skin?
- How do good managers build rapport with their team?
- Have you or any of your colleagues ever been frozen out at work?
- Can you give an example of when you crossed the divide with someone at work?



How to work with people who get under your skin

10. Watch the final part of the [video](#) again (from 03:31) and correct the following statements.

Remember...

- a) It's probably personal.
- b) You don't have to learn to like the person that you're in conflict with, you just have to tolerate them.
- c) Be willing to stick to your assumptions and then learn from that.
- d) Offer your own ideas and approaches.
- e) Be yourself. Be open, be honest about your own faults and weaknesses.

11. Discuss the statements in ex. 10. Do you agree or disagree? Give reasons for your answers.

12. Role play! Work with a partner. You are going to have an open and honest conversation about some issues you are having with your colleague. Read your card and talk with your partner. Try to use some of the strategies and vocabulary you have learned. Can you resolve the issue?



7

SMALL TALK



1. Complete the gaps below to explain the purpose of each sentence.

attention

belonging

boost

networking

question

- a) "*I'm all ears.*" >>> giving somebody your full
- b) "*How did you get into the industry?*" >>> doing professional
- c) "*How long did you stay in France?*" >>> asking a follow-up
- d) "*My family have really supported me since I decided to change careers.*" >>> expressing a sense of
- e) "*I've been overjoyed ever since I got a dog.*" >>> reporting a in happiness

2. Read the definition below and discuss how the phrases in ex. 1 might be linked to small talk.**SMALL TALK** (uncountable; *make small talk*)

a light, informal conversation, usually with someone
you do not know well

3. Complete each sentence with a preposition.

- a) Starting a conversation with a stranger can come as awkward.
- b) Weddings are a great opportunity for single people to pair to dance, rather than dance alone.
- c) At business events it's good to reach to people you don't know.
- d) Staying engaged a conversation with a stranger can sometimes be difficult.
- e) People should put their phones during small talk.

4. Decide whether or not you agree with the statements from ex. 3 and why.

5. Discuss the questions below. Then, watch a [video](#)

[<https://youtu.be/JWybsoGx5UY>] (to 03:20) about small talk and check your answers.

- a) What two things do people usually do if they don't know anyone at a party?
- b) What's the 'liking gap'?
- c) When you make small talk, what can you do to be more likeable?
- d) What follow-up question could you ask when a person tells you they like travelling?
- e) What can come across as impolite during small talk?



6. Complete the gaps with one word each. Then, watch the [video](#) again (to 03:20) and check.

- a) So you have two options: the obvious one of staring at your phone, or the terrifying one of talking to strangers.
- b) They asked each person to how much they liked their partner and how much they thought their partner liked them. People consistently how much people liked them and enjoyed their company.
- c) Questions like 'What do you do?' can be pretty
- d) Asking follow-up questions is important. This shows you're listening.
- e) Studies have shown that people who texted during a conversation were seen as less polite and
- f) For example, experts that three out of four jobs are found through professional networking rather than a job ad.
- g) Research has found that people report feeling happier when they chat with someone like a bartender or barista and treated them more like an than a stranger.
- h) interactions can be really positive experiences.

7. Discuss the questions.

- How useful would you rate the video, on a scale from 1 to 10? Justify your answer.
- According to the video, people feel better when they treat strangers as acquaintances. What could be the reason behind that?
- In your opinion, why is the liking gap so common?
- How important is professional networking to you?
- How good are you at small talk? Has it always been like that? If not, why has it changed?
- When was the last time you made small talk? How did it go?

8. Choose two topics from the box and create a small talk question for each one. Try not to make the questions dull!

entertainment food hometown upcoming events weather

9. Pair up (if possible, with a person you don't know very well) and ask your partner your questions from ex. 8. After each answer, ask at least one follow-up question. Try to keep the conversation going for as long as you can.**10. In pairs, imagine you are at a wedding making small talk with a guest you have just met. Your teacher will give you each a card with two phrases. Try to lead the conversation so that you are able to use the phrases as casually as possible. At the same time, pay attention to what your partner is saying because you will have to work out which two phrases they were given by the teacher. Wait until the end of the conversation to guess what is on your partner's card.**

Mastering small talk

11. In pairs, tell each other what you remember from the video, using the words below. Once a word has been used, cross it out. Talk until you have used up all the words.

acquaintance	put away	estimate	underestimate	actively
mindlessly	pair up	networking	reach out	casual
attentive	attention	engaged	follow-up	dull
	belonging		boost	rate
			come across	

SOCIAL ENGLISH

- nawiązywanie kontaktów -

SŁOWNICTWO

alcopop - napój z niewielką ilością alkoholu
alter - zmienić
big shot - gruba ryba
brew - piwo (browar)
bumpy - wyboisty, nierówny (np. lot)
cab - taksówka
compelling - przekonujący, interesujący
customized - zrobiony na zamówienie
demand - popyt
e-commerce - handel internetowy
foster - rozwijać, wspierać
get-together - spotkanie towarzyskie
hail - okrzyknąć bardzo dobrym
how's tricks? - jak się sprawy mają? (inf)
long time no see - kopę lat
lousy - nieprzyjemny, kiepski
merchandise - towar

miserable - żałosny, nędzny
Munich - Monachium
pass by - przechodzić obok
private limited company - spółka z o.o.
purchase - kupić
remarkable - godny uwagi, niezwykły
run through - przeglądać (np. notatki)
smooth - gładki, spokojny
stand - stoisko
steady - stały
take a peek at - spojrzeć na coś
take up - zajmować (czas)
trade fair - targi
turn up - pojawić się gdzieś
up the duff - w ciąży (inf)
venture - śmiałe przedsięwzięcie
with hindsight - z perspektywy czasu

13. Przeczytaj poniższe zdania i uzupełnij brakujący wyraz.

1. _____ are you enjoying the get-together?
2. _____ I get you some alcopop or brew?
3. _____ you always worked in the e-commerce industry?
4. _____ you know any big shots here?
5. _____ about fostering collaboration between our companies?
6. _____ miserable weather!
7. _____ you mind if I take a peek at the agenda?
8. _____ time no see!
9. _____ was your flight? Was it bumpy or smooth?
10. _____ do you do for a living?
11. _____ this your first time in Munich?
12. _____ you been to the market square yet?
13. _____ you say that it was a compelling presentation?
14. _____ you have any lousy situations with the local businesspeople here?
15. _____ I run through this afternoon's programme, please?

14. Przeczytaj poniższą wiadomość e-mail. Rozszyfruj poprawny wyraz.

Dear Mr Smith,

I see from the website of the Munich trade (RAIF) that your company will be attending the event. I am a sales representative at IT Pro, which designs (CMTUZSIOED) websites and online systems.

I was wondering if you could (SSAP YB) our (NSTAD) (no. 28, next to the entrance) where I could present our offer to you. I promise it will not take up more than a few minutes of your time. Alternatively, I can (RTNU PU) by your stand. I would be grateful if you could let me know in advance.

I look forward to hearing from you.

Karolina Nowak

15. Uzupełnij fragmenty różnych rozmów biznesowych słówkami z ramki.

merchandise limited purchase venture demand hailed remarkable

Bianca: I heard your talk a few hours ago and I find your idea (1) Tell me about your (2) in detail, please.

John: Thank you. Basically, I run a so-called shopping search website where you can compare prices from various stores. There are hundreds of similar websites but we offer additional tools for our clients.

Adam: So what kind of business are you in?

Isabel: We're a private (3) company producing wooden toys. We have 300 people working for us and the business is growing fast. There's a steady (4) for such quality (5) in our country.

Margaret: Who are your main competitors?

Ralph: In Europe, there are a lot of producers with me-too products, but our reputation is excellent. Last year, one of our projects was widely (6) as a success. How about your firm?

Randy: My name is Randy Brown and I took part in your show. I was impressed by the demonstration of your household robots. I was wondering how I could (7) one.

Nicki: Could you give me your business card and I'll contact you when I'm back in the USA?

16. Odszukaj w wykreslance 5 słów. Następnie uzupełnij dialog.

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

Adrian: You are Zoe, aren't you?

Zoe: Hi! That's right. And you are ... ?

Adrian: Adrian Crawford. We were at that Warsaw conference last year.

Zoe: Oh, yes. Now I remember. Time flies, doesn't it? How's ?

Adrian: Can't complain. You were in the process of relocating, weren't you?

Zoe: That's right! I finally ended up in London with my husband and kids. With , I think it was the right choice. And where are you now?

Adrian: Well, I wished to my life and so I did. I decided to establish my own business in Cracow and everything is going really well. My wife is up the and I'm more motivated to get by with my own company.

Zoe: Congratulations! I'll keep my fingers crossed. So what are you doing here in Bristol?

Adrian: There's a forum for entrepreneurs in the Grand Hotel and I've decided to come.

Zoe: You're kidding. I'm on my way there! You know, networking and seeking prospective clients.

Adrian: Oh, I see.

Zoe: I can give you a lift if you want to. You won't need to catch a

Adrian: With pleasure if that's OK with you.

Zoe: Sure, get in the car.

Adrian: Thanks a lot.

Small talk phrases

Below are some typical **small talk phrases** you can use next time you bump into someone you know, where perhaps you haven't seen each other for a while.

- Opening the Conversation

Hi, fancy seeing you here – how are you?!

Hi.. it's great to see you again!

Hi..how are you doing?!

I haven't seen you for/in ages – how are things?

I haven't seen you since (Christmas). How are you going?

Phrases like 'how are you going?' are often shortened in spoken English to 'How you going?' or phonetically you'll even hear something like 'how-ya going?!"

'Fancy meeting you here!' is used especially in the UK and Australia to show you're surprised to meet them at this place.

- Catching up and gossiping

(The) last time I saw you, you were looking for a new job. How'd that go?

I think it's been a year now. Did you end up getting that job | promotion? (nb we use 'that' to refer to things we both already know about, in this case 'that job' refers to 'that job I remember you applied for')

I remember you were planning to head off to Japan. How'd it go?

Did you hear about Susan and Jim? They're getting a divorce!

You won't believe this – Kelly's pregnant!

Last time I heard you were moving to Londonia. What happened?

- Asking about their work or studies

Are you still working for (company)?

Are you still with (company)?

How's it going at (company/university)?

How's business?

So how are your studies going?

So how's work going?

- Responding to good news

That's great!

That's wonderful!

Congratulations! (nb congratulations in English is plural. Congratulations + ON + noun phrase, e.g.: Congratulations on getting the job | the promotion!)

Awesome | fantastic | cool!

- Responding to bad or disappointing news

I'm really sorry to hear that.

Well I hope everything will be alright.

Will you manage ok?

That's terrible!

That's awful!

I just can't believe it.

- Asking after someone else

How are the kids?

How's Mike going?

Please say 'hi' to him for me.

Please give my regards to (person) for me. [more formal]

- Commenting on someone's new look

Hey, I really like your new hairstyle.

I really love those shoes – where'd you get them?

You look like you've been working out [to a man who might be going to the gym]

You look in great shape!

You look great!

Those glasses really suit you!

- Closing the conversation

It's been great to see you again but I'd better be off..

Sorry, I've got to go – I've got a meeting at 11am.

Listen, we should do this again sometime [and then swap numbers if you don't have their details]

Look, let's catch up again – what about next week? [if you're confident you both want to catch up]

It was great talking with you, but I've got to go. Good luck with the new job!

I'd better let you go This is a polite way to show you are respecting their time, but you want to go too/

If you don't want to see this person again soon, I wouldn't recommend suggesting a time to meet just to be 'polite.' Instead, you can simply say how good it was to see them and wish them a good day or wish them well with something you just talked about.

GET INTO **ENGLISH**



8-9

BUSINESS MEETINGS





BUSINESS MEETINGS – INTRODUCTION

Task 1.

What meetings do you attend at work? Analyze the following meeting types, and add your own examples.

1. AGM
2. board meetings
3. team meetings
4. stand-up meetings
5. project meetings
6. appraisal meetings
7. team building meetings
8. _____
9. _____
10. _____

Task 2.

Why do business people hold meetings? Complete the following collocations, and then decide on the most common reasons to arrange meetings in your team, department or company.

Business meetings are held to:

1. devise _____
2. streamline _____
3. communicate _____
4. solve _____
5. review _____
6. forecast _____
7. reconsider _____



Task 3.

Complete the following sentences with the verbs used in Task 2 in the correct grammatical form.

- | | |
|----------------|---------------|
| a) devise | e) review |
| b) streamline | f) forecast |
| c) communicate | g) reconsider |
| d) solve | |

1. We have _____ your proposals and decided to go ahead with the deal.
2. The company has already _____ a computer system to enable effective cooperation in teams.
3. They _____ a large drop in unemployment over the next year.
4. I've been trying to _____ this problem for over a week, but I still haven't cracked it.
5. The company uses new software to _____ our workflow.
6. He _____ all his options before taking his final decision about the company strategy.
7. The director has already _____ the news about new cost-cutting measures across the board.

Task 4.

Use the following verbs to complete statement B in the following extracts. Remember to use the correct grammatical form.

convene | postpone | chair | raise | circulate | draw up | handle

A: The meeting cannot take place on Wednesday morning.

B: We have to 1) _____ it.

A: Could you please sort out this problem first?

B: Sure, I'll 2) _____ it as a priority.

A: It's too important to be done by emails. We need to discuss the issue face to face.

B: Ok, then let's 3) _____ a meeting.

A: Who's going to be in charge of today's meeting?

B: Emma is 4) _____ the meeting.

A: I don't like to bring up business at lunch.

B: I entirely agree. However, people 5) _____ business topics at lunch.

A: Who's responsible for sending the report after the budget meeting?

