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A Course of Business English for 1st year Preparatory Class
Students

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Aim of the Course

The course aims is to equip 1st year students with the needed skills in business English to help them succeed in their study of economics and business and master English to be used at work when they finish the study.

English language is the first language in the world. It is the language of science, technology, business and internet. There is a global awareness of the importance of learning and mastering this language.

Annaba Higher School of Management Sciences is well aware of the importance of English for enhancing its students' level because various resources of economics and management are written in English.

As for the details of this course, there is a mixture of general English (grammar) and specific English (business English). Grammar is included in order to revise what the students lacked at grammar school. Business English is included in order to prepare students to get familiar with business terminology and to understand business and economics concepts.

Lesson 1

English Tenses

I. Present simple:

Form:

■ Affirmative: I/you/we/they + stem (e.g.: I work) / She/he/it + stem + s
(e.g.: she works hard) (I: subject/personal pronoun – work: intransitive verb – hard: modifier/adverb)

■ Negative: I/you/we/they + do not + stem (eg: I do not work) / She/he/it + does not + stem (eg: she does not work)

■ Interrogative: Do I/we/you/they + stem? (Do they work?) / Does she/he/it + stem? (Does she work?)

Sentence structure:

SV / SVM (intransitive verbs): the modifier is optional and can express manner, time, and place; to find it we ask the question how? when? where? with an intransitive verb.

Uses: we use the present simple to:

1. Give factual information about permanent activities (facts): Valentino makes luxury chocolates.
2. Express scientific truth: water freezes at 0°C.
3. Describe a state that does not change: He looks like his father. The company consists of 5 departments.
4. Talk about routine activities, repeated actions or habits. This use of the Pr.S is associated with adverbs of frequency such as: always, every day, every year, usually, often, sometimes...: We usually have our meeting on Mondays. / I often travel abroad on business.(adverbs are always placed between the S and V in simple tenses)
5. Talk about fixed timetables and schedules: The exams start in February / The train leaves at 5.

6. Verbs that describe states, not actions are used only in simple tenses such as: to belong, to want, to know, to believe, to live, to understand...: I like working in groups.

II. Present continuous:

Form:

- Affirmative: I + am + stem + ing (eg: I am negotiating the price) (negotiate: transitive verb – the price: object) You/we/they + are + stem + ing / She/he/it + is + stem + ing (he is offering his mother a present)
- Negative: I/you/we/they + am/are not + stem + ing / She/he/it + is not + stem + ing (eg: she is not writing the lesson)
- Interrogative: Am/Are + I/we/you/they + stem + ing? (Are they playing football?) / Is she/he/it + stem + ing?

Sentence structure:

SVO / SV Ind.O Dir.O (transitive verbs): to find the direct object we ask the question what? with a transitive verb. To find the indirect object we ask the question to/for whom? with a transitive verb.

Uses: we use the present continuous to:

1. Describe activities in progress at the moment of speaking, and with time expressions such as: now, today, at the moment, at present, still: She is talking to him on the phone right now. We are still working for this company.
2. Refer to future personal arrangements: He is starting a new job next week.

3. Talk about a temporary situation: The delegation is staying at the Hilton until Friday.
4. Talk about changes happening around the world now: The world's supplies of Oil are running out.

III. Past simple:

Form:

- Affirmative: I/you/we/they/she/he/it + stem + ed for regular verbs / a new form for irregular verbs (eg: She was a dancer) (to be: a state verb – a dancer: complement)
- Negative: I/you/we/they /she/he/it + did not + stem (eg: I did not look tired)
- Interrogative: Did I/we/you/they/she/he/it + stem? (Did they work?)

Sentence structure:

SVC (state verbs: there is no action): to find the complement we ask the question what? or how? with a state verb.

Uses: we use the past simple to:

1. Refer to a finished action or state in the past with time markers such as: last week, yesterday, ago, in 1999: They attended a meeting last Monday.
2. Talk about historical events: Graham Ball invented the telephone.
3. Narrate: I owned five shops in Madrid, but sales did not go well. So, I moved to Paris.
4. Polite requests: I wondered if you can give me some help in designing the next advertising campaign.

IV. Past continuous:

Form:

- Affirmative: I/she/he/it + was + stem + ing (eg: I was listening to the speech of the president) You/we/they + were + stem + ing
- Negative: you/we/they + were not + stem+ing / I/she/he/it + was not + stem + ing (eg: we were not working)
- Interrogative: Were+we/you/they + stem+ing? (Were they playing football?) / Was I/she/he/it + stem+ing?

Uses: we use the past continuous to:

1. Talk about a past action focusing on its duration or progressive nature: He was attending a business presentation yesterday morning.
2. Express a continuous action interrupted by another past action (one long action cut by a short action): I was talking to our supplier on the phone when I heard an explosion.
3. Talk about two simultaneous past actions (happening at the same time): Last week, I was travelling for business while my assistant was running the company.

V. Past Perfect:

Form:

- Affirmative: I/you/we/they/she/he/it + had + PP (eg: I had decided to transfer my office to New York)
- Negative: I/you/we/they/she/he/it + had not + PP (eg: She had not prepared her lessons before coming to class)

- Interrogative: Had I/we/you/they/ she/he/it +PP? (eg: Had they worked?)

Uses: we use the past perfect to:

1. Express an action completed in the past prior or before a point of time in the past or another past action:
 - They had resigned before the New Year's Eve.
 - When we arrived, the secretary had already left the office.

VI. Present perfect:

Form:

- Affirmative: I/you/we/they+ have + PP / she/he/it + has + PP (eg: she has done a bank transfer)
- Negative: I/you/we/they+ have not+ PP / she/he/it + has not + PP (eg: They have not yet resigned)
- Interrogative: Have I/we/you/they +PP? / Has she/he/it + PP (eg: Has he won a prize this year?)

Uses: we use the present perfect to:

1. Talk about life experiences: He has worked in a number of different firms.
2. Talk about actions whose time is not given or indefinite: They have developed a new brand of toothpaste.
3. Talk about actions that started in the past but continue up to the present: Calvin Klein has been one of the leading fashion designers since the mid 1970s.
4. Talk about very recently completed actions, with adverbs such as: recently, already, just, yet, lately, and with other time markers like: since, for, ever, never, up till now...: I have just learnt how to write a professional résumé. I have not seen my friend for ages.

VII.Future simple:

Form:

- Affirmative : I/you/we/they/she/he/it + will/shall + stem (eg: I will travel next week)
- Negative: I/you/we/they/she/he/it + will/shall not + stem (eg: She will not engage in a new business)

- Interrogative: Will/shall I/we/you/they/ she/he/it +stem? (eg: Will they buy this product?)

Uses: we use the Future simple:

- Predict or think something will happen in the future: The company will continue to lose market share unless it solves its problems.