B: Our management is 6) _____ the report.

A: I need the agenda to be prepared officially in writing.

B: Ok, I'll make sure it's 7) _____ .

Task 5.

Match the following meeting terms with their definitions below.

AOB | attendee | chairperson | agenda | meeting venue | meeting minutes | agenda item

1. the person in charge of a meeting → _____
2. things that are discussed at the end of a meeting → _____
3. a written record of what was said at a meeting → _____
4. a list of matters to be discussed at a meeting → _____
5. one of the subjects to be considered at a meeting → _____
6. the place where a meeting is held → _____
7. a person who takes part in a meeting → _____

Task 6.

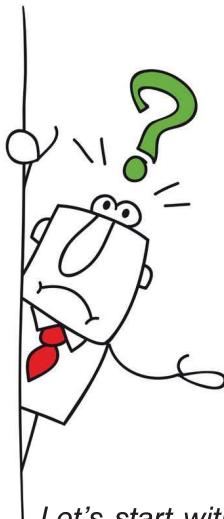
Are all your meetings always productive? Have you ever attended an unproductive meeting? Look at the following table, and exchange examples with the group.

PRODUCTIVE MEETINGS	UNPRODUCTIVE MEETINGS
<ul style="list-style-type: none">▶ have a purpose▶ well-structured with agendas▶ have a clear objective▶ focus on solutions, not updates▶ necessary meetings▶ no unnecessary distractions▶ a timer set to keep things on track▶ participants coming prepared	<ul style="list-style-type: none">▶ don't have a purpose▶ unprepared with no clear direction▶ vague objective or no objective▶ too much time on status updates▶ to be avoided for a quicker alternative▶ people answering calls / texting, etc.▶ hot and lengthy debates allowed▶ participants coming unprepared

Task 7.

Look at the following meeting rules, and decide which of them are highlighted in your company. Add your own ideas to the list.

1. Start on time and stay on track.
2. Respect the attendees by communicating clearly and valuing their time.
3. Never arrive ill-prepared.
4. Have an agenda with a clear purpose of the meeting.
5. Set a timeframe and keep the meeting on schedule.
6. Avoid unproductive information overload.
7. _____
8. _____
9. _____
10. _____



BUSINESS MEETINGS – VOCABULARY OVERVIEW

Let's start with the basics. Here's a handout of phrases you may find helpful when preparing for your business meeting. As you go further through the exercises, you will build on them and learn more. For now, read the expressions below, and try to memorize them.

USEFUL COLLOCATIONS



- | | | |
|-------------------------------------|------------------------------------|--------------------------------------|
| ▶ call / convene
a meeting | ▶ cancel / call off
the meeting | ▶ summarize / sum up
the meeting |
| ▶ invite people
to the meeting | ▶ chair the meeting | ▶ go over the main items |
| ▶ draw up the agenda | ▶ take minutes | ▶ draw conclusions |
| ▶ circulate the agenda | ▶ raise / bring up an issue | ▶ make final remarks |
| ▶ postpone / adjourn
the meeting | ▶ address a problem | ▶ fix the date of another
meeting |
| | ▶ make a proposal | ▶ close the meeting |
| | ▶ make / take a decision | |

USEFUL IDIOMATIC EXPRESSIONS

1. Now, that we are all here for today's meeting, let's **get the ball rolling**.

2. Let's **get down to business** as we need to **cover a lot of ground** today.

3. I think we've covered enough for now, so let's **call it a day**.

Business meetings

A

Features of business language

Business language can be lively but it is sometimes criticised for certain negative features. For example, it can be ‘wordy’, using more words than are necessary, for example, using at this moment in time (instead of ‘now’) or on a weekly basis (instead of ‘weekly’).

A second negative feature of business language is its use of clichés (certain phrases that are used so often in specific contexts that they lose their originality), for example, have a window (have some time available) or touch base (talk to each other).

A: Can we touch base next week?

B: Sure, I have a window on Monday afternoon between two and four.

Many of the idioms in this unit could also be considered clichés.

B

Idioms in business meetings

I have two issues to bring to the table at our next meeting. [raise for discussion]

It's hard to know what do. We're between a rock and a hard place. [whichever decision we make, there is a problem]

The fact of the matter is that we are in a very difficult situation. [the truth is]

I think Hari is the ideal person for the job. He ticks all the boxes. [has all the characteristics we want]

The two managers used to be polite to each other; but now the gloves are off, and they make no attempt to hide their feelings. [they challenge each other in an unpleasant way (informal)]

We must work 24 / 7 [twenty four seven] to achieve our aims. [all the hours we can]

It's a dog-eat-dog world in our line of business. [situation where people will do anything to be successful, even if it is harmful to others]

C

Idioms to talk about business ideas

idiom	example	meaning
at the cutting edge	We have to try to develop a product that is truly at the cutting edge .	the most up-to-date and advanced
blue-sky thinking	Management are going away for a weekend of blue-sky thinking about the company's future.	creative thinking
think outside the box	We hired Frank because of his ability to think outside the box .	think in an original and imaginative way
push the envelope	We don't want to lose our company's reputation for pushing the envelope .	innovating; going beyond normal boundaries
joined-up thinking	Unfortunately, there hasn't been enough joined-up thinking in our approach over the last year.	making appropriate connections
suck it and see	The idea might work, and it might not. We need to just suck it and see .	do something you have not done before to find out whether it is successful or not (informal)

Exercises

32.1 Read these comments and answer the questions.

1 When do you next have a window, Sandra?

What does the speaker want to find out?

2 We'll need to touch base soon.

What is the speaker suggesting?

3 Things are rather difficult at this moment in time.

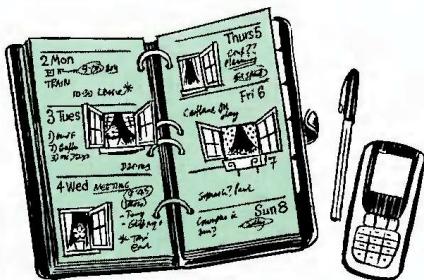
Why would some people not like this expression?

4 We should have a meeting on a weekly basis.

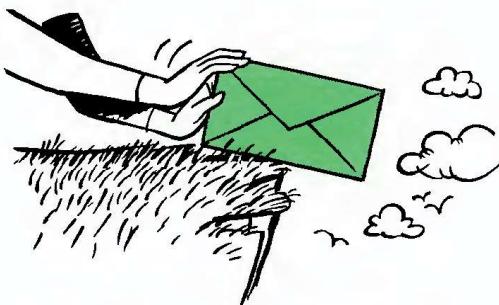
Does this sentence mean exactly the same as 'We should have a meeting every week'?

32.2 Which idioms do these pictures make you think of?

1



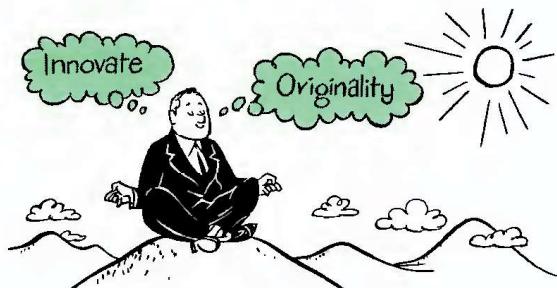
3



2



4



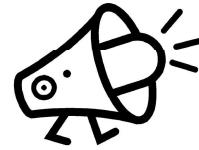
32.3 Complete each idiom.

- 1 I don't know what to advise. The only solution is to it and see.
- 2 The of the matter is that the company is now in a very difficult position.
- 3 We've tried all the obvious solutions. Now we'll have to try thinking outside the
- 4 The two managers have become serious rivals, and the gloves are
- 5 In the business world, it's a matter of dog eat
- 6 There is a need for more joined-..... thinking from our managers.
- 7 It's a very difficult situation. We're between a and a hard place.
- 8 Some of his ideas are very innovative; they really push the

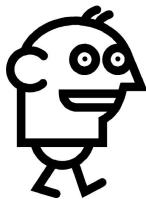
32.4 Replace the underlined part of each sentence with an idiom.

- 1 Do you have any points that you would like us to discuss today?
- 2 We need to prove that our products are the most up-to-date if we are to stay competitive.
- 3 They've been working all hours of the day and night to complete the project.
- 4 The truth is that our previous advertising campaign was not as successful as we had hoped.
- 5 I have some time when we could meet on Thursday afternoon if that suits you.
- 6 They chose Mark for the job because he had everything they were looking for.

Expressing my opinion ...

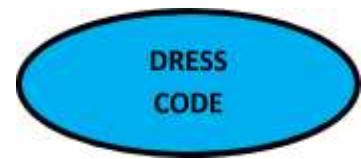


In my view ...
 As far as I'm concerned ...
 Personally, I believe/feel ...
 I tend to think that ...
 I'm convinced that ...
 Speaking for myself ...
 As far as I know ...
 As far as I understand /can see ...
 I'd like to point out that ...
 What I mean is ...
 It seems to me that ...
 From my point of view ...
 If I'm not mistaken ...
 I might be wrong but ...
 I have mixed feelings about/on this ...
 I have nothing to say for myself. ☺ Don't use this sentence. ☺



Let's practise ...

1. Being on time or just in time?
2. Your phone on the table or in the bag?
3. Drinking coffee/eating snacks or waiting for the break?
4. Cleaning up after yourself?
5. Do clothes reveal our personality?
6. Should companies specify their dress codes?
7. What's business casual?
8. Advantages and disadvantages of working in a multinational environment
9. Your ethical code at work
10. Your tips for behaving in a restaurant with a strategic business partner
11. Business etiquette on board



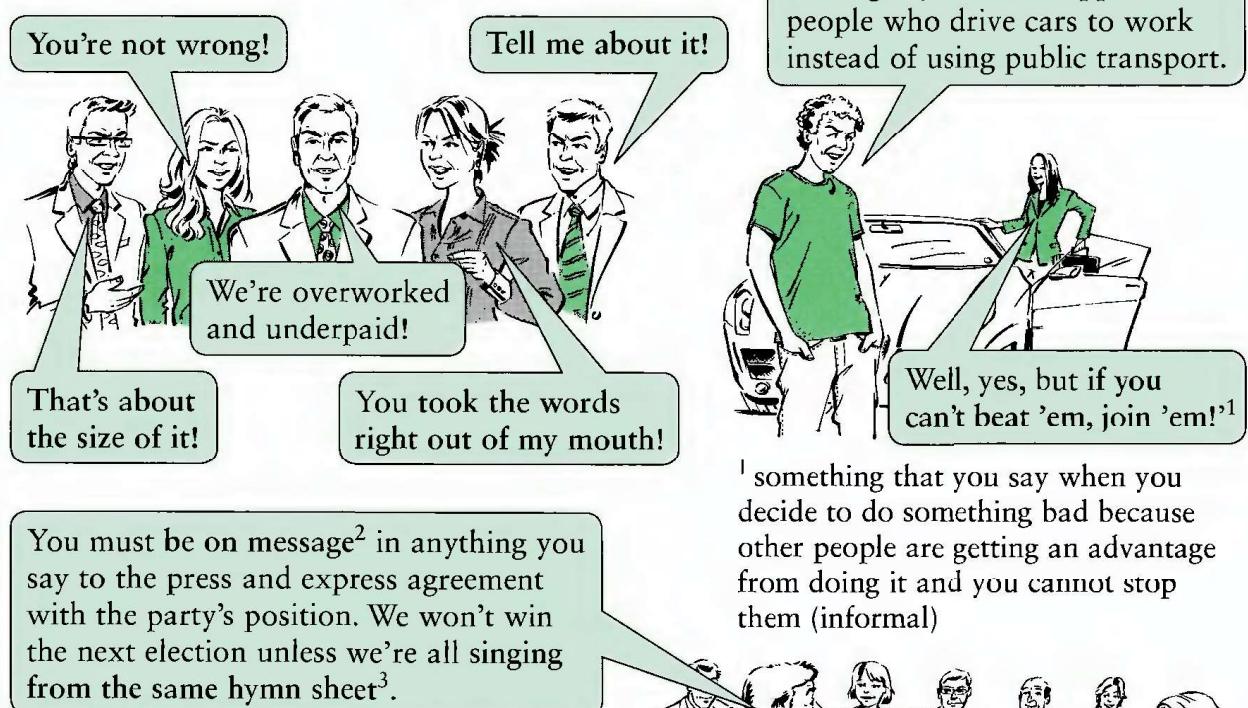
Agreeing and disagreeing

A

Agreeing

Maria doesn't approve of letting children eat sweets and chocolate, and her husband is of the same mind / of like mind. [has the same opinion]

The four people are all agreeing in an informal way with the man in the centre.



I thought you didn't approve of people who drive cars to work instead of using public transport.



You must be on message² in anything you say to the press and express agreement with the party's position. We won't win the next election unless we're all singing from the same hymn sheet³.

¹ something that you say when you decide to do something bad because other people are getting an advantage from doing it and you cannot stop them (informal)



² support the official view of the organisation ³ saying the same things in public

B

Disagreeing

Manager: The only choice is to introduce my plan for longer working hours. It'll increase our productivity levels, which will be good for us all.

Bill: I beg to differ¹. I think the staff will get very tired, and that will reduce productivity.

Manager: There's a world of difference² between expecting people to work twelve hours a day and asking them to occasionally work ten hours, which is all I'm asking.

Bill: Ten hours and fifteen minutes actually.

Manager: Now you're just splitting hairs³.

Bill: Well, you're at odds with⁴ your staff on this one. Everyone thinks you're barking up the wrong tree⁵! They say that paying people more would be a far better way to increase productivity.