Practice

Exercise 1:

Put the verbs between brackets in the right tense.

1. Nurses (to look) after patients in hospitals.
2. I (to live) with my friends until I find a place of my own.
3. The police (to arrest) me on my way home last night.
4. Paul phoned when we (to have) dinner.
5. I (never/to be) to China.
6. When we arrived to the meeting, they (already/to start)
7. The Chief Executive Officer (to appoint) a new manager.
8. Last year, we (to spend) a lot on advertising and so we (to attract) lots of new customers.

9. She (to work) in the marketing department for 5 years.
10. They (to make) the presentation two days ago.
11. Our company (just/to introduce) the new car to the market.
12. I (always/to check) my e-mail first thing in the morning.
13. We (to open) a new subsidiary next week.
14. We (to rent) offices until our new headquarters are ready.
15. The company (to want) to achieve higher sales results this year.
16. He (to be) the president of this multinational since 1985.
17. I (to go) to he USA on business twice.
18. In 2007, my father (to retire).
19. The flight (to leave) at 8 tomorrow.
20. A pharmacist called John Pemberton (to invent) Coca-Cola.
21. The weather forecast says that tomorrow (to be) warm and sunny.
22. Jack (to work) on the report at present.

Exercise 2:

Turn the following sentences into the negative form.

1. We graduated in 2008.
2. I was hoping to find a job in my hometown.
3. This country has accepted qualified workers from Europe.
4. I am meeting Peter tomorrow morning.
5. Unilever makes a wide variety of consumer goods.
6. Many consumers prefer well-known brands.
7. We will develop a completely new image for the brand.

Exercise 3:

Turn the following sentences into the interrogative form.(form yes or no questions)

1. You usually pick up groceries on your way home.
2. He is working with those designers.
3. They will buy a new car.
4. The chairman has recently resigned.
5. She went to Berlin last week.

Lesson 2

Organizations

A. Business and businesses

Business is the activity of producing, buying and selling goods and services. A business, a company, a firm or more formally a concern, sells goods or services. A company may be called an enterprise, especially to emphasize its risk-taking nature.

Businesses vary in size, from the self-employed person working alone, through the small or medium enterprise (SME) to the large multinational with activities in several countries. Large multinationals have different branches in a lot of countries. These branches or these small companies which belong to the parent company are called subsidiaries.

A large company, especially in the US, is a corporation. The adjective, corporate, is often used in these combinations:

Corporate culture	corporate headquarters	corporate image
Corporate ladder	corporate logo	corporate profits

B. Corporate structure or business organization

A business or a company needs to organize itself into a structure that best suits its objectives. This can be done in several ways.

1. Organisation by **function**:

The company is divided into departments such as production, finance, marketing, and human resources.

2. Organisation by **product**:

The company brings together staff who are involved in the same product line.

3. Organisation by **customer type**:

The company is organised around different sectors of the market. Large customers are called "key accounts".

4. Organisation by **geographical area**:

The company is organised according to regions.

Most companies have hierarchical or pyramidal structure with a single person or a group of people at the top and a number of people below them at each successive level. A chain of command runs down the hierarchy, so that all employees know who their boss is, to whom they report, and whom their subordinates are, to whom they can give instructions.

Most companies are made up of three groups of people: the shareholders –who provide capital-, the management and the workforce. The management structure of a typical company can be organised as the following: at the top of the company hierarchy is the board of directors, headed by the chairman or president. The board is responsible for policy decisions and strategy. It will usually appoint a managing director or chief executive officer. The CEO will be on the Board, but most Board members are not involved in running the company -they are elected by and **responsible to** the shareholders. Their main interest is **shareholder value**: getting a good return on investment in terms of both **dividend** payments and a rising share price.

Then, the company is run by **top or senior managers** with job titles such as: Chief Executive Officer (CEO), Chief Operating Officer (COO), and a series of Vices-Presidents or Directors of different departments. Top management sets a direction for the organisation and aims to inspire employees with their vision for the company's future. This vision is often written down in a mission statement. They usually head the various departments or functions within the company such as marketing, personnel or human resources, finance, production...

The next level is **middle management**, where managers are **in charge of** a department, division, branch, etc. Middle managers develop detailed plans and procedures based on the firm's overall strategy.

Finally there is **supervisory** or **first-line management**, and typical job titles are: supervisor, team leader, section chief. Supervisory managers are responsible for assigning non-managerial employees to specific jobs and evaluating their performance. They have to implement plans developed higher up the hierarchy.

In some companies, or for specific projects, there can be a **matrix structure** with cross-functional teams. Here employees from different parts of the organisation work together and bureaucracy is reduced. Here employees report to more than one superior.

Practice

Exercise 1:

Correct the mistakes using words and expressions from A opposite.

1. Before we employ people, we like to put them in job situations to see how they do the work and fit into the corporate ladder.
2. The company has built a grand corporate logo as a permanent symbol of its power.
3. Our stylish new corporate culture shows our wish to be seen as a more international airline.
4. The company is growing and corporate headquarters are rising.
5. The rules were introduced to protect women working in factories, but today they make it harder for women to climb the corporate image.
6. Companies hit by computer crime are not talking about it because they fear the publicity will harm their corporate profits.

Exercise 2:

Fill in the missing letters.

- 1- Inside a company, large customers are often referred to as 'k... .. a... .. s'.
- 2- COO stands for C... .. O... .. O... .. r.
- 3- A matrix structure brings together people from different parts of the organisation to work as c... .. - f... .. l t... ..s.
- 4- The delegation of decision-making is likely to lead to a higher level of morale at the g... .. s.
- 5- Each manager supervises a number of sub... .. s.
- 6- In relation to an existing market, the 'big picture' strategy can be one of d...t (growth), con... .. tion (making the existing situation stronger), or wi... .. wal (leaving the market completely).

Exercise 3:

Complete each phrase 1-10 with an ending a-j.

- | | |
|---|----------------------------------|
| 1. Operational planning translates general goals | a. a direction for the company. |
| 2. It is usual to divide an organisation hierarchy. | b. developed higher up the |
| 3. Some companies are organised according specific jobs. | c. for assigning employees to |
| 4. The board gets involved | d. in major strategy issues. |
| 5. Senior managers set departments. | e. into functional |
| 6. Middle managers develop detailed plans based objectives. | f. into more concrete specific |
| 7. First-line managers implement plans | g. on the overall strategy. |
| 8. First-line managers also responsible | h. to geographical regions. |
| 9. A cross-functional team brings parts of the company. | i. together staff from different |
| 10. Subordinates work first-line manager. | j. under the supervision of a |

Exercise 4:

The mixed-up letters make words that describe departments or functional areas inside a company. Put the letters in the right order.