Manager: Hey, I'm not exactly a lone voice⁶! Joanna, you backed my plan yesterday.

Joanna: Yes, well, now I'm torn⁷. I'm in two minds⁸ as to whether it'd work or not.

Manager: Well, I'm sorry this note of discord⁹ has crept into our discussions. I know it's a difficult decision to make. Tom, what do you think? You're usually good at pouring oil on troubled waters¹⁰.

¹ I disagree (formal) ² a big difference ³ arguing about whether unimportant details are exactly correct ⁴ have a different opinion from ⁵ trying to achieve something in the wrong way or being wrong about the reason for something (informal) ⁶ the only person with a specific opinion

⁷ undecided ⁸ unable to decide ⁹ disagreement (formal) ¹⁰ calming down a difficult situation

Exercises

45.1 Look at A. Correct the mistakes in these idioms.

- 1 A: I think we should go home now.
B: You took the sentence right out of my mouth.
- 2 A: This project is a total disaster, isn't it?
B: Yes, that's about the shape of it!
- 3 A: I think Jack is arrogant and rude.
B: Talk about it!
- 4 A: I think they were wrong to sack George just for being late a few times.
B: I think most of us are of the same meaning about that.
- 5 A: I'd never have expected to see you at a casino. I thought you didn't approve of gambling.
B: Well, in the end I thought, 'If you can't win 'em, join 'em.'

45.2 Complete each idiom.

- 1 They were having a terrible row, so I tried to pour oil on troubled
- 2 Frank's convinced he's right, but I think he's barking up the wrong
- 3 The CEO wants to ensure we're all singing from the same
-
- 4 It's part of a lawyer's job to be pedantic, to spend time splitting
- 5 Absolutely. You took the words right out of my
- 6 Our normally friendly meetings have been spoilt by a note of recently.
- 7 You may think it's a good idea, but I beg to
- 8 I don't know what to think. I'm in two

45.3 Choose the correct word to complete each idiom.

- 1 He certainly is a nasty person. You're not [untrue / wrong / false]!
- 2 When everyone else was ignoring the situation, Kate was a(n) [lone / only / alone] voice pointing out the danger we were in.
- 3 It's so hard to decide – I'm really [worn / torn / broken] about what to do.
- 4 As twins, Una and I tend to be of [alike / similar / like] mind over most issues.
- 5 That politician is at [difference / minds / odds] with his party over their economic policy.
- 6 The company's spokespeople were briefed before talking to the press to ensure they were all on [note / tone / message].

45.4 Replace the underlined part of each sentence with an idiom.

- 1 There's a big difference between being poor and not having as much money as you'd like.
- 2 I have a different opinion from everyone else in my family about where we should go on holiday.
- 3 Please do all you can to calm things down. I hate it when people argue.
- 4 The politician was sacked for not following the party line.

45.5 Do you agree or disagree with these statements? Respond to each statement with an idiom.

- 1 Men are better drivers than women.
- 2 Learning grammar rules is a waste of time.
- 3 Footballers deserve to be paid a lot more money than politicians.
- 4 TV has a bad effect on family life.
- 5 I couldn't live without my mobile phone.

1. Discuss these questions in pairs/groups.

- How much time do you spend on meetings at work daily/weekly?
- What type of meetings do you have? Are they teleconferences, online meetings, 1-on-1 meetings, kitchen meetings, stand-up meetings? Which ones are most common?
- How much of your day do you spend sitting? Think about your work life, commuting and your free time? Do you think you sit too much?
- Would you prefer to have a job in which you sit, or stand and walk? Why?

2. Some people say that there are a lot of disadvantages of working in a modern office. In pairs, create a ranking by putting these disadvantages of office work from 1 (the biggest one) to 8 (the smallest one).

- | | |
|-------------------------------------|--|
| a) limited or no privacy | e) health problems due to sitting |
| b) too much time wasted on meetings | f) a too stressful and dynamic environment |
| c) noise in open-plan offices | g) eating snacks and ready-made meals |
| d) too much overtime | h) causes sight problems (looking at the screen all day) |

3. Watch the first part of the video [<https://youtu.be/iE9HMudybyc>] (to 02:00) and write down what the figures below refer to.

- 9.3
- 10%
- 7%
- 20-30

4. Watch the second part (from 02:00 to 03:18) and complete the gaps with one word each.

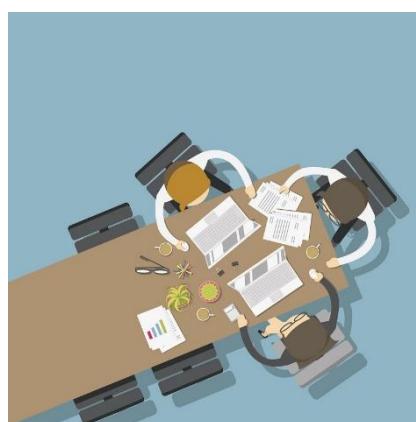
- a) You could take care your health, or you could take care obligations.
- b) First, there's this amazing thing about actually getting of the box.
- c) And if we're going to solve problems and look the world really differently.
- d) So I started this talk talking the tush, so I'll end with the bottom line (...).
- e) You'll be surprised how fresh air drives fresh thinking.

5. In her talk, Nilofer Merchant uses some colloquial/idiomatic expressions. Try to connect them with their meanings (choose either 1) or 2) for each expression).

- | | |
|----------------------------|--|
| a) tush | 1) rear-end, bottom
2) belly |
| b) get off your duff | 1) stop sitting and drinking beer
2) stand up and start doing things |
| c) huff and puff | 1) be stinking of sweat
2) breathe very hard |
| d) out-of-the-box thinking | 1) original approach to a problem
2) trying to figure out how to escape |
| e) the bottom line | 1) introduction/beginning
2) the main or essential point |

6. In small groups discuss these points related to the talk.

- Do you agree that sitting is the smoking of our generation? Can sitting really be so unhealthy? If so, what can be done to get us off our duffs?
- Nowadays people are sitting 9.3 hours a day, which is more than we're sleeping, at 7.7 hours. How about you? How much do you sleep vs sit?
- How much sport activity do you do? Do you huff and puff after a 15-minute walk or going 4 stories upstairs?
- Why do you think that walking may stimulate out-of-the-box thinking?
- Can you imagine using walking meetings in your work? What could be the problems and the benefits of such a solution?
- What's the bottom line of this TED talk that you will remember?





10

BUSINESS NEGOTIATION



The 6 most important negotiation skills

1. Discuss what these negotiation skills mean in your opinion:

- Rapport-building
- Active listening
- Mirroring
- Emotional objectivity
- Ability to walk away
- Creativity

2. Now, read the text and compare it with your ideas.

3. Find words and phrases in the text which mean the following:

- a) to fail to resist pressure, temptation, or some other negative force
- b) to make someone feel bored or no longer interested in something
- c) to become less able to understand things or deal with them
- d) the quality or state of being exposed to the possibility of being attacked or harmed, either physically or emotionally
- e) to argue in order to agree on the price of something
- f) act or do too quickly, without considering the effects of your actions
- g) to succeed in doing something that is difficult
- h) possible or likely to succeed
- i) something you give or allow to someone in order to reach an agreement
- j) to make a lot of effort to achieve something

4. Complete the questions with the highlighted words/phrases from the text in the correct forms.

- a) Describe the last negotiation that you What was the final result of it?
- b) When was the last time you and then you regretted it?
- c) How do you assess if a project or a task is
- d) When was the last time you about the price? What did you want to buy?
- e) What is something you're constantly to improve?
- f) How often do you to pressure to work overtime?

5. Work in pairs and discuss the questions from the previous exercise.

THE 6 MOST IMPORTANT NEGOTIATION SKILLS

By Aja Frost

1) Rapport-building

If you form a human connection with the other party, they're less likely to view you as the enemy. You'll have an easier time reaching an agreement that makes you both satisfied. They'll also be more receptive to your initial offer.

Quick tips:

- Show up with coffee and/or snacks to share.
- Spend a few minutes beforehand on lighter topics.
- Sit on the same side of the table as the other negotiator(s).

2) Active listening

The quickest way to lose a deal?

Monopolize the conversation and ignore the other person every time they do get a spare word in. Even the most eager-to-sign prospects will be turned off by your aggressive behavior. In contrast, listening closely will show respect and give you valuable insight into their priorities.

Quick tips:

- Listen just as much -- if not more than -- you speak.
- Pause before responding. You might think the person has finished their thought, but they may just be taking a breath.

3) Mirroring

Imitating the words, gestures, and expressions the other person is using will make you appear more trustworthy. It takes some skill to pull this off without them noticing.

Quick tips:

- Pay attention to the phrases they repeatedly use and use them, too.
- After they change position, wait five to 10 seconds and then match them.

4) Emotional objectivity

As soon as you demonstrate emotion during a negotiation -- whether it's excitement, frustration, anxiety, or impatience -- you reveal your **vulnerabilities**. Also, getting flustered hinders your decision making skills. Strive to stay calm and unemotional.

Quick tips:

- If you can sense you're losing your grip, request a five-minute break to get something to drink or visit the bathroom.
- Take a few deep breaths.
- Pause before speaking so you don't accidentally say anything rash.

5) Ability to walk away

Any agreement isn't always better than no agreement. In other words, you need to recognize when you're compromising so much the deal is no longer worth it. Come knowing your minimum acceptable offer -- and be prepared to walk away if the other party won't meet that.

Quick tips:

- Make sure you don't succumb to the pressure of the moment by writing down the lowest price or deal you'll accept on a piece of paper.
- Practice politely saying, "Unfortunately, I can't go below X. Let me know if that's not feasible for you."

6) Creativity

Successfully crafting a win-win agreement usually requires getting creative. Try to think outside-the-box so you're not limited to standard price haggling.

Quick tips:

- Ask the other party, "What's important to you besides cost?"
- Brainstorm non-monetary **concessions**, like extended support, early access to new features, tickets to exclusive events, free consultations, check-ins with a member of your executive team, and so on.

<https://blog.hubspot.com/sales/negotiation-skills>



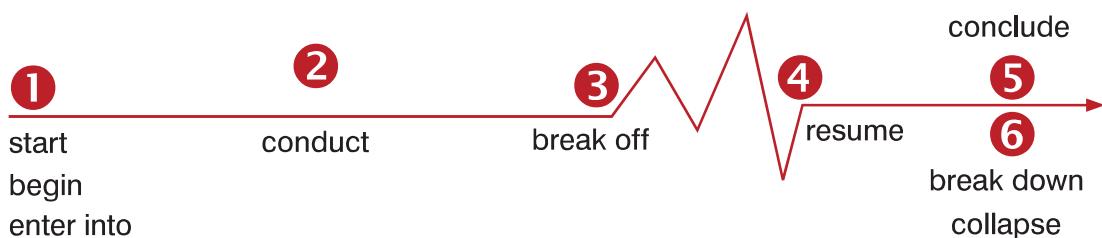


6.1. NEGOTIATIONS – VOCABULARY OVERVIEW

Let's start with the basics. Here's a handout of phrases you may find helpful when conducting business negotiations. As you go further through the exercises, you will build on them and learn more. For now, read the expressions below, and try to memorize them.

USEFUL VERBS DESCRIBING THE NEGOTIATION PROCESS

1. start, begin, enter into negotiations
2. conduct negotiations
3. break off negotiations
4. resume negotiations
5. conclude negotiations
6. (negotiations) break down, collapse

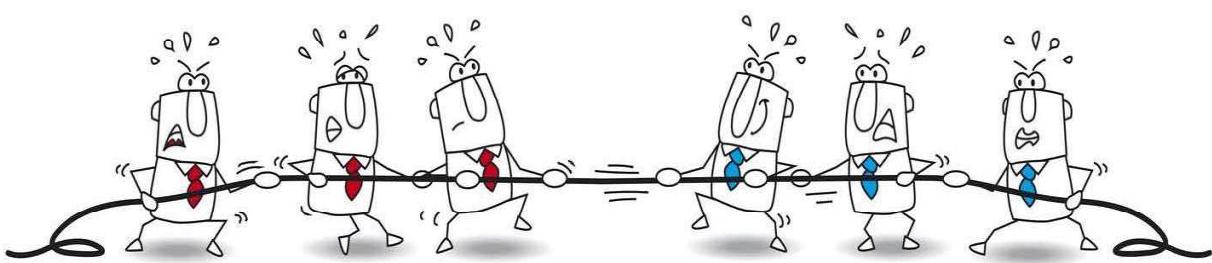


USEFUL PREPOSITIONS

1. I'm **in negotiation with** other heads of the departments.
2. Contracts are **under negotiation**.
3. I hope we'll solve this problem **through negotiation**.
4. **Negotiation** takes place **between** two parties.
5. I'm involved in the **negotiation of** my employment contract.
6. **Negotiation for / on / over** a pay rise is going to take a few weeks.

USEFUL IDIOMATIC EXPRESSIONS

1. The payment terms were a **sticking point** that has blocked progress in the negotiations.
2. You'd better sidestep the topic during the negotiations, or you might be **skating on thin ice**.
3. I decided to **play for time** in my negotiations, expecting the economic situation to improve.
4. We decided to **leave the door open** for further negotiations.
5. Even if we cannot accept all the terms, perhaps we can **meet halfway**.
6. Our negotiators **drive a hard bargain**, so be ready for tough discussions.
7. If you **had an ace up your sleeve**, you would probably win the negotiations.
8. In the salary negotiations, the employer is the one who **calls the shots**.
9. There was no **common ground** between the parties, so the negotiations failed.
10. Any successful negotiations involve some **give-and-take**.





6.3. NEGOTIATIONS – FROM START TO END

Task 1.

Use the following phrases to open the negotiation process by introducing yourself and your company.

PHRASES FOR INTRODUCING YOURSELF AND YOUR COMPANY

My name is ... and I represent ...
I have been working at ... (company name) as ... (job position) for ... (number of years) ...
I hold the position of ...
I am responsible for ... / I am in charge of ...
On behalf of ..., I would like to ...
My company is a well-known manufacturer of ...
My company is a well-established service provider of ...
We provide our customer with a wide range of ...
With many years of experience, we handle ...
We are an international company operating in ...

Task 2.

Before starting a proper negotiation process, it is advisable to exchange a few words of small talk. Complete the following small talk dialogue, and practice a similar one with a partner.

- A. Good morning, I'm Peter Robinson, the head of the sales team. Welcome 1) ____ our office. Let me 2) ____ your coat. Did you have any trouble finding us?
- B. Not at all. How long have you been in this location?
- A. Almost three years now. Previously, we were 3) ____ at the airport area, but our CEO decided to relocate closer to the central business district. 4) ____ you like a tea or coffee, or perhaps a glass of water?
- B. Some water would be 5) ____, thank you.
- A. You can leave your things here, and I'll take you around to meet the team.
- B. Great, thank you.

**Task 3.**

Listen to the five business people starting the negotiation process after a short small talk, and complete the gaps with one correct word.

Mark: Right, perhaps we should start. Who would like to get the ____ rolling?

Maria: We have a lot to cover today, so let's get down to ____

Eli: Well, it's been nice to catch up, but I think we should probably get ____

Laura: Ok, let's kick ____ by stating the purpose of our negotiations.

Simon: Ok, you can kick things off by ____ your goals for me.

Task 4.

What phrases would you use to state your position in negotiations? Look at the sample statements below, and choose the correct form.

1. *Basically / Namely*, we would like to review the terms of the merger.
2. In the *long run / way*, we would like to review the terms of the merger.
3. Generally, we are interested *at / in* reviewing the terms of the merger.
4. We firmly believe, it is high time we *reviewed / had reviewed* the terms of the merger.
5. Our *top / bottom* line is to review the terms of the merger.
6. Reviewing the terms of the merger is *essential / eligible* for us.
7. Reviewing the terms of the merger is of *almost / utmost* priority for us.

Task 5.

The main part of the negotiation process requires the parties to exchange offers and counter offers. Look at the following sentence structure, and then complete the first conditional sentences below.

If / Unless / As long as / As soon as / On the condition that / Provided that / Providing that / Supposing that
 +
you reduce the price
 +
we will / may / can
 +
consider / accept / agree on
 +
your proposal.

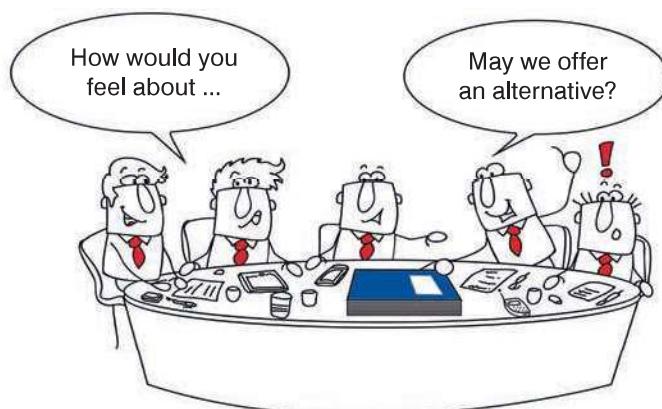
1. I will accept a higher price, on the condition that you _____ (ARRANGE) an earlier delivery.
2. You may amend the contract, provided that it _____ (TO BE) all within the law.
3. Unless the salaries are increased, people _____ (HAND IN) their notice and leave the company.
4. Supposing that we _____ (RECEIVE) the green light from our CEO, we will launch the project not earlier than next year.
5. We can give you a discount as long as you _____ (INCREASE) your order.
6. We _____ (EXECUTE) the contract on the condition that we finish our negotiations at this stage.
7. The taxes will increase unless the government _____ (CHANGE) its fiscal policy.
8. We _____ (WIN) the negotiation as long as we follow all the steps accordingly.
9. _____ (NOT USE) this negotiation strategy unless you are ready to make appropriate concessions.
10. As long as I _____ (OBTAIN) all the required information, I will finish the report soon.

Task 7.

Look at different ways of making proposals, responding to them and offering alternatives. First, match the statements (1–7) with appropriate responses (a–g), and then practice similar dialogues with a partner. Use the scenarios below the table.

MAKING PROPOSALS	RESPONDING TO PROPOSALS
1. I would like to propose a shorter delivery time.	a) I'm glad to hear that. That's certainly a step in the right direction.
2. To break the deadlock, may I suggest a win-win solution?	b) Maybe it would be better to make new investments. However, bear in mind the risk we might be taking.
3. Would you consider extending your payment terms by 30 days?	c) I'm afraid we had something different in mind. Unfortunately, we cannot be so flexible on increasing orders.
4. How would you feel about changing the main supplier?	d) May we offer an alternative? I suggest we leave the transportation costs at the same level and consider the raw material costs instead.
5. Would it be possible to review the transportation costs once again?	e) I understand your point. However, finding a reliable supplier takes time. Let's try to find a way round this.
6. Regarding your proposal, our position is to meet you halfway and decrease the price by 5%, as long as you increase your order by 20%.	f) If you look at it from our point of view, you'll easily notice that extended payment terms translate into poorer cashflow.
7. I believe a better way is to encourage new investments.	g) I'm afraid it won't work for us. We always do our best to dispatch the goods as soon as possible, yet a lot depends on when we receive them from the producer.

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



SCENARIOS OF MAKING PROPOSALS

You propose to:

1. establish a company dress code.
2. celebrate all employees' birthdays.
3. organize a company offsite event.
4. introduce an obligatory one-hour lunch break.

Your partner:

- a) has a different idea in mind.
- b) has an alternative solution to offer.
- c) is willing to accept your proposal.
- d) understands your point, yet has some reservations.

Task 8.

During the negotiation process, both parties ask questions to clarify things, reach a compromise or make concessions. Look at some possible questions, and match them with their corresponding answers.

1. In exchange for lower transportation costs, would you agree on an extended delivery time? ↗ _____
 2. Would you be willing to accept a generous benefits package in return for a lower salary? ↗ _____
 3. How far are you willing to compromise on the project deadline? ↗ _____
 4. How flexible can you be on improving your offer? ↗ _____
 5. Could we meet half way on the number of home office work days per month?
↗ _____
 6. What do you mean by decreasing the number of business trips per year? ↗ _____
 7. Could you be more specific on the investment project requirements? ↗ _____
 8. Could you please give me some feedback regarding my performance over the last quarter? ↗ _____
-
- a) There is some wiggle room there, and some options we can talk about.
 - b) I'm afraid there has been a kind of a misunderstanding. Unfortunately, that's out of the question considering the top quality of our products
 - c) We would be ready to make a concession and increase the number of home office work days by four per month.
 - d) I don't see any problem with that.
 - e) I'm fairly happy with your performance. If I put myself in your shoes, I would only consider handling your backlog more effectively whenever it piles up.
 - f) My absolute bottom line is three thousand euros.
 - g) From where we stand, I can only give you an outline of the project.
 - h) I think we both agree that the end of the year sounds great to both of us.
 - i) I'm afraid we have to make cutbacks, and reducing business trips translates into considerable cost savings.



11

BUSINESS EMAILS





7.1. EMAIL COMMUNICATION – VOCABULARY OVERVIEW

Let's start with the basics. Here's a handout of phrases you may find helpful when writing business emails. As you go further through the exercises, you will build on them and learn more. For now, read the expressions below, and try to memorize them.

BASIC EMAIL PHRASES

1. You can contact us through our website, by phone or **by email**.
2. **Email** me / **Write an email** to me please when you've got time.
3. **Email** me **back** please with your feedback when you've read the report.
4. If you've got any questions, **email** us / **send us an email at** office@specializeyourenglish.pl.
5. I'll **send** you my **email address** when I'm back in the office.
6. I'll **forward** this **email** to you, if you're interested.
7. I **got** / **received an email** from my manager last week.
8. I need to **answer** / **reply to** / **respond to** all my **emails** when I'm back from holiday.
9. Our new software helps us to **archive** and **retrieve emails**.
10. I **deleted** this **email** by accident.
11. Our clients prefer **exchanging emails** to making phone calls.
12. Our helpdesk is responsible for **setting up email accounts** for new employees.

USEFUL PHRASES



Informal and formal e-mails

How to say an email address?

jamie@chef.com

'@'

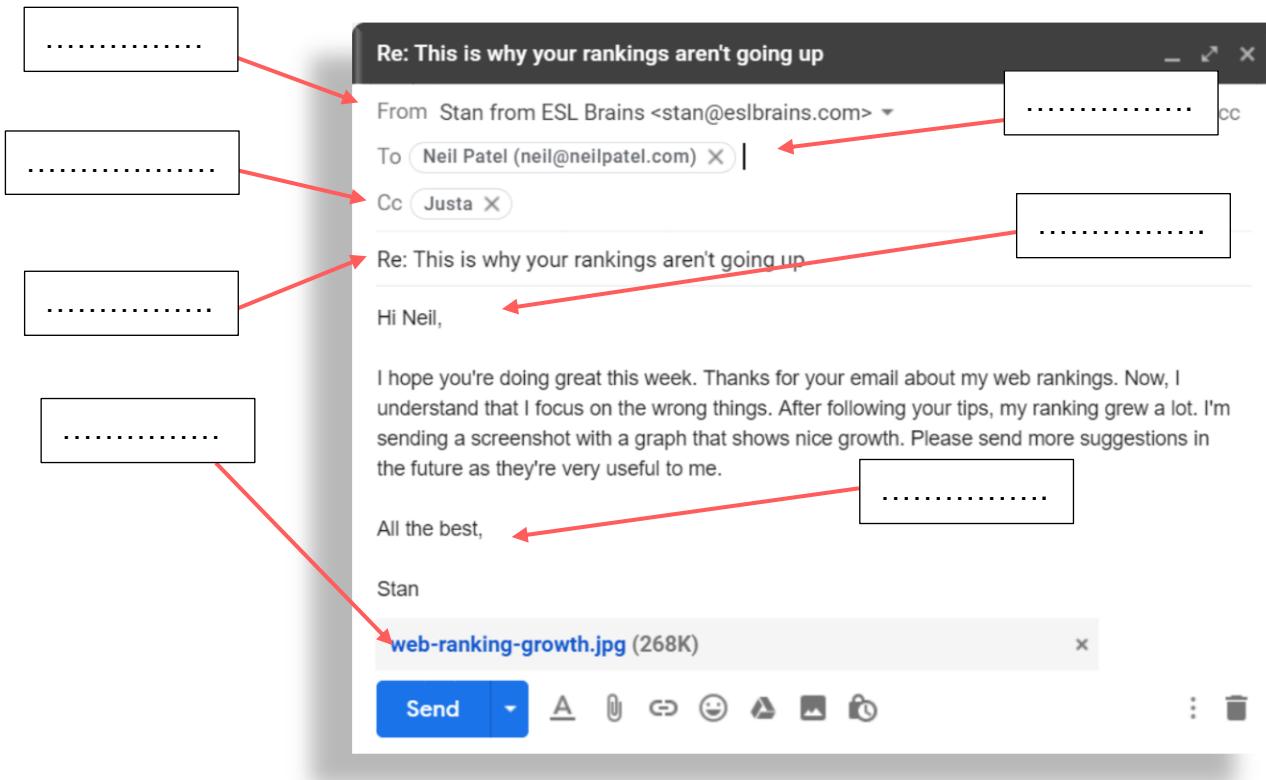
is pronounced as 'at'

'.'

is pronounced as 'dot'

1. Name parts of an email using the words below.

closing greeting subject line sender
 attachment recipient carbon copy



2. There is a list of email greetings and closings. Put them in correct columns.

- | | | |
|----------|--------------------|----------------------------|
| Love, | Cheers, | Hello, |
| Regards, | Dear Sir or Madam, | Yours faithfully, |
| Hi ... | Kind regards, | XOXO, |
| Best, | Yours sincerely, | To the Financial Director, |
| Hey, | All the best, | Dear Mr ... |

GREETINGS		CLOSINGS	
formal	informal	formal	informal

3. Discuss questions below.

- How many emails do you get every day?
Are they all important?
- Do you feel that people overuse emails?
- Do you set up an autoresponder when you're out of the office?
- Do you prefer sending emails or talking face-to-face?
- In which situations are emails necessary means of communication?
- Are you annoyed when people add you to CC and you get lots of useless emails?



4. Match words a) – f) to their meanings 1 – 6.

- | | |
|-------------|--|
| a) concise | 1) many |
| b) brief | 2) not clear |
| c) forward | 3) short and clear |
| d) vague | 4) answer |
| e) multiple | 5) very short |
| f) response | 6) send a letter/an email that has been sent to your address to someone else |

5. Watch a [video](https://youtu.be/amJZXjxnhTI) [<https://youtu.be/amJZXjxnhTI>] and put the rules below in the order you hear them.

- a) Use the first name when you know the recipient, and their last name when you want to be formal.
- b) All business emails should be direct, clear and easy.
- c) Always stay professional.
- d) Writing concise emails is a powerful skill.
- e) The subject line should be brief and descriptive.
- f) When you've attached a file, write about it in your email.