- | | | | |
|----------------------------------|-----------------------|-----------------------------|-----|
| 1. haumn rruoeecss
atnccous | 2. pdroctoiun | 3. cmoesutr sctieevs | 4. |
| 5. siihnppg
metakrnig | 6. qtuialy crotnol | 7. rsaceerrh and dvnolpmeet | 8. |
| 9. pbiluc rnotilae
pasuirchng | 10. pejcrot mmeegnaat | 11. aiiisdtrnmaon | 12. |

Exercise 5:

Match the verbs with their definitions.

To check – to adapt – to assign – to coordinate – to implement

1. Give someone a job to do.
2. Change something to fit a new situation.
3. Carry out; make a plan start to work.
4. Organise people so that they work together effectively.
5. Make sure that everything is correct or the way you expect it.

Lesson 3

Production

- Products

A **product** can be:

1. something natural
2. something made to be sold
3. a service.

Produce refers to agricultural products such as crops or fruit. For example, you can buy fresh produce at a farmer's market.

Something that is made is **produced** or **manufactured**.

A company that produces something is a **producer** of it.

A company that manufactures something is a **maker** or **manufacturer** of manufactured goods.

- Mass production

I am Steve and I am head of car production at a manufacturing **plant**. Plant sounds more modern than factory or works. On the assembly line we **mass-produce** cars. The plant is highly **automated**: we use a lot of machinery. These machines are expensive to buy but very **cost-effective** – we do not have to pay them wages. We use industrial robots. These robots are part of the CAD/CAM system of computer-assisted design and manufacturing.

- “My name's Paul. I have a little **workshop** where I produce furniture ordered by individual customers. We don't use machinery: the furniture is **hand-made**. Producing furniture like this is a **craft industry**. It is very **labour intensive**: it takes a lot of work to produce each piece. Many people dislike the furniture that big companies **churn out** in large numbers on their large **production lines**, so we have a lot of customers.”

- The production process

Manufacturing takes place in a plant. The process can be **capital-intensive** (requiring a lot of finance) or **labour-intensive** (demanding manpower). If the operation is efficient at transforming inputs (materials, labour and information) into finished goods (output), then there is a high level of productivity. The manufacturing process consists of many stages:

1. **Planning:** this involves trying to bring together customer demand with operational issues of volume, timing, and the purchase of materials. A bill of materials is produced, this is compared with the existing inventory, and any necessary purchases are made.
2. **Sequencing:** a supervisor decides which workstation (machine or employee) will carry out which tasks in which order.
3. **Scheduling:** the supervisor decides when particular tasks should start and finish.
4. **Dispatching:** the supervisor authorizes tasks to begin (giving detailed instructions).
5. **Loading:** materials or parts are introduced to an operation so that it can begin. A robot loads an assembly line with a new component; an operator loads a machine with raw materials.
6. **Monitoring:** this involves checking progress, eliminating bottlenecks, and identifying and solving problems.

- **The business cycle**

The **business cycle** or **trade cycle** is a permanent feature of market economies: **gross national product** changes in size and quality as **booms** and **recessions** succeed each other. During a **boom**, an economy expands to the point where it is working at full capacity, so that production, employment, prices, profits, investment and interest rates all tend to rise. During a **recession**, the demand for goods and services declines and the economy begins to work at below its potential. Investment, output, employment, profits, commodity and share prices and interest rates generally fall. A serious, long-lasting recession is called a **depression** or a **slum**.

The highest point on the business cycle is called a **peak**, which is followed by a **downturn** or a **downswing** or a period of contraction. The lowest point on the business cycle is called **trough**, which is followed by a **recovery** or an **upturn** or a period of expansion.

Innovation and invention

Verb	Noun: concept (uncountable)	Noun: thing (countable)	Noun: person
design: to make plans or drawings for how something is to be made	design	a design	a designer
develop: to make a new idea successful, for example by making or improving a product	development	a development	a developer
innovate: to think of new ideas, methods, products, etc.	innovation	an innovation	an innovator
invent: to design and make something for the first time	invention	an invention	an inventor
–	technology: the practical or industrial use of scientific discoveries	a technology	a technologist

Practice

1. Complete this table with words from the lesson.

Verb	Noun: person or organization	Noun: process	Noun: thing
Make	Maker	X	X
		Manufacturing	
Produce: non-food		Production	
Produce: food			

2. Rearrange these lines to make a text containing words from the lesson.

1. work. Of course, we still have a lot of assembly
2. plant producing TVs in Singapore. We have two production
3. My name is George Chen, and I am director of a manufacturig
4. lines working 24 hours a day. We use CAD
5. line workers, so it is still quite labour-
6. intensive. But with the help of computer-
7. CAM, and robots do some assembly
8. Assisted design and automation, productivity is increasing.

- 3.** Give the infinitive of the underlined verbs. Give the past simple form of the verbs written in bold.

The production process of a potato supplier:

Well, the potatoes are grown on our farms and brought to the production plant here. First of all we **peel** them, and then we **wash** them. Next we **sort** them, and **grade** them according to their size and weight. The acceptable potatoes are then steamed, chopped and freeze-dried. After that the granules **go** to the canning department: the cans are filled and vacuum-sealed. We next **send** the cans to be labelled and packaged, then **dispatch** them to distribution centres.

- 4.** Match the different stages (A-F) in the production process with their descriptions (1-6)

- | | |
|----------------|--|
| A. planning | 1- Introducing materials to an operation so it can begin. |
| B. sequencing | 2- Authorizing a task to begin. |
| C. scheduling | 3- Bringing together customer demand with operational issues. |
| D. dispatching | 4- Checking process and solving problems. |
| E. loading | 5- Deciding when tasks should start and finish. |
| F. monitoring | 6- Deciding which workstation will do which task in which order. |

Lesson 4 **Distribution Channels: Wholesale and Retail**

Distribution is the final link in a company's supply chain, and involves getting the right products to the customer at the right time. It includes the physical handling of goods, warehousing, choice of distribution channel (eg. wholesaler, retailer, direct distribution), choice of retail outlet, and order fulfillment (doing something that is promised, warranty and repair issues)

Distribution of goods and services can be done through two main ways:

- **Direct distribution:** from the producer or service provider straight to the consumer or business user.
- **Indirect distribution:** through the use of an intermediary, i.e., through one or more of agent or broker, distributor, wholesaler, and retailer.

1. Wholesaling or distributing is defined as the sale of goods or merchandise to **retailers**, to industrial, commercial, institutional, or other professional business users, or to other wholesalers and related subordinated services. In general, it is the sale of goods to anyone other than a standard consumer. Wholesalers frequently physically assemble, sort and grade goods in large lots, break bulk, repack and redistribute in smaller lots.

Wholesale is also a bulk sale by a manufacturer or distributor for resale to a retailer. In almost all states, it is illegal to sell wholesale to an individual, or claim to sell wholesale when it is for end use and not for resale. Also in most states, wholesalers may not sell to the public. Wholesale sales do not carry sales tax, as sales tax is charged to the end user. The wholesaler usually gets their goods and pricing from the manufacturer which is marked up as well.

The wholesale trade sector comprises organizations engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The wholesaling process is an intermediate step in the distribution of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale (i.e., goods sold to other wholesalers or retailers), (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production. Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. Traditionally, wholesalers were closer to the markets they supplied than the source from which they got the products. In the banking industry "wholesale" usually refers to wholesale banking, providing **tailored** services to large customers, in contrast with retail banking, providing **standardized** services to large numbers of smaller customers.

2. Retailing is any sale to an individual or company for end use. Retail is marked up from the price the wholesaler sold it for to the retailer.

The retail trade sector comprises organizations engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: **store and non-store retailers**. **Store retailing** involves specialty stores such as bookstores and flower shops, and discount stores where basic goods are sold with low prices; whereas **non-store retailing** includes home delivery of goods ordered through catalogues, internet retailing or online selling, automatic merchandising or sales through vending machines, and direct selling through having salespeople going door-to-door.

The retailer buys from the wholesaler and sells to the customer. The retailer has costs, (like rent, employees, taxes, loss/breakage, advertising, etc.) and needs to make a profit.

Those added items must be placed on the price charged to the customers, above what the retailer paid for the product.

Practice

Exercise 1:

Fill in the missing letters.

1. Making sure that the customer gets the right goods at the right time is called 'o... .. r f... ..t'.
2. A place where goods are sold to consumers is called a 'r... .. l o... ..t'.
3. It is important to develop long-term relationships with customers so that they make 'rep... ..s'.
4. A synonym for middleman is i... ..y.
5. A retailer has a store or a s... ..p, and a wholesaler has a w... ..e.

6. The process of selling products connected with a popular film, person or event is called mer..ing. In American English this word is also used for selling goods in general.

7. To refer to a buyer, the word c.. is more common where there is a standard product, and in shops.

8. The word c.. is more common in the service sector and where there is a degree of personalization.

9. Both words mean 'a person who does business on behalf of another company or person'. The word a.. . . . is used where there is a long-term relationship, whereas the word b.. . . . is more common for individual transactions (eg. stocks).

10. A list of everything that a company sells is called a c..

Exercise 2:

Name the differences between retailing and wholesaling.

Exercise 3: say whether these statements are true or false and correct the false ones?

- Wholesale is the sale of goods or merchandise to retailers.
- Retail is also called bulk sale.
- An individual consumer can legally purchase goods from wholesaler.
- Wholesale price includes sales tax.
- Sometimes wholsale prices are fixed by the manufacturer.

Lesson 5

Marketing

A. The market:

It is a place where goods are bought and sold, and where transactions for buying and selling are arranged (it is any set of arrangements that allows buyers and sellers to exchange goods and services). The term market also refers to the mass demand of the potential buyers of a **commodity** or service, i.e. it is an economic system where prices, jobs, wages, etc. are not controlled by the government, but depend on what people want to buy and how much they are willing to pay.

B. Marketing:

It is the process of planning, designing, pricing, promoting and distributing ideas, goods and services, in order to satisfy customer needs (**target market**), so as to make a profit. In other words, it is the management process involved in identifying (through **market research**), anticipating and satisfying consumer requirements profitably. All these activities are called the marketing mix.

The **marketing mix**, usually referred to as the 4 Ps, consists of choosing the right **product**, selling it at the right **price**, using the right kind of **promotion**, and making it available in the right **place**.

1. **Product:** product is what a company produces or offers. It is seen as an item that satisfies what a consumer needs or wants. It is a tangible good or an intangible service. Intangible products are services like the tourism industry. Tangible products are those that have an independent physical existence such as motor cars. Every product is subject to a life-cycle including a growth phase followed by a maturity phase and finally an eventual period of decline as sales fall.
2. **Price:** price is what it costs to the buyer or consumer. It is the amount a customer pays for the product. The price is very important as it determines the company's profit and hence, survival. It affects both demand and sales.
3. **Promotion:** promotion is the ways to make a product popular and well-known. It represents all the methods of communication that a marketer may use to provide information about the product. Promotion comprises elements such as: advertising, public relations, personal selling, and sales promotion.

Advertising covers any communication that is paid for, from cinema commercials, radio and Internet advertisements through print media and billboards. Public relations is where the communication is not directly paid for and includes press releases, sponsorship deals, exhibitions, conferences, seminars. Word-of-mouth is any apparently informal communication about the product by ordinary individuals, satisfied consumers.

4. **Place:** place is where you sell the product and how it reaches the consumer, also known as distribution. It refers to providing the product at a place which is convenient for consumers to access. Place is also synonymous to distribution.

To market a product is to make a plan based on this combination and put it into action. A **marketer** or **marketeer** is someone who works in this area. It can also mean an organisation that sells particular goods or services.

There are many business expressions that deal with marketing and market:

- **Market research:** collecting and studying information about what people want and need.
- **Market share:** the percentage of a market or sales that a company has.
- **Market leader:** the company or product with the biggest market share.
- **Marketing manager:** the person who runs the sales or marketing department.
- **Market orientation:** the fact that everything marketers do is designed to meet the needs of the market.

Practice

Exercise 1:

The four Ps form the basis of the marketing mix. If you want to market a product successfully, you need to get this mix right. Match the 'Ps' 1 to 4 to the definitions a) to d).

- | | |
|--------------|---|
| 1. Product | a) the cost to the buyer of goods or services |
| 2. Price | b) informing customers about products and persuading them to buy them |
| 3. Promotion | c) where goods or services are available |
| 4. Place | d) goods or services that are sold |

Exercise 2:

Complete the following definition of marketing, by inserting these verbs in the gaps below.

design / develop / identify / influence / modify / persuade

Marketers have toor anticipate a consumer need;.....a product or service that meets that need better than any competing products or services;target customers to try the product or service; and, in the long term,it to satisfy changes in consumer needs or market conditions. Marketers canparticular features, attractive packaging, and effective advertising, that willconsumers' wants. Marketing thus combines market research, new product development, distribution, advertising, promotion, product improvement, and so on.

Exercise 3:

For each group of words 1 to 5:

- a. Fill in the missing vowels.
- b. Match the words to the definitions a) to c).

1 Market	research s..gm..nt sh..re	a)the percentage of sales a company has. b)information about what customers want and need. c)a group of customers of similar age, income level and social group.
2 Consumer	b..h..v.....r pr..f..l.. g....ds	a)description of a typical customer. b)where and how people buy things. c)things people buy for their own use.
3 Product	l....nch l..f.. cycl.. r..ng..	a)introduction of a product to the market. b)length of time people continue to buy a product. c)set of products made by a company.
4 Sales	f..r..c..st f..g..r..s t..rg..t	a)how much a company wants to sell in a period. b)how much a company thinks it will sell in a period. c)how much a company has sold in a period.
5 Advertising	c..mp....gn b..dg..t ..g..ncy	a)a business which advises companies on advertising and makes ads. b)an amount of money available for advertising during a particular period. c)a program of advertising activities over a period, with particular aims.