Informal and formal e-mails

6. Discuss questions below.

- What do you think about the rules presented in the video?
- Have you ever had an email writing course? Do you think every company should offer such a course to its employees?
- Do you always try to write a brief subject line?
- Do you think that people have a problem with writing concise emails? Why? Why not?
- What aspect of writing emails do you find most problematic?

7. Match verbs from Box A with their more formal equivalents from Box B.

BOX A

get	help	answer	be sorry	ask for
buy	choose	tell	check	need

BOX B

require	select	verify	purchase	assist
inform	receive	apologize	reply	request

8. Rewrite the sentences using words from ex. 7.

- a) Can you tell us when you expect to send these products to clients?
Could you
.....
- b) I want to buy your new software, but I don't know where I should place an order.
I would like to
.....
- c) If you can't log in to our website, contact us and we will help you with the process.
If you cannot
.....
- d) Unfortunately, I haven't got my order yet. Can you check what has happened with it?
.....
- e) Mr. Smith needs to see you on Tuesday at 9 a.m. Are you available at that time?
.....
- f) Our company rules say that employees have to reply to all emails the day they receive them.
.....

Informal and formal e-mails

9. Read two emails (A = informal, B = formal) below, and find and fix 4 errors in each of them.

EMAIL A

Hi Mary,

I hope you get my email before living for vacation.

Our manager told to us that we have to arrange a meeting immediately when you come back. Tell me which date is suitable you?

We're thinking about having the meeting on 12 Feb on 9 a.m. Can you make it?

BTW, have fun on your vacation!

Best,

Anne

EMAIL B

Dear Customer Service Team,

I writing to you to complain about my order.

Last month I purchased a table lamp in you e-shop. It was supposed to be delivered in 2 weeks. However, it's already been a month and I still do not have my lamp. My order number is 123765. I would like to know what is happening with my order.

When I can expect it?

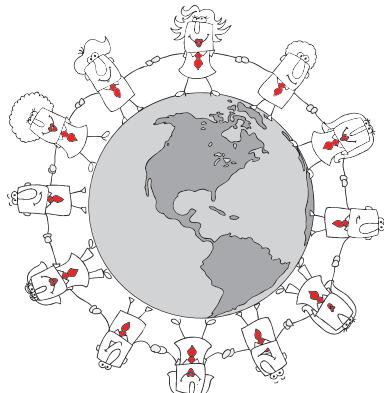
I am looking forward to hearing from you.

Yours best,

Lucy Smith

10. Reply to EMAIL B from the previous exercise. In your email, include the following aspects:

apologies, explanation, next steps, a discount for next shopping



7.3. EMAIL COMMUNICATION – FROM START TO END

Task 1.

You are going to analyze the phrases used for writing formal and informal emails. First, look at the following examples, and divide them into formal and informal messages.

1. complaint email (to express dissatisfaction with the quality of products / services)
2. job application email
3. email to a supplier (to place an order)
4. birthday greetings to your colleague
5. enquiry email (to request information about products / services)
6. email congratulating your colleague on a recent promotion
7. invitation email to your friend
8. sales email (to promote products / services)
9. email including a link to a funny picture or video
10. email to your manager

FORMAL MESSAGES	INFORMAL MESSAGES

Task 2.

Analyze the table including formal and informal email phrases, and match the phrases below to form correct sentences.

PART OF AN EMAIL	FORMAL / NEUTRAL PHRASES	INFORMAL PHRASES
Opening	<ul style="list-style-type: none"> ➢ Dear Sir / Madam, ➢ Dear Ms. / Mrs. / Mr. Brown, ➢ Dear James, 	<ul style="list-style-type: none"> ➢ Hello James, ➢ Hi James, ➢ James,
Referring to a previous email	<ul style="list-style-type: none"> ➢ Further to your last email ... ➢ With reference to your last email ... ➢ Thank you for your email of April 4, regarding ... ➢ I apologize for not answering your email. 	<ul style="list-style-type: none"> ➢ Re your email ... ➢ Thanks for your email. It was great to hear from you. ➢ Following your last email ... ➢ Sorry I haven't written for ages.
Reason for writing	<ul style="list-style-type: none"> ➢ In reply to your email ... ➢ I am writing in connection with ... ➢ I am writing with regard to (your request) ... ➢ I would like to inform you ... 	<ul style="list-style-type: none"> ➢ Just to let you know about ... ➢ Just a quick note to tell you ... ➢ This is to tell you ... ➢ I'm writing about ... ➢ Please note that ...
Attachments	<ul style="list-style-type: none"> ➢ Please find attached ... ➢ Please see the invoice attached. ➢ I am sending you ... as a doc file. ➢ I am attaching ... for your consideration. 	<ul style="list-style-type: none"> ➢ Here is the ... ➢ I've attached ... ➢ I'm sharing ... with you. ➢ You'll find the attachment below.
Request for information	<ul style="list-style-type: none"> ➢ I would like to know if ... ➢ I am interested in ... ➢ I would be grateful if you could ... ➢ I wonder if you could ... ➢ I would appreciate if you could ... ➢ I was wondering if you could ... 	<ul style="list-style-type: none"> ➢ Can you tell me ... ➢ Please send me ... ➢ Do you think you can ... ➢ Maybe you can ... ➢ I'd like to know ...
Giving information	<ul style="list-style-type: none"> ➢ We are happy to let you know ... ➢ I am glad to inform you ... ➢ We regret to inform you ... ➢ We are willing to ... 	<ul style="list-style-type: none"> ➢ I'm happy to tell you that ... ➢ How about I come and ... ➢ I'm sorry but I can't make it today.

PART OF AN EMAIL	FORMAL / NEUTRAL PHRASES	INFORMAL PHRASES
Promise for further action	<ul style="list-style-type: none"> ➢ I will contact you again shortly. ➢ I will investigate this matter further. 	<ul style="list-style-type: none"> ➢ I'll get back to you soon. ➢ I'll look into it.
Final comments	<ul style="list-style-type: none"> ➢ If you require any further assistance, please do not hesitate to contact me. ➢ Feel free to contact me if you have any questions. 	<ul style="list-style-type: none"> ➢ Just send me a message if you have any questions. ➢ Just let me know if you need more information.
Closing	<ul style="list-style-type: none"> ➢ Give my regards to ... ➢ I look forward to hearing from you soon. ➢ (Kind / Best) regards ➢ Sincerely yours / Yours truly, ... 	<ul style="list-style-type: none"> ➢ Speak to you soon. ➢ Hope to hear from you soon. ➢ All the best, ➢ Take care, ➢ Bye for now, ➢ Cheers.

1. Further to your last email, I would _____
 2. I am writing with regard _____
 3. Just to let you know _____
 4. Please find attached _____
 5. Here is the invoice _____
 6. I would be grateful if you could _____
 7. I will investigate this matter _____
 8. Feel free to contact me _____
 9. Just let me know _____
 10. Give my regards _____
- a) to the market research our company has been commissioned to carry out.
 - b) like to fix the date of our project meeting.
 - c) if I can help you in any way with this project.
 - d) you asked me to issue.
 - e) further and inform you about the results tomorrow at the latest.
 - f) the report we have finally managed to complete.
 - g) to your employees whom I met at the conference in Bristol.
 - h) send me the Excel spreadsheet with maintenance costs.
 - i) if you require any further assistance.
 - j) about our office party arrangements.

Task 6.

Complete the following email sentences with the correct prepositions.

1. Thank you for your letter ____ April 25.
2. Further ____ your last email, I'm happy to provide you ____ the information you need.
3. Please acknowledge receipt ____ this email.
4. ____ particular, I'd like to know the value of the project.
5. We are sorry that our service was not ____ to the usual standard.
6. It was nice to meet you ____ the conference in Gdynia.
7. I'll send you the report by Friday ____ the latest.
8. I apologize ____ the delay in transporting goods.
9. We have been ____ business for more than 11 years.
10. I've attached a copy ____ our sales figures.
11. I'm attaching our price list ____ a Word file.
12. Please see the attached document ____ more details.
13. I would like to make an inquiry ____ your latest product.
14. I would like to place an order ____ office supplies.
15. Can you sort ____ the mess with the accounts?
16. This is to update you ____ the meeting agenda.
17. My colleague from the HR department will deal ____ any further questions.
18. When can we expect payment ____ the outstanding sum of PLN 5 000?
19. You will receive the payment ____ 7 days.
20. Please let us know if we can assist you ____ any way.
21. Get back ____ me as soon as possible.
22. I look forward ____ hearing ____ you soon.
23. Please get ____ touch with me asap.
24. If you require any further information, feel free to contact me ____ your convenience.
25. Please keep me ____ the loop.

Task 7.

Correct the mistakes in the following email sentences.

1. Farther to our telephone conversation, let me clarify the new meeting arrangements.
2. I hope we will end this project by the end of the month.
3. I am not able to insure that the goods will arrive on April 30.
4. Could you please respond him as soon as possible?
5. I hope you've had a chance to review all the informations regarding our office relocation.
6. Thank you for inviting me for the meeting.
7. I'm afraid I won't manage to be on our next update meeting.
8. I called to John and informed him about the recent product development changes.
9. You have been our supplier since five years.
10. Thank you for bringing this issue to our notice.

Task 2.

Which phrases below would you use to write an informal email/letter, and which ones would you use to write a formal one? Label each phrase as F (formal), I (informal) and N (neutral).

Dear Sir or Madam	
Hi Marta	
Olivia	
Dear Dr Smith	
Dear Mr, Mrs, Miss Kowalski/-a	
Dear Maria	
Hello Daria	

Task 3.

Complete the phrases below used to finish emails and letters.

Yours f ___ hf ___ y
Yours s __ ce __ l _
Reg _____

B __ t w _____ s
T __ e ca __
A _ l the b _ st



VOCABULARY

Task 1.

Fill in sentences below with the correct preposition.

- ____ reference to your letter as of 2 March, I am sending you a complete price list.
- ____ response to you previous email, I would like to send you the information requested.
- Thank you for your letter ____ 24 May.
- I am writing to express my dissatisfaction ____ your products.
- Further ____ our meeting, I am sending you the agenda for the next one.
- As requested, here is the report ____ our company financial performance in the first quarter of 2015.
- I am writing ____ connection with the conference held on 3 April.
- I would be grateful if you could send me the information ____ our company policy.
- Could you please notify all employees ____ the recent changes?
- I would like to apologise ____ my delay.
- Please find enclosed a summary ____ the report.
- I am enclosing a copy of your invoice sent ____ 12 April.

13. Please find enclosed a copy ____ your invoice.
14. If you require any further information, do not hesitate to contact me ____ your convenience.
15. I look forward ____ meeting you next Monday.

Task 2.

Rewrite the formal sentences below using neutral language.

1. Amend where applicable.

2. For further information, see over.

3. Should you require more brochures, an extra set will be sent on demand.

4. We will assist you as soon as possible.

5. The time of the meeting is subject to alteration.

6. I am at your disposal should you need further assistance.

7. I will provide further information on request.

8. We apologise for any inconvenience caused by our sales representative.

16 Common mistakes

A Correct the mistake in each sentence.

- 1 I am write with regard to your recent email. *I am writing.*
- 2 Please send me your comments until Friday at the latest.
- 3 I will be grateful if you could send me more information.
- 4 Please find attach my report, as promised in Friday's meeting.
- 5 I hope we can to meet up soon.
- 6 I look forward to receiving this information so soon as possible.
- 7 I'm sorry I haven't written for ages, but I been really busy.
- 8 It will be more better for me if we meet on Tuesday rather than Monday.
- 9 Can we meet at 8 Feb at 14.30 instead?
- 10 Sorry, I don't can help you on this matter.
- 11 If you require any further informations, please do not hesitate to contact me.
- 12 I look forward to meet you next week.
- 13 I am really appreciate your kindness during my stay in London.
- 14 At the meeting we will discuss the follow points.
- 15 I'm afraid but we haven't received your payment yet.

B Each phrase below has *one* word missing. Add the missing word.

- 1 With reference^{to} your email sent 6 June, ...
- 2 Thank you sending me the catalogue I requested.
- 3 We are writing to inform that ...
- 4 We are able confirm that ...
- 5 I apologise the delay.
- 6 I would appreciate if you could ...
- 7 Please get back me if there's anything else.
- 8 What time would convenient for you?
- 9 If you like any more details, just let me know.
- 10 Anyway, that's enough, I think I stop writing now.
- 11 It was good to meet you the conference in Paris.
- 12 I look forward to hearing you soon.
- 13 I've attached a copy the latest sales figures.
- 14 Thank you for the invitation visit your company.
- 15 With reference your enquiry, I've attached all the information you need.

C Each *paragraph* in the emails below has *three* mistakes. Correct the mistakes.

Email 1

It was a pleasure to meet you in Budapest last week and I would like to thank you for your interest in our office products. You mentioned that you were going ~~to~~ visit Turkey soon, and when you do I like to invite you to visit our factory outside Istanbul. We would be very pleased to showing you round our new factory and modern production facilities.

As you would being our guest, we would of course arrange for you to stay in a good hotel and take you out to dinner. Please to let me know when you have finalised your travel plans. I look forward to see you in Turkey in the near future.

Email 2

You will all be aware that we been interviewing candidates for the position of Marketing Director. I am now pleased to inform that we have appointed an excellent candidate, Simone Verhart. Simone has worked in marketing for over fifteen years and I am sure that she will be a valuable member of team.

I would like to invite you a short lunchtime reception in Conference Room 2 next Tuesday 5 Feb where you will have chance to meet Simone on an informal basis. Refreshments will be available. Please let me know if you can come so that I can to estimate numbers.

Email 3

I am write re our order for 1,000 pieces of footwear, reference VK899. The money was transfer to your account on 23 January and we yet haven't received the goods. You promised in your email of 15 Dec that you would ship within 7 days of a firm order.