Lesson 6

Advertising

Advertising may be defined as the art of making people want to buy goods or services. It informs people about the existence and benefits of products and attempts to persuade them to buy them. Its aim is to attract and retain customers and increase their number. To succeed in this purpose, the advertiser sets in motion a complete process which may conveniently be divided into six phases:

- (1) attracting attention by using bright colours, contrasts of light and shade, noises or musical sounds;
- (2) using pictures to awake the curiosity of people;
- (3) arousing the desire to have the product through persuasion;
- (4) bringing conviction by supplying scientific information and offering some sort of advantage for every purchase made within a certain period; and finally,
- (6) influencing the memory by using clever slogans, trade-marks or brands.

No firm can forget that “Repetition makes Reputation”. Companies may have their own advertising departments to set up their advertisements (adverts or ads) or may use the services of advertising agencies.

Advertising includes both mass communication channels, such as newspapers ads, radio and TV commercials and other mass media, and direct communication by post. Having defined the target audience, the marketer must develop an effective message. Ideally, the message should attract attention, hold interest, arouse desire and elicit action. This is called the AIDA model. The message content can address different kinds of appeal or unique selling proposition explaining what differentiates the product from its competitors and why customers should buy it.

The adverts carry verbal and non-verbal messages. The verbal message, or the slogan, has to be short and easily memorized and the layout of a printed ad or the commercial has to be designed by artists and experts. Companies usually hire advertising agencies to plan their campaigns.

- a. Define the word advertising using your own words.
- b. What is the objective of the advertiser?
- c. According to you, what is the best means used by the advertiser to attract customers' attention?
- d. How customers can be convinced to buy a product?
- e. Give a synonym to the words: firm-to buy-to have-to persuade.
- f. Give opposites to the words: to increase-to succeed-advantage-to buy.

How companies advertise:

Although large companies could easily set up their own advertising departments, write their own advertisements, and buy media space themselves, they tend to use the services of large advertising agencies. These are likely to have more resources, and more knowledge about all aspects of advertising and advertising media than a single company. The most talented advertising people generally prefer to work for agencies rather than individual companies as this gives them the chance to work on a variety of advertising accounts (contracts to advertise products or services). It is also easier for a dissatisfied company to give its account to another agency than it would be to fire its own advertising staff.

The client company generally gives the advertising agency an agreed budget; a statement of objectives of the advertising campaign, known as a brief; and an overall advertising strategy concerning the message to be communicated to the target customers. The agency creates advertisements and develops a media plan specifying which media – newspapers, magazines, radio, television, cinema, posters, mail, etc.- will be used and in which proportions. (On television and radio, ads are often known as commercials.)

Practice

Exercise 1: Fill in the blanks to form word partnerships.

1. In order to hold the audience's an effective presenter may occasionally tell a joke or an anecdote.
2. Hoardings or billboards can be dangerous because they attract too much drivers'
3. Environmentalists talk too much, they should elicit
4. When Jane is on diet, she refuses to watch TV because commercials arouse for food.

Exercise 2:

- Give examples of outdoor advertising on the buses in your country.
- Give examples of clever slogans that you remember from advertising campaigns.
- Which celebrities from your country are used in advertising?
- Which products do they advertise?

Exercise 3:

Look at the words in the box below. Label each item 1 for advertising media, 2 for advertising methods or 3 for verbs to do with advertising.

Directories	1	commercials	exhibition	point-of-sale	target
press					
Persuade		public transport	billboards		posters
endorsement		internet			
Publicise		promote	place	launch	word of
mouth	sponsorship				
Cinema		radio	sponsor	television	

Exercise 4:

Choose the most suitable word from the words in brackets to complete these sentences.

1. Viacom Outdoor is an advertising company that specialises in placing adverts on (billboards/public transport/television) such as buses.
2. Some perfume companies provide (commercials/free samples/posters) so that customers can try the perfume on their skin before they buy.
3. Advertising companies spend a lot of money on creating clever (slogans/directories/commercials) that are short and memorable such as the message for Nike: "Just do it."
4. Celebrity (exhibition/press/endorsement) is a technique that is very popular in advertising at the moment.
5. If news about a product comes to you by (word of mouth/press/internet), this means that someone tells you about it rather than you seeing an advert.
6. If you have something to sell, you can (target/place/launch) an advert in the local newspaper.

Exercise 5:

Fill in the gaps with the right word. (recognise-endorsing-sponsored-publicise-advertising)

As you know, we are doing everything we can tothe new products. We arethem on TV and in the newspapers. A famous international tennis star isour products, so we have put her name on everything. We have alsoa number of local sports events, so we know that people willour name all over the area.

Exercise 6:

Complete the following sentences.

1. Ais a short and easily memorised phrase that advertisers use to promote a product.
2. Ais a symbol or a visual design which companies use on their products to make them recognisable to the customers.
3. An advertisingis a business which advises companies on advertising and makes ads.
4. Anis the person who is responsible of designing ads.

Lesson 7

Conditional Sentences

Definition

- **Conditional sentences** are made of **two parts**.
 - The **first part** includes the “**condition**” introduced by “**if**”, which is the “**reason**” for the other part.
 - The **second part** includes the “**consequence**”, the “**result**», of the first part.
Eg : **If** you come , I will tell you.
- We can have the “**result**” first then the “**condition**”. In this case, there is no comma between the result and the condition.
Eg : I will tell you if you come .

Situation One: zero conditional

When the **condition** expresses a **general fact, a rule**, the **tense** used in the **two parts** is the **present simple**.

Eg : If you **heat** ice , it **melts** . Ice melts if you heat it.
Pr.S **Pr.S**

Situation Two: first conditional

When the **consequence** of the **condition** is in the **future**, we use the **present simple** in the “**Condition**” and the **future simple** in the “**Consequence**”.

Eg : If it **rains**, I **will use** my umbrella . I will use my umbrella if it rains.
Pr.S **FS**

Situation Three: second conditional

When the **consequence** of the **condition** is **hypothetical** (probable, not sure), in the future, we use the **past simple** in the “**Condition**” and the **present conditional simple** in the “**Consequence**”.

Eg : If I **saw** a lion , I **would run** . I would run if I saw a lion.
PS **Pr. Condi.S**

- This type of conditional is used to imagine situations that are unlikely to happen, to give advice, and to express impossible conditions.