I called your office this morning but the secretary told that you were away until tomorrow (Thursday). Please call me at the morning and let me know what is happening. We have customers waiting for these pieces and the delay is causing us for to lose business.

Email 4

It has been brought to my attention that security in the building is not so good as it could be. As you may be aware, one of our secretaries had her bag stolen yesterday. In the light of this, I would like to remember you to take care of your personal possessions, particular at those times of the day when the building is not busy.

I am going to prepare a report on how security could be improved, and I could be grateful for any suggestions that you have. Please email me with your ideas by the end of next week at the later. I also have a word with our security staff in reception to see if there are any procedures we can improve there.



12

BUSINESS PHONE CALLS



1. Write down 3 things you should always do when talking on the phone in a business situation.

-
-
-

2. Read the text below and complete it with the words from the box.

hang up
aloud

pick up
request

affects
interruptions

greeting
concerns

8 Business Telephone Etiquette Tips

1. Put on a smile before making or answering a phone call. When a person smiles it the sound of his or her voice, giving it a more pleasant and friendly tone.
2. Answer the call within three rings. You shouldn't let people wait too long but try not to the phone after the first ring as people might be surprised by that.
3. Say who you are when picking up the phone. "Hello" isn't exactly a business on the phone so start with saying your name and the company name as well as "How can I help you?".
4. Think what you plan to say and discuss before you place a call. Write down what you want to discuss and questions you want answered
5. When a caller is speaking, listen to what he or she has to say without Nobody likes that and it's unprofessional.
6. Ask before putting someone on hold or transferring a call. This also gives the caller a chance to ask any other questions or express any other to you.
7. Speak clearly and slowly, especially when leaving messages. Practice leaving your number, by saying it to yourself slowly.
8. When ending a phone call, do not the phone without a positive finish such as "Thank you for calling," or "Have a good day."



Adapted from [Advanced Etiquette](#), [Mitel](#) and [Hubspot](#)

3. Discuss the questions.

- Why is it important to follow telephone etiquette for business calls?
- Which telephone etiquette tips from the text above have you used?
- How can these tips help you make your business calls better?
- Which 3 tips from the text above are most important in your opinion?

4. Write down 5 things you should never do when talking on the phone.

- 1)
-
- 2)
-
- 3)
-
- 4)
-
- 5)
-

5. Compare your list with another student and make a list of “8 Don’ts of Telephone Etiquette”.



MAKING A CALL

Hello, this is [your name] from [company name].

Hello, this is Monika Kowalska from Specialize your English.

Hi, it's [your name] from [company name].

Hi, it's Monika Kowalska from Specialize your English.

[your name] speaking.

Monika Kowalska speaking.

ASKING FOR SOMEBODY

May I speak to [person's name]?

May I speak to Monika Kowalska?

I'd like to speak to [person's name], please.

I'd like to speak to Monika Kowalska, please.

Is [person's name] there at the moment?

Is Monika Kowalska there at the moment?

GIVING REASONS

I'm calling to ask about/discuss/clarify ...

I just wanted to ask ...

Could you tell me ...?

SMALL TALK

Hi, [first name], how are you?

How are you getting on with ...?

MESSAGES

I'm sorry, he/she's not here today. Can I take a message?

I'm afraid he/she's not available at the moment. Can I take a message?

I'm afraid he/she's in a meeting until 4 p.m. or I'm afraid his/her line is engaged. Can I take a message?

I'll give him/her your message as soon as he/she gets back.
Could you please take a message? Please tell her/him that ...
I'd like to leave him/her a message. Please let her/him know that ...

ASKING FOR INFORMATION

I'm sorry, could you please repeat that?
Could you spell that for me, please?
Let me see if I got that right.
Would you mind speaking up a bit? I can't hear you very well.
I'm sorry, I didn't catch your first name.

MAKING ARRANGEMENTS

Shall we say January 20?
How about the following week?
Would the week of January 18 work for you?

ENDING THE CALL

Thank you very much for your help.
Thanks for calling.
Thank you for your time.

SOLVING THE TELEPHONING QUIZ



1. Could I speak to Mr Smith, please?

- A) Yes, you could.
- B) Speaking.
- C) Hello Mr Smith. How can I help you?

2. I'll check with my boss and call you right back.

- A) Thanks. Speak to you then.
- B) Okay, I'll call you back soon
- C) He isn't back

3. I got a message that I should phone you.

- A) Thanks for phoning me back
- B) Okay, go ahead.
- C) That's right. You should.

4. Would you like to leave a message?

- A) Okay. What would you like me to tell him?
- B) I'll just get a pen and paper
- C) Yes please. Can you ask him to call me back?

5. Who shall I say is calling?

- A) This is Jennifer Jenkins from the University of Southampton
- B) Yes, I will
- C) His name is George

6. This is Jack Richards from Macmillan. Someone called me from this number.

- A) It's 722 0099
- B) Hi Jack. This is Jill.
- C) Which number do you mean?

7. Is this a good time?

- A) It's great.
- B) I have a meeting in ten minutes, but until then I'm free
- C) It's twenty past nine.

8. This is Alex Case from the British Council. Can you put me through to Mr Jones, please?

Who is the man speaking to?

- A) Mr Jones
- B) Alex Case
- C) A receptionist

9. You are through to British Council Tokyo. There is no one here to take your call at the moment, but if you leave your name and number we'll get back to you.

Who or what were we listening to?

- A) A receptionist
- B) Customer service staff
- C) An answering machine

10. You have reached the office phone of Roger Case. My office hours are from nine a.m. to six p.m. from Monday to Friday. If you need to speak to me outside those hours, please contact me on my mobile number, which is 080 7729 7376.

What can the person phoning do?

- A) Phone back at 9 a.m. on Saturday
- B) Leave a message
- C) Call him on his cell phone

11. Okay, I'll tell him you called.

What will the man who is speaking do?

- A) Pass on a message
- B) Telephone someone
- C) Call you back

12. This is Alex again. We were cut off.

What had happened?

- A) He hung up and tried again.
- B) There were some problems with the connection
- C) He couldn't get through

Grammar in Context: Telephone Phrasal Verbs

1 The following are common phrasal verbs we often use while on the telephone. Match the correct meaning with each phrasal verb.

- | | |
|--------------------------------|--|
| 1. ____ hold on | a. put the receiver down |
| 2. ____ put (a call) through | b. return someone's call |
| 3. ____ get through | c. answer a call, lift the receiver to take a call |
| 4. ____ hang up | d. stop talking on the phone |
| 5. ____ call up | e. connect one caller to another |
| 6. ____ hang on | f. deactivate (a cell phone) |
| 7. ____ call back | g. wait |
| 8. ____ pick up | h. talk louder |
| 9. ____ get off (the phone) | i. to be disconnected abruptly during a telephone conversation |
| 10. ____ get back to (someone) | j. to be connected to someone on the phone |
| 11. ____ cut off | k. return someone's call |
| 12. ____ switch off/turn off | l. make a telephone call |
| 13. ____ speak up | m. wait |

2 Some phrasal verbs are separable (e.g., *call someone back*); others are not. Complete the chart below by putting the phrasal verbs above in the correct column.

Separable	Not separable
<i>Put a call through</i>	

3 | Fill in the blanks with the correct phrasal verbs.

1. **Caller:** Hello. Could I speak to Lucia Rodriguez, please?
Receptionist: She's not in the office at the moment. Can I _____ you _____ to her voice mail?
Caller: Yes, thank you.
2. **Caller:** Could I speak to Emma, please?
Emma's mother: Sure. _____ a second and I'll get her.
3. **Automated Operator:** Please _____ _____ and try your call again. This is a recording.
4. **Mother:** Magdalena, could you _____ _____ the phone? I need to call Dad.
Daughter: Okay, mom.
5. **Chairperson of a meeting:** I would appreciate if everyone could _____ _____ their cell phones. We have a lot of important things to discuss and we don't want to be interrupted.
6. **Caller:** Hi, it's Ahmed Mohamed calling. Could I speak to Martin Switzer please?
Receptionist: I'm sorry. He's not in at the moment. Can I take a message?
Caller: Yes, could you ask him to _____ me _____ when he gets in? It's urgent.
Receptionist: Certainly.
7. **Voice mail recording:** Hi, you've reached Josh Wills in Accounting. I will be out of the office until July 2 but will be _____ _____ my messages while I'm away. So please leave yours at the sound of the tone. Thanks and have a great day!
8. **Voice mail recording:** You've reached Julia and Ben. We're not available to take your call right now, but if you leave a message, we'll _____ _____ to you as soon as we can. Thanks.
9. **Caller:** I can't seem to _____ _____. The line is always busy.



Ćwiczenia

I. Uzupełnij luki w poniższych zdaniach.

1. Could you call me on the (stacjonarny)?
2. I don't know the (numer wewnętrzny).
Could you give it to me?
3. Oh dear! I've got ten (nieodebrane połączenia) from my mom. I hope nothing bad has happened to her!
4. I don't get a moment's peace at work. My phone is
(dzwonić) all the time!
5. Could you (dzwonić) me in the evening? I'm in the middle of making dinner.
6. I would like to (anulować) my (zamówienie).
7. Certainly, U2's greatest hits album is (w magazynie / dostępny). We will send it to you immediately.
8. It looks as though the extra bookmarks we ordered weren't
(dodatkowy) in the package.
9. I was trying to reach you but you were (nieosiągalny).
10. How long will it (potrwać) you to send the products?

MARK

/11

sprawdź
odpowiedź

2. Uzupełnij luki w poniższej historii odpowiednimi słowami.

Last night I tried to talk to my boyfriend, George, but I couldn't

1) [] [] (dodzwonić) to him. I decided to keep trying and after a couple more minutes on the phone, when I was slowly starting to lose hope, George's little sister, Jenny,

2) [] [] (odebrać) the phone, and with her voice slightly modified, she told me that, apparently I must have

3) [] (wybrać) the 4) [] []

(zły numer). Mind you, I know her well enough and I'm used to such silly jokes. So, I thought it through and told her she was to put him on the phone that very instant. Without hesitation she told me that she didn't know any George. She went on pretending that she worked in call

centre and asked me if I had any 5) [] (skargi/reklamacje) or

6) [] (zapytania). I was fed up with that nonsense and told her I wanted her to 7) [] [] (przekazać)

a message to George. To my surprise, she had a ready answer for that too! She told me there was some 8) [] (zakłócenia)

9) [] [] [] (na linii) and the

10) [] (zasięg) was poor. I knew she was making this all up, and I didn't want to waste my time. I 11) [] []

[] (rozłączyć się nagle) her and 12) [] (wysłać smsa) George saying that it was high time he dealt with his little sister.

What a naughty girl she is!

MARK

/12



sprawdź
odpowiedzi

5. Wstaw prawidłowy przyimek.

1. Can you hold [] a second? I've got to check something.
2. Sorry, I've got another call. I'll call you [] as soon as possible.
3. I went to the loo, so I couldn't pick [] the phone.
4. I can't believe he hung [] on me! It made me so mad!
5. Why didn't you pick [] the phone? It was urgent!
6. Hello, can I speak [] Jacob, please?
7. I wanted to buy Robert Galbraith's latest novel, but sadly, it's [] of stock.
8. They told me the money will be refunded [] my VISA card.
9. First type/tap [] your PIN number and then press the star key.
10. I kept on talking and didn't realise I'd got cut [].
How silly of me!
11. It will be ready on the 15th of March [] the latest.
12. Don't forget to top [] your phone before the trip.

MARK

/12



sprawdź
odpowiedzi

6. Uzupełnij zdania słowami zaczynającymi się:

A) na literę s

1. Hello, this is James []. Can I talk to Joan?
2. – Could you [] your full name, sir? – Of course, here you go: J – A – C – K J – U – D – D.
3. Hold on a []. I've got to check something.

B) na literę b

1. Please, leave your message after the _____.
2. Next week I'm going to buy a _____ new laptop.
3. I can't hear you, you're _____ up. Could you go outside or near any window?

C) na literę c

1. Could you _____ your personal details and address, please?
2. The _____ is really poor, I can't understand a word you're saying.
3. Can you tell me the country _____ for England?
4. I'll give you my e-mail address just in _____.

MARK

/10



sprawdź
odpowiedź

7. Uzupełnij brakujące litery, tak aby powstały odpowiednie słowa w języku angielskim.

1. _____g _____ – zajęty
2. _____ – wyłączony
3. to _____t _____f – zostać rozłączonym
4. _____s _____e _____ – menedżer do spraw sprzedaży
5. _____s _____s – gdy tylko / jak tylko
6. to _____s – wcisnąć
7. _____r _____t – dział
8. _____b _____ – podwójny
9. _____e _____ – połączenie
10. to _____p _____ – spodziewać się

MARK

/10



sprawdź
odpowiedź



13

REMOTE WORKING





REMOTE WORKING - A DREAM JOB?



Scan to review worksheet

Expemo code:

15JK-U4L8-QMLJ



1

Warm-up

'Remote working' means working away from a traditional office, eg at home. Work in pairs. Do you agree or disagree with these statements about remote working? Explain why.

1. Working remotely is more productive than working in the office.
2. Most people would like to work remotely, if they could.
3. If I worked from home, I would miss my colleagues.

2

Reading for the main idea

You're going to read about remote working. First skim-read the article quickly to get a general idea of the content and the organisation. Which of these topics is not mentioned in the article?

- | | | |
|-------------------------|--------------------|-------------------|
| • Benefits to workers | • Negative effects | • Solutions |
| • Benefits to employers | • Popularity | • Types of stress |

3

Reading for detail

These sentences have been removed from the article. Read the article again and match each sentence with a numbered gap.