Eg: If I **won** a million dollar, I **would buy** a Ferrari.
If I **were** you, I **would travel** by car.
If I **were** a bird, I **would fly** in the sky.

Situation Four: third conditional

When the **reason** of an action in the **past** was **not fulfilled or realised**, we use the **past perfect simple** in the “**Condition**” and the **past conditional simple** in the “**Consequence**”.

Eg : If I **had woken up** early , I **would not have missed** the train .

P Perf. S

P Condi. S

I would not have missed the train if I had woken up early.

Practice

Exercise 1: Use the right tense in the following sentences.

1. If he (to arrive) late , the others(to start) without him .
2. If you (to behave) like that again , you (to be punished) .
3. If John F. Kennedy(not to go) to Dallas, he(not to die) in 1963.
4. If I(to be) you , I.....(to attend) the lecture this evening .
5. I.....(not to go) to the park last night if you..... (not to tell) me .
6. If I.....(to be born) in England , I(to speak) perfect English .
7. (you to be) able to come yesterday if I(not to help) you ?
8. If you(to see) his face when he heard the news , you(to laugh) .
9. I (to phone) you if I (not to lose) your phone number.
10. If you (to be) a vegetarian, you (not to eat) meat.

Exercise2: Complete the Conditional Sentences with the correct form (Type I, II or III).

- If I stronger, I'd help you carry the piano. /to be.
- If we'd seen you, we / to stop.
- If we him tomorrow, we'll say hello. /to meet.
- He would have repaired the car himself if he the tools./ to have.
- If you drop the vase, it /to break.
- If I hadn't studied, I the exam. /not to pass.
- I wouldn't go to school by bus if I a driving license. /to have.
- I to London if I don't get a cheap flight. /not to travel.
- We'd be stupid if we him about our secret./to tell.

- If you go out with your friends tonight, I the football match on TV.
/to watch
- I will earn a lot of money if I that job. /to get
- If she does not hurry, we the bus./to miss.
- If he tried harder, he his goals. /to reach

- It would not surprise me if he the answer. /not to know.
- If we to the radio, we would have heard the news./to listen
- If you on the lights, you would not have fallen over the chair./to switch
- She to our party if she had not been on holiday./to come.

A. Accounting gives information about the financial situation of a company for a wide variety of different users and purposes. For instance, managers, shareholders, bankers, and tax authorities need this information to calculate their profits and losses, to publish the value of their assets and liabilities, to check if companies are obeying the law, etc.

- **Describing a job:**

Hi, I am Fiona and I am **an accountant**. I work in Edinburgh for one of the big **accountancy** firms. We look at the **financial records** or **accounts** of a lot of companies. We work with the accountants of those companies, and the people who work under them: the **bookkeepers**. I like my profession: **accountancy** (BrE) or **accounting** (AmE).

Sometimes we act as **auditors**: specialists outside accountants who **audit** a company's accounts, that is, we check them at the end of a particular period to see if they give **a true and fair view** (an accurate and complete picture). An audit can take several days, even for a fairly small company.

When company's results are presented in a way that makes them look better than they really are, even if it follows the rules, it may be accused of **creative accounting** or **window dressing**. Of course, I never do this!

B. Financial Statements: There are two basic financial statements which are prepared by an enterprise when dealing with accounting:

1. The Profit and Loss Account:

A firm reports its performance in a particular period in its results. Results for a specific year are shown in the company's **annual report**. This contains, among other things, **a profit and loss account** (UK) or **the income statement** (US). It shows revenue and expenditure for a specific period. It gives figures for turnover (UK) or net sales (US) – the amount of business done by the company during the year – and for cost of goods sold and overheads. The first figure should be greater than the second: there should be a profit – an excess of income over expenditure. Part of the profit is paid to the government in taxation (income tax), part is usually distributed to shareholders as a dividend, and part is retained by the company to finance further growth to repay debts, etc.

The EPS – **earnings per share** – are also indicated in the profit and loss account, one of the most important measure of the company’s strength. They represent the earnings returned on the initial investment amount. Obviously, the higher this number, the more money the company is making.

This ratio is calculated simply by dividing the company’s net income by the number of shares outstanding during the same period.

2. The Balance Sheet:

A company’s balance sheet highlights the **financial condition** of a company at the end of a particular period, usually the 12-month period of its financial year. This is not necessarily January to December. It offers a **snapshot** of the company’s health. It gives a picture of its **assets** (how much a company owns) and **liabilities** (how much a company owes). The difference between what it owns and what it owes is its **equity**, also called “net assets” or “shareholders equity”.

The balance sheet tells investors a lot about how much debt a company has, how much it needs to collect from customers, how much cash and equivalents it possesses and what kinds of funds the company has generated over time.

The three components of a balance sheet can be stated in the form of the following equation:

Assets = Liabilities + Capital (shareholders equity).

- a. **Assets:** an asset is something that has value, or the power to earn money. These include:
 - **Current assets:** money in the bank, investments that can easily be turned into money, money that customers owe, stocks of goods that are going to be sold or inventories.
 - **Fixed assets:** equipment, machinery, buildings or plants and land or property.
 - **Intangible assets:** things which you cannot see. For example, **goodwill:** a company’s good reputation with existing customers, and brands: established brands have the power to earn money.

- b. **Liabilities:** liabilities are a company's debts to suppliers, lenders, the tax authorities, etc. Debts that have to be paid within a year are **current liabilities**, and those payable in more than one year are **long-term liabilities**, for example bank loans.
- c. **Capital:** it is the money that a company uses to operate and develop. There are two main ways in which a company can raise capital, that is, finding the money it needs:
- **Share capital:** Share capital is contributed by shareholders who **put up** money and hold shares in the company. Each share represents ownership of a small proportion of the company. Shareholders receive periodic payments called **dividends**, usually based on the company's profit during the relevant period. Capital in the form of shares is also called **equity**.
 - **Loan capital:** Investors can also lend money, but they do not own a small part of the company. This is loan capital, and an investor or a financial institution lending money in this way is **a lender**. The company borrowing is **the borrower** and may refer to the money as **borrowing** or **debt**. The total amount of debt that a company has is its **indebtedness**.
The sum of money borrowed is **the principal**. The company has to pay **interest**, a percentage of the principal, to the lender, whether it has made profit in the relevant period or not.

Practice

Exercise 1: what kind of asset is each of the following? Which three are not assets.

1. Vans which a delivery company owns and uses to deliver goods.
2. Vans for sale in a showroom.
3. A showroom owned by a company that sells vans.
4. A showroom rented by a company that sells cars.
5. Money which customers owe, that will definitely be paid in the next 60 days.
6. Money which a bankrupt customer owes, that will certainly never be paid.
7. The client list of a successful training company, all of which are successful businesses.

8. The client list of a training company, with names of clients that have all gone bankrupt.

Exercise 2: choose the correct expressions in brackets to complete the text.