- a. And, with no visible body language it is tricky to communicate our true meanings.
- b. Employers need to put the right structures in place, such as scheduled video calls and regular team-building meetups.
- c. One significant issue was the management of virtual working.
- d. Some multinationals have all staff working remotely, with employees situated all over the world.
- e. The benefits are important.



THE CONVERSATION

How remote working can increase stress

Adapted from theconversation.com, October 11, 2019, by Stephanie Russell

1. Remote working is becoming more popular than ever. A Swiss study found that 70% of professionals work remotely at least one day a week, while 53% work remotely for at least half of the week. _____
(1) New technology makes all this possible. While there are certainly benefits, there are also **pitfalls**. As remote working becomes the new normal for many, it's important that companies adapt and put the right policies in place to ensure their employees feel part of the team and don't **burn out**.
2. Nearly 70% of **millennials** would be more likely to choose an employer who offered remote working.
_____ (2) Employees value the flexibility it gives them, particularly if they have childcare commitments. People also appreciate escaping long commutes and avoiding office distractions.
3. But there are also concerns that people's mental health and well-being can take a hit when working remotely. In the UK, businesses lose £100m every year due to workplace stress. Research shows that always being accessible by technology while working remotely leads to the blurring of work and non-work hours, particularly if you work from home. A 2017 United Nations report found that 41% of remote workers reported high stress levels, compared to just 25% of office workers.
4. One of the reasons for this could be the "out of sight, out of mind" **mentality** that's **commonplace** toward remote workers, which leads to a lack of trust, feelings of being an outsider and a **tendency** for people to think their colleagues are talking negatively about them behind their back. One study of 1,100 workers found that the 52% who worked from home were more likely to feel left out and mistreated, as well as unable to deal with conflict between themselves and colleagues.
5. Navigating sensitive territory in a virtual team is an essential skill. Emails can be misinterpreted as being rude or too direct. _____ (3)
6. In a virtual environment managers may focus too much on completing tasks and too little on relationships. With more emphasis on deadlines and routine information, virtual workers can feel treated as a cog in a machine, rather than an essential part of the team. Such a leadership approach can worsen the sense of **isolation** that comes with working remotely and can contribute to virtual workplace stress.
7. University lecturers and students who work virtually report feelings of isolation, loneliness and being unable to "switch off", as well as a lack of social support.
8. _____ (4) Interviewees said a lack of feedback from line managers and senior colleagues gave them no benchmark to judge progress, which led to increased feelings of anxiety and a concern as to whether they were "up to standard".
9. When it comes to work, there are two kinds of stress – the good kind and the bad kind. The Yerkes-Dodson Law (drawn up by psychologists Robert Yerkes and John Dodson) points out that stress can be productive up to a point and then it results in reduced productivity. Being unable to report being stressed (or being uncomfortable doing so), is **detrimental** as pressure will eventually **outweigh** an individual's ability to cope over time. In contrast, one recent study found that colleagues who spend just 15 minutes socialising and sharing their feelings of stress had a 20% increase in performance.
10. The right kind of communication is key to overcoming the difficulties of virtual working.
11. _____ (5) Bosses need to lead by example and create a culture where those outside the office feel valued.
12. Equally, virtual workers need to think about what makes them productive, happy and successful in everyday life, and try to **replicate** this in a remote setting – for example, taking a walk at lunch time, going to the gym, ringing a friend or reading a book.
13. If the future of work is heading towards more virtual working, then it is not something we can avoid. Instead we should implement ways of managing the stress associated with it, while enjoying the benefits.



4

Vocabulary I

Match each word from the article with its meaning. Use the context of the article to help you – the words are in bold in the text.

- | | |
|-----------------------|--|
| 1. <u>pitfalls</u> | a. a likeliness to take action or occur the same way many times |
| 2. <u>burn out</u> | b. a typical attitude, or way of thinking |
| 3. <u>millennials</u> | c. being alone or cut off from social interaction with others |
| 4. <u>mentality</u> | d. copy, reproduce |
| 5. <u>commonplace</u> | e. frequent and not seen as unusual |
| 6. <u>tendency</u> | f. harmful or damaging |
| 7. <u>isolation</u> | g. have more significance or a stronger effect than another factor |
| 8. <u>detrimental</u> | h. people who were born in the 1980s-2000s |
| 9. <u>outweigh</u> | i. problems that are likely to occur in a particular situation |
| 10. <u>replicate</u> | j. work too hard and become exhausted |

5

Vocabulary II

Match each phrase from the article with the best meaning.

1. ... people's mental health and well-being can **take a hit** when working remotely.
 - a. become complicated
 - b. make someone angry
 - c. suffer
2. ... working remotely leads to the **blurring of work and non-work hours**, particularly if you work from home.
 - a. asking someone to work
 - b. a lack of a clear boundary
 - c. saying something without thinking
3. **Navigating sensitive territory** in a virtual team is an essential skill.
 - a. communicating a plan clearly
 - b. saying and doing the right thing in a difficult situation
 - c. taking your team in the right direction
4. ... virtual workers can feel like a **cog in a machine**, rather than an essential part of the team.
 - a. the opposite of an individual with feelings
 - b. they have an important role
 - c. they have to work without stopping
5. ... lack of feedback from line managers and senior colleagues gave them no **benchmark to judge progress**, which led to increased feelings of anxiety ...
 - a. support to do their job
 - b. sense of teamwork
 - c. way of measuring how well they were doing



6

Reflect and discuss

Look back at the sentences you discussed in the first part of the lesson. Have you changed your mind about whether you agree or disagree with any of the statements? Explain your ideas in pairs.

7

Activate

Imagine you have successfully interviewed for a job with a company that requires you to work remotely at least several days a week. You have some concerns about this arrangement. Write three to five questions to ask your new employer about how they handle remote working, using vocabulary from the exercises in this lesson.

Example: What **pitfalls** have you experienced with remote workers in the past, and how have you addressed these issues?

Roleplay a conversation with a manager from the company. One student – the employee – will ask the questions they wrote, and the other – the employer – will answer the questions. Try to use vocabulary from the lesson in the answers as well.

Then change roles.

1. Match the underlined words and phrases to their meanings given below.

- a) We can't hear you John, you are on mute.
- b) I'm sharing my screen, can everyone see it?
- c) You're cutting out, Louis. Can you say that again?
- d) Hope you don't mind me recording our session?
- e) There's some background noise out there. I'll mute all of you. Please unmute only when you want to say something.
- f) I think there is a lag. Tom's audio doesn't match his video.
- g) No, it's not there yet. It's still loading.
- h) The sound quality is not good, please can everyone speak up?
- i) That's it for today. Tomorrow I'll send you an invite to our next meeting.
- j) Oh, Jane's video has just frozen. Probably we've lost her.

MEANINGS

- 1) to speak louder
- 2) another word for an invitation
- 3) to experience problems with audio and video working irregularly
- 4) a delay between a user performing an action on a computer, and the computer reacting
- 5) to make an electronic copy of sounds or images
- 6) to show your screen to other meeting participants
- 7) to process an image, a video, etc. so that it appears on a screen
- 8) to switch off someone else's microphone
- 9) this phrase means that your microphone is switched off
- 10) to become temporarily locked because of system problems



2. Match sentences to create short dialogues.

1. We can't hear you John, you are on mute.
2. I'm sharing my screen. Can everyone see it?
3. So (.....), I can (.....) by (.....), okay?
4. Hope you don't mind me recording our session?
5. I believe the right answer to this questions is [traffic sounds] or maybe B.
6. I think there is a lag. Tom's audio doesn't match his video.
7. Oh, Jane's video has just frozen. Probably we've lost her.
8. The sound quality is not good, please can everyone speak up?

- A. Yeah, I'm having the same problem here. He probably has a poor Internet connection.
- B. YES, OF COURSE!
- C. There's some background noise out there. I'll mute all of you. Please unmute only when you want to say something.
- D. (a few seconds later) Oh, thanks. I didn't know that. I think I clicked the mic button accidentally.
- E. No, it's not there yet. It's still loading.
- F. Let's wait a second for her to connect again.
- G. Why didn't you tell us before? We'd have dressed better.
- H. You're cutting out, Louis. Can you say that again?

3. Watch a [comedy sketch](#) [up to 3:00] about video conferencing (bit.ly/video-meeting-sketch) and tick the words and phrases you hear from the list below.

MUTE	INVITE	FROZEN	CUT OUT	LOAD
SHARE	LAG	RESCHEDULE	STUCK	

4. Discuss the questions below.

- Do you like remote meetings?
- Have you ever experienced any of the situations shown in the video?
- What's most annoying about online meetings?
- Do you think remote meetings are as effective as face-to-face meetings?
Why? Why not?
- What's the best aspect of video conferencing?

5. How would you react in these situations?

- a) There's poor sound quality and a lot of background noise so you haven't heard what your colleague has just said.
- b) You joined the meeting a few minutes late. Greet everyone and come up with an excuse why you're late.
- c) You're the host of a meeting and you muted someone accidentally so nobody could hear them speaking when they answered some questions.
- d) You're not sure if you can see the right screen. Someone is describing a presentation, but you can see a browser window.
- e) It seems that one of your colleagues might have got disconnected. His video is not moving. Ask him if everything is okay.
- f) You're the host of a meeting and there are three people trying to talk at the same time. React and get the meeting back in order.
- g) You suggested scheduling another meeting, but nobody reacted. Are they all muted? Maybe they're already gone or nobody wants to be the first to say 'yes'.
- h) You're participating in an online meeting with 12 people and you constantly hear some dog barking. It's irritating and you can't really hear what other people say. Let people know about it and try to fix this issue.

16B Can you see me?

Jeremy Taylor/Jon Wright

- 1** Sophie wants to set up a videoconference to show Jimmy some new products. To do this, they are using a simple chat program on their computers. Put the sentences of their conversation in the correct order.
- a Video icon ... ah, there it is. Wow, I can see something ... a sort of big pink ball ... but the picture isn't very clear. Is it one of your new toys?
b No, actually, it's been pretty sunny for the last three days.
c Well done! Right, the next stage is to click on the 'video' icon in the top left-hand corner of the chat program.
d Wow, that's good news. Okay, I have some new toys for the Christmas market I'd like to show you. Are you ready to start our videoconference?
e That's good! Now find my name and then double-click on it.
f Oops! Sorry about that Sophie! I told you I was lousy at using new technology!
g Er, sure. I've never done this before though. You'll have to bear with me if I'm a bit slow.
h Er, no, that's my face, Jimmy. I'll have to adjust the focus ...
i Fine thanks, Jimmy. Is the weather still miserable in London?
j Hello, Sophie! Good to speak to you! How are things in Paris?
k Right, last time I was in London I installed a chat program so all you have to do is to click on the 'chat' icon at the bottom of the screen.
l Yes, it is, I know that much!
m Hold on, hold on, 'chat' icon ... there it is ... The program is opening and there's a list of names in a sort of box.
n Here you are, 'Sophie-Paris'! Now double-click ... Wow, a dialogue box just appeared out of nowhere! Let me key in H-e-l-l-o S-o-p-h-i-e.
o Don't worry, Jimmy. It's very easy. Now, is your computer switched on?

- 2** Match the verb and noun/phrases. Then work in pairs and think of other collocations with these verbs.

- | | |
|------------|---|
| a adjust | 1 your computer |
| b click on | 2 the chatroom software from a reliable website |
| c open | 3 the chatroom software on your computer |
| d turn up | 4 the focus if necessary |
| e install | 5 the chat program icon |
| f connect | 6 your computer to the Internet |
| g download | 7 the volume if necessary |
| h turn on | 8 your webcam program |

- 2** Work in groups. Discuss the pros and cons of videoconferencing using a chat program on your computer.



14

WORK-RELATED ISSUES



Generational Stereotypes at Work

PRE-CLASS ACTIVITIES

- Watch the [video](http://bit.ly/GenerationWars) (<http://bit.ly/GenerationWars>) and complete the table below.

Glossary

crochet - to make clothes and other things using wool and a special needle with a hook at one end

ball pit - a container or area filled with colourful plastic balls in which children can play

break room - a room in the workplace for employees to use when they take a work break

Name	Other names	Dates	Characteristics	Google Search suggestions
The Greatest Generation	veterans, the matures, the silents	1922-1943	known for their self-sacrifice, respect for authority and work as its own reward
Baby Boomers	boomers	hard-working, workaholic; they appreciate competition, love effective communication	conservative, stupid, the worst generation, angry,, so important
Generation X, the latchkey generation	1961-1980	tell us about balance and ask for that in the workplace, angry, the lost generation, the smallest generation,
Millennials	1981-2000	pragmatic, hopeful, They think they're going to change the world, a little bit idealistic	obsessed with food, stupid, lazy,, fired, hated, think they're important
Generation Z	since 2000	high school or soon to be high school graduates.

- Use the words at the end of sentences to form a new word that fits into the gap.

- He's an rich guy with no understanding of how people who aren't rich actually live. TITLE
- In large groups, it's difficult for people to with each other properly. ACT
- They are keen of their local team. FOLLOW
- New regulations have restricted the of doctors. AUTONOMOUS
- Managers should know how to express to their teams. APPRECIATE
- Customers are tired of the fast-talking salesperson. STEREOTYPE

- Check your answers by finding words in the video [transcript](http://bit.ly/GenerationWars-Transcript) (<http://bit.ly/GenerationWars-Transcript>).