I started 15 years ago with (capital/dividends) of \$A50.000. We had 1 small restaurant in Sydney and now we have 20 throughout Australia. My (borrowers/shareholders) were members of my family: my parents, brothers and sisters all put up money. They didn't receive any (dividends/shares) for the first 5 years: we put all our profits back into the company. Now we want to increase the amount of (equity/dividends), so we are looking for outside (borrowers/lenders).

(Lenders/shareholders) have been very helpful. We obtained \$A50.000. of (loan capital/share capital) from a bank when we started. Now we have paid off all the (dividends/principal) and (interest/shares) after 7 years. We have taken out other loans recently, but our (lending/indebtness) is not bad in relation to the size of the business.

Lesson 9

Money and Work

A. Money:

Every country has its own **currency**. The money used in a country – euro, dollar, yen, etc. – is called its currency. Money exists in two forms: **notes**/banknotes (UK) or bills (US) and **coins**; it is called **cash**. Sometimes in a shop they ask you: how do you want to pay? You can answer: **cash, by cheque or by credit card**.

B. Traditional banking:

In a bank you usually have a **current account** (UK) or a **checking account** (US), which is one where you pay in your **salary** and then **withdraw** money to pay your everyday **bills**. The bank sends you a regular **bank statement** telling you how money is in your account. You may also have a **savings account** or a **deposit account** where you deposit any extra money that you have to keep it for longer time and only **take** money out when you want to spend it on something special. This type of account pays us **interest**. The **interest rate** varies from bank to bank. You usually try to avoid having **an overdraft** (spending more money than what you have in your account) or you end up paying a lot of interest. If your account is **overdrawn**, you can be said to be **in the red**.

Sometimes the bank may **lend** you money; this is called a **bank loan**. If the bank lends you money to buy a house, that money is called a **mortgage**.

C. New ways of banking:

“My name is Kevin. I have a **joint account** with my wife Lisa. I was not very happy with our bank. There was always a **queue**, and on the **bank statement** that they sent each month they took money out of our account for **banking charges** that they never explained. So we moved to a bank that offers **telephone banking**. We can phone them any time **to check** our **account balance** (the amount of money that we have in our joint account), transfer money to other accounts and pay bills. Now they also offer **Internet banking**. We can manage our account sitting at our computer at home”.

D. Pay and benefits:

My name's Luigi and I'm a hotel manager in Venice. I get paid a **salary** every month. In summer we're very busy, so we work a lot of extra hours, or **overtime**; the money for this is quite good. Working in a hotel, we also get nice **perks**, for example free meals!

I'm Ivan and I work as a waiter in Prague. I like my job even if I don't **earn** very much: I get paid **wages** every week by the restaurant. We get the **minimum wage**: the lowest amount allowed by law. But we also get **tips**, money that customers leave for us in addition to the bill. Some tourists are very generous!

I'm Catherine and I'm a saleswoman based in Paris. I get a **basic salary**, plus **commission**: a percentage on everything I sell. If I sell more than a particular amount in a year, I also get extra money – a **bonus**, which is nice. There are some good **fringe benefits** with this job: I get a **company car**, and they make payments for my **pension**, money that I'll get regularly after I stop working. All that makes a good **benefits package**.

E. Types of work:

My name is James and I **work for** BISG, British International Stores Group. In our shops we have **employees** (people who work for our company) who have **full-time jobs**. Full-time employees usually work around 40 hours a week, from nine to five, but they can do **overtime** where they work longer and get more money. Some employees have a **part-time job**. They work only 20 hours a week. Most people at BISG have a **permanent job** – they have no finish date. Others do **temporary work** for a short period. Every employee has a **contract**, an agreement about how long they work, when they work, how much money they are paid, etc.(working conditions)

When employees are 65, they **retire** (stop work because of their age). They receive a good **pension**. If someone leaves the company to move to another one, this means they **resign**. They have to inform the company they are leaving by handing in their **resignation**. If we don't need employees anymore because there is no more work for them or because of financial problems, we make them **redundant**. But if someone does something wrong or stupid, then we **dismiss** them (ask them to leave the company).

Practice

1.1 According to A and B, which words are being defined?

- a. A flat, usually round piece of metal used as money:
- b. Money you borrow from a bank:
- c. Money in the form of notes or coins:
- d. The type of money used in a country:
- e. A loan to purchase property:

1.2 Kevin is phoning his bank. What expressions in B and C could replace the underlined expressions.

1. I want to transfer £500 from my savings account to my ordinary account, because I don't want to have the situation where I have spent more than I have put in.
2. How much is in my savings account? What's the amount in there at the moment?
3. On the savings account, what's the percentage you pay to savers every year?
4. How much extra money have you added to my savings account in the last three months?
5. On the last list of all the money going out of and coming into the account, there is an amount that you have taken off the account that I don't understand.

1.3 Complete the sentences with words from E.

1. There was no more work at the factory, so my company made me.....
2. I don't like what the company is doing, so I am going to and find another job.
3. Paul took money from the company, so they had tohim.
4. When I, I'm going to travel around the world.

1.4 Complete the following sentences with words from E. Some words are not in the lesson.

1. The people who buy your products are your
2. I can work here as long as I want because I have a job.
3. If you work extra hours, you do

4. My job finishes next month; it's only ajob.
5. I work 40 hours a week; it's ajob.
6. Yourare the people who work with you.
7. An agreement to work for a particular company is a
8.are the companies we buy products from.
9. If you work for a company, you are an

1.5 Complete the sentences with words from the box. Look at B and D to help you.

Commission	bonus	currency
earn		
Overtime	pension	salary
mortgage		

1. After I lost my job, I was living on social security for three months. This was difficult because the amount was much lower than the I had before.
2. I used to work as a salesperson, but I was not very successful, so I did notmuch
3. If the company makes 10% more than last year, we will all get aat the end of the year.
4. It will take me at least 25 years to repay the on my house.
5. Many European countries now have the same, the euro.
6. My wages are not very good, so I do a lot of
7. When I retire, mywill be 60% of my final salary.

Lesson 10

Types of Business Ownership

There are different forms of business ownership. Some of those are the following:

1. Sole Proprietorship:

According to the concept of sole proprietorship, the particular or private business is owned by a single individual and all the related business decisions are taken by the person. The person is **self-employed** (=a **freelancer** for the one who deals with services =a **sole trader** for the one who deals with merchandise). The business owner is personally **liable for** all debts incurred by the business. In other words, sole proprietorship is a one person business with unlimited liability: for instance, a shop or a taxi owned by a single person.