IN-CLASS ACTIVITIES

1. Match halves to create expressions.

- | | |
|------------------|------------------------------------|
| 1. navigate | a. them seriously |
| 2. retain | b. loud what you think |
| 3. take | c. with your generation |
| 4. figure out | d. how to deal with it |
| 5. individualize | e. embedded in our culture |
| 6. identify | f. millennials |
| 7. say out | g. the multigenerational workplace |
| 8. it is deeply | h. our approach |

2. Discuss questions:

- Which generation do you belong to? Do you identify with it?
- In what ways are stereotypes about your generation unfair and harmful? Is your generation taken seriously?
- Do you agree with statements by the speaker Leah Georges:
 - “*People want work that matters, they want flexibility, they want support, they want appreciation, they want better coffee. But none of these things are tied to a generation.*”
 - “*To really understand the beauty of the multigenerational workplace, I think we just have to meet people where they are.*”
- Why is it so difficult for managers to figure out how to navigate the multigenerational workplace?
- Should managers individualize their approach to particular people rather than generations?
- What can managers do to retain employees?



There are 5 generations interacting at work right now.

How unconscious bias affects your chances of getting a job

1. Read the questions below and match underlined words and phrases to their meanings.

- When was the last time you didn't like someone new, but you couldn't put your finger on why?
- If you were to hire an employee, would you ever follow your gut feeling?
- Do you think that recruiters are aware of their possible bias?

MEANINGS:

- an attitude that you have that makes you treat someone in a way that is unfair or different from the way you treat other people
- a feeling that you are certain is right, although you can give no good reason why
- to discover or understand the reason for something

2. How would you answer the questions in the previous exercise?

3. Word formation. Fill in the table with nouns, adjectives and verbs.

NOUN	ADJECTIVE	VERB
recruitment / recruiter	(un)recruitable	recruit
.....	assessable
assumption
.....	(un)conscious	
.....	(un)	perceive
desire	(un)
.....		appear
..... / judge	(non-).....	judge

How unconscious bias affects your chances of getting a job

4. Before watching a TED Talk, guess the answer to the following question:

- How much time on average does it take a recruiter to review a resume?
 - a. 6 seconds
 - b. 90 seconds
 - c. 3 minutes
 - d. 6 minutes



5. Watch the [video](#) (to 5:25) [<https://youtu.be/QCFb4BiDDcE>] and note down why a recruiter might reject a candidate's resume (put it in the "no" pile).

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)

**CULTURE CORNER**

white pumps

Click to learn about the old-fashioned "[you can't wear white after Labor Day](#)" rule in the USA

How unconscious bias affects your chances of getting a job

6. Complete the questions by transforming the words given in brackets.

- a) Should have the right to check your social media profiles?
[RECRUIT]
- b) What aspects should never be during the hiring process?
[ASSESS]
- c) What can we do in the recruitment process to not be biased against somebody's? [APPEAR]
- d) Have you ever thought about how your affects how you judge others? [PERCEIVE]
- e) Do you remember a situation when you made an about somebody which proved to be wrong? [ASSUME]
- f) How can we fight against bias to make more objective decisions? [CONSCIOUSNESS]

7. Now, discuss the questions from the previous exercise.

8. Read a short description below and discuss how you might perceive a person presented in the description.

Imagine a woman walking onto the TED Talk stage. She's wearing a bright red, white polka dot dress, purple hair, she's wearing lovely white pumps and tattoos.

9. Watch the second part of the [TED Talk](#) (from 5:25) and answer the questions below:

- a. What does unconscious bias lead to in decision-making?
- b. What did the speaker discover she is biased against?
- c. How does asking yourself 'so what' help you fight with unconscious bias?

How unconscious bias affects your chances of getting a job

10. Look at the sentences from the video and choose synonyms of the words and phrases in bold.

- It's **inevitable** that we will all be wrongly judged and perceived by someone else's unconscious bias.
- I **dug deep into** self-awareness and (...) I wrote down my assumptions, judgements, perceptions, and I had a huge discovery.
- The **brutal** discovery was that I did have unconscious bias. We all have unconscious bias all the time.
- Twenty years of this unconscious bias really **drained me**. It really made me feel that maybe I didn't belong in recruiting anymore.

SYNONYMS

- to exhaust, to tire out
- unavoidable, certain
- unpleasant, harsh
- to investigate thoroughly, to make a great effort

11. Create 3 sentences with the words and phrases from the previous exercise.

.....
.....
.....
.....
.....

12. Discuss the points about the video.

- How do you think you are affected by unconscious bias?
- What do you think about the 'so what' technique for fighting unconscious bias?
- What can we do as candidates to defend ourselves against the unconscious bias of recruiters?
- How can we change the recruitment process so that it's less biased?



*Do you want to check what you might be biased against?
Do one of the Harvard's online [Implicit Association Tests](#).*

Idioms 1: The people you work with

There are a lot of informal, idiomatic and slang words that we can use to talk about different types of people who work in a company. Many of them are used in a humorous way. Some of them are *not* very complimentary, so you should be careful how you use them!

Read the descriptions of these different people, then match them with the idiomatic noun in the box at the bottom of the page that best applies to them. The first one has been done for you.

1. Alice enjoys her work, and has no grievances against her employer. = **a happy camper**
2. Brian is a brilliant young man who has quickly become very successful.
3. Clarice is an angry worker who is always spreading discontent in the office.
4. Daniel was brought in to deal with a big project, made a lot of fuss, achieved nothing and then left.
5. Elizabeth is a second-level manager who is responsible for carrying out commands and communicating messages from the top-level executives.
6. Frank works all the time, and is unhappy when he's not working.
7. Gary is new to our company, but he didn't need to be trained for the job as he was already experienced in his line of work.
8. Harriet is a junior executive who assists a senior executive, and is always following him around the building.
9. Ian is rich and successful because of all the hard work he has done.
10. Janine often moves from one job to another because she has skills that a lot of companies value.
11. Kevin is obsessed with the Internet, and spends all his time on the computer.
12. Louise is an influential and dynamic woman who makes things happen.
13. Martin always agrees with everything his boss says.
14. Nora secretly has a second job which she goes to in the evening, and which pays cash.
15. Oliver does a large variety of small jobs in the office.
16. Penelope always appears to have an endless supply of good ideas.
17. Richard is a senior executive who performs extremely well.
18. Sally left the company last year, but returned to work for us again last month.
19. Tom is an executive who dresses well and follows procedure, but doesn't actually contribute much to the company.
20. Ursula is a lazy employee who tries to get away with doing the least possible amount of work.
21. Vic is very knowledgeable about technology and mathematics, but is not very good at relating to people.
22. Wendy always follows her instincts when responding to a question rather than considering it rationally.

a boomerang worker	•	a digithead	•	an empty suit	•	a free worker		
a goldbricker	•	a happy camper	•	a heavy hitter	•	a hip shooter	•	an idea hamster
a Man Friday	•	a moonlighter	•	a mover and shaker	•	a nethead	•	a pilot fish
a plug-and-play employee	•	a seagull manager	•	a self-made man	•	a spear carrier		
a toxic employee	•	a whizz-kid	•	a workaholic	•	a yes-man		

All of the words and expressions in this box can be found in the *Bloomsbury Dictionary of Human Resources and Personnel Management*.



15

ADDITIONAL MATERIALS



1. Complete the sentences with correct words in bold.**a) efficient // effective**

The new online banking system offers a convenient and way to check your account.

Taking this tablet is a very cure for travel sickness.

b) effect // affect

These diseases mainly older people.

Any change in your lifestyle will have an on your health.

c) briefly // shortly

We're going to break for lunch very

Tell me what your story is about.

d) raise // rise

Salaries will continue to in line with inflation.

The government planned to taxes and increase social benefits.

**e) permit // permission**

Official has been granted for more construction near the river.

They wouldn't give him the job without a work

f) quite // quiet

I enjoyed her new book though it's not as good as her last one.

Could you keep while I'm on the phone, please?

g) adopt // adapt

If we can Walmart's strategy to our industry, we'll definitely win the market.

The new tax would force companies to energy-saving measures.

h) especially // specially

This building has designed entrances for the disabled.

Johnson did well in the final game leading the team to victory.

2. For each point 1) - 8), choose one sentence (A or B) which is true.

1) *Alex knows his limitations.*

- A. He is **conscious** of his limitations.
- B. He is a very **conscientious** person.

2) *Mary seems to be a very caring and understanding character.*

- A. Mary comes across as a **nice** character.
- B. Mary comes across as a **sympathetic** character.

3) *He acted in a fair and unselfish way.*

- A. He was totally **uninterested**.
- B. He was totally **disinterested**.

4) *They will never sell their collection of modern art. However, if they ever decide to do that, they will earn millions.*

- A. Their collection is **worthless**.
- B. Their collection is **priceless**.

5) *Jane is a reasonable and practical person.*

- A. Jane is a very **sensible** person.
- B. Jane is a very **sensitive** person.

6) *She studies traditional ballet rather than modern ballet.*

- A. She studies **classic** ballet.
- B. She studies **classical** ballet.

7) *When you run a new business, you have to keep track of your expenses carefully.*

- A. This is an **economic** way to run your new business.
- B. This is an **economical** way to run your new business.

8) *Thank you so much for helping us move house.*

- A. We are so **grateful**.
- B. We are so **thankful**.

3. Choose 5 words in bold from the sentences that haven't been selected in exercise 2. Write sentences with each word you have chosen.

.....
.....
.....
.....
.....

13 Verb forms

A Match a form in the left-hand column with a *meaning* in the middle column and a *grammar word* in the right-hand column.

1 Sales <i>increase</i> every year.	a) Completed actions in a completed period of time.	past simple
2 Sales <i>are increasing</i> at the moment.	b) Actions and situations repeated regularly over a long period of time.	past continuous
3 Sales <i>have increased</i> by 5% this year.	c) Actions or situations in progress from the past up to the present.	present simple
4 Sales <i>have been increasing</i> rapidly this year.	d) Temporary actions and situations in progress now.	present continuous
5 Sales <i>increased</i> significantly last year.	e) Actions or activities in progress in the past.	present perfect
6 Sales <i>were increasing</i> all through last year.	f) A past event or situation that is connected to the present.	present perfect continuous

Note: remember that some verbs are not normally used in a continuous form. These include verbs of thinking (*doubt, know, understand*), the senses (*see, appear*), feelings (*like, want, hope*), possession (*belong to, contain, have*) and other verbs like *cost, depend on, mean, need*.

B Write the time phrases from the box below in the column where they are used most often. Some of the phrases can be used in more than one column.

ago already always/often/never at the moment currently ever every day
from time to time in the nineties just last week not yet now nowadays once a year
over the last few months recently so far this year these days up to now yesterday

Present simple (I do)	Present continuous (I am doing)	Present perfect (I have done)	Past simple (I did)

Note: time phrases help to make the meaning clear and are usually associated with particular verb forms.

C Complete the email by putting the verb in brackets into either the present simple (*I do*), present continuous (*I'm doing*) or present perfect (*I've done*). The time phrases will help you. Use contractions where appropriate.

Every year around this time we ⁽¹⁾ (interview) candidates for functions across the company. This week I ⁽²⁾ (plan) that process, so I ⁽³⁾ (need) an estimate of staffing needs from every department. In past years we ⁽⁴⁾ (always/be able to) recruit the numbers asked for, but this year will be different. At the moment we ⁽⁵⁾ (operate) in a difficult market, and sales ⁽⁶⁾ (fall) considerably over the last year. This ⁽⁷⁾ (mean) that we will have to reduce our staffing costs, although I ⁽⁸⁾ (hope) it will only be temporary.

D Complete the email by putting the verb in brackets into either the present simple (*I do*), present perfect (*I've done*) or past simple (*I did*). The time phrases will help you. Use contractions where appropriate.

I ⁽¹⁾ (just/receive) an email from our subsidiary in Russia. They ⁽²⁾ (need) more brochures as they ⁽³⁾ (give out) their entire stock over the last few months. They ⁽⁴⁾ (have) a stand at the Moscow Trade Fair last week and ⁽⁵⁾ (distribute) hundreds of brochures. Now they ⁽⁶⁾ (want) us to send another 5,000 copies. I ⁽⁷⁾ (already/contact) Sales to see if they have any spare, but I ⁽⁸⁾ (think) we'll need some more. Can you get a quotation from the printers?

E Complete the email by putting the verb in brackets into either the present perfect (*I've done*), past simple (*I did*) or past continuous (*I was doing*). The time phrases will help you. Use contractions where appropriate.

Hi Isabel! Sorry I ⁽¹⁾ (not/be) in touch recently. Hope you're well. Guess what! The other day I ⁽²⁾ (meet) Katia while I ⁽³⁾ (wait) at the bus stop. Remember her? That girl from Russia who ⁽⁴⁾ (be) in our English class last year. I almost ⁽⁵⁾ (not/recognise) her because she ⁽⁶⁾ (wear) sunglasses and she ⁽⁷⁾ (dye) her hair pink! Anyway, she said that she ⁽⁸⁾ (go out) for a drink next Friday and she invited us. Do you want to come?

F Complete the email by putting the verb in brackets into the present perfect (*I've done*) or the present perfect continuous (*I've been doing*). Use contractions where appropriate.

Are you there? I ⁽¹⁾ (phone) all week and there's no answer! I couldn't email you because I ⁽²⁾ (wait) to get my computer fixed. What's your news? ⁽³⁾ (you/find) a job yet? As for me, I ⁽⁴⁾ (decide) to get fit. Yes, really! I ⁽⁵⁾ (diet), and I ⁽⁶⁾ (start) yoga classes as well. I ⁽⁷⁾ (go) for a couple of weeks now and I'm really enjoying it. ⁽⁸⁾ (you/ever/do) yoga? Anyway, get in touch when you have a chance.