2. Partnership:

If several individuals wish to go into business together they can form a partnership; partners generally contribute equal capital, have equal authority in management, and share profits or losses. In many countries, doctors, lawyers and accountants are not allowed to form companies, but only partnerships with unlimited liability for debts, which should make them act responsibly, i.e. each partner is personally and equally liable for debts of the partnership. In case of **bankruptcy**, a partner with a personal fortune can lose it all. As a consequence, most businesses are limited companies.(see LLC)

In short, 2 – 20 partners own, control and finance the business. They have unlimited liability.

3. The Limited Liability Company (LLC):

An LLC is formed by one or more individuals or **entities** through a special written agreement. The agreement details the organization of the LLC, including: provisions for management, assignability of interests, and distribution of profits or losses. Limited liability companies are permitted to engage in any lawful (legal), for profit business or activity other than banking or insurance. Limited liability means that **shareholders** do not have to use their personal property like houses and cars to pay the debts of the company.

LLCs are usually founded as US corporations, in which investors are only liable for the amount of capital they have invested. If a limited company goes bankrupt, its

assets are liquidated to pay the debts; if the assets do not cover the debts, they remain unpaid; so **creditors** do not get their money back.

4. Private Limited Company (Ltd)

Private limited companies are mainly small or medium sized business enterprises. They are normally owned by a particular family or by a small group of businessmen (shareholders) and the ownership rights are divided among these owners. All the business decisions are subjected to the approval of all these owners or at least the majority of these owners. The business has limited liability.

They cannot offer shares to the public; their owners can only raise capital from friends or from banks and other venture capital institutions.

5. Public Limited Company (Plc)

Public limited companies are a type of business ownership that has very little amount of liability (financial responsibility to pay debts, taxes or goods). These companies have a lot of shareholders. In the United Kingdom the term public limited company means any company that has share capital of more than fifty thousand pounds. PLC means that anybody can buy or sell shares in the company on the stock market.

6. A Non-profit Corporation/Charity:

A non-profit corporation is a legal entity and is typically run to further some sort of ideal or goal, rather than in the interests of profit. It has some social aims such as helping poor or sick people. Volunteers put a lot of effort into **fund-raising**, i.e., getting people donate money to the organisation.

Practice

Exercise 1: What type of organization is each of these?

1. A group of engineers who work together to provide consultancy and design services. There are no outside shareholders.
2. A large British engineering company with 30.000 employees. Its shares are bought and sold on the stock market.
3. An engineer who works by herself providing consultancy. She works from home and visits clients in their offices.

4. An independent British engineering company with 20 employees. It was founded by three engineers, who are shareholders and directors of the company. There are five other shareholders who do not work for the company. They do not have to use their personal property to pay their debts.
5. An organization to relieve poverty, advance religion or education, etc; benefits from some financial concessions.

Exercise 2: Match the sentence beginnings (1-5) to the correct endings (a-e)

- | | |
|--|----------------------------------|
| 1. British companies donate around £500 Million a year to charities | a. with loss-making companies. |
| 2. She organized fund-raising goods and services. | b. in cash and, increasingly, as |
| 3. Voluntary sector employees earn 5 to 10% | c. parties for the charity. |
| 4. Non-profit organizations are not to be in their own social confused | d. when they are helping people |
| 5. Research shows that volunteers give private sector. | e. less than they would in the |

The best service.

Lesson 11

Passive Voice

In an active sentence, the verb tells us what the subject does; thus, importance is given to the **doer** of the action. On the other hand, **the passive form** of a verb focuses on the **receiver** of the action, which the **O** of the sentence. In this sense, only **Transi. Vs** can be used in the passive.

The doer of the action is sometimes **ignored** or **hidden**.

Eg1: The first computer **was invented** by Alan Turing.

The receiver (S)

The doer

Eg2: Kristal which is a bottled water **is manufactured** (by a US company).

The receiver (S)

(optional)

Uses:

1. A passive structure is used to focus on the action itself rather than who performs the action. The subject is not important to mention.

E.g.: Tea **is grown** in Sri Lanka.

The new machine **has been installed**.

2. It is used to describe a process, system or procedure.

E.g.: "Naming a new product."

Before a product is launched, focus groups **are set up** and a name **is chosen**. Potential consumers **are asked** to give their impressions, and these **are matched** against the desired brand image. Once the name **has been decided**, it **must be registered** so that it **cannot be used** by other manufacturers.

3. It is used in impersonal constructions beginning with 'it'. These constructions are frequently found in reports, the minutes of meetings, and rumours.

E.g.: **It was agreed** that the budget should be increased.

It was decided to implement the new policy immediately.

It is said that there will be no show this year.

The passive **formula** is:

S + to be in the tense of the active verb + PP + (by + doer).

Present simple	Mr. Smith <u>writes</u> an email // <u>does not write</u> //	An email <u>is written</u> by Mr. Smith // <u>is not written</u> // Is/are + PP – is not/are not + PP
Present continuous	Mr. Smith <u>is writing</u> an email	An email <u>is being written</u> by Mr. Smith Is/are + being + PP
Past simple	Mr. Smith <u>wrote</u> an email	An email <u>was written</u> by Mr. Smith
Past progressive	Mr. Smith <u>was writing</u> an email	An email <u>was being written</u> by Mr. Smith. was/were+being+PP
Present perfect	Mr. Smith <u>has written</u> an email	An email <u>has been written</u> by Mr. Smith. has/have+been+PP
Past perfect	Mr. Smith <u>had written</u> an email	An email <u>had been written</u> by Mr. Smith. had+been+PP
Future simple	Mr. Smith <u>will write</u> an email	An email <u>will be written</u> by Mr. Smith
Modal auxiliary verbs	Mr. Smith <u>must write</u> an email	An email <u>must be written</u> by Mr. Smith. modal+be+PP

Note:

Subject pronoun	I	He	She	We	They
Object pronoun	Me	Him	Her	Us	Them

Practice

Ex1: Put the verbs in the passive form.

1. Somebody is using the computer at the moment.
2. This morning, they postponed the meeting.
3. I did not realize that somebody was recording our conversation.
4. Has anybody shown you what to do?
5. When we got to the stadium, we found that they had cancelled the game.
6. How much will they pay you for your work?
7. Somebody has found the missing file.
8. Everyone had warned me about the weather before I went to Scotland.
9. They can keep you in custody for 24 hours and may question you about your activities.

Ex2: Turn the following into the active form using “they” as subject.

1. Twenty students were given a test in which they were asked to answer 10 questions.
2. Last year, two new computers were purchased and some old furniture was replaced.
3. Parking is prohibited.
4. The missing file has been found.
5. Diamonds are mined in South Africa.
6. My car is being repaired at the moment.

Ex3: Complete the text with the appropriate passive form of the verbs given. Be careful of the tense used.

Guaranà energy drinks..... [to sell] at outdoor music festivals in Europe for over a decade. However, it was only in July 2006 that the first Guaranà Shop [to launch] in Valeport. A wide range of guaranà products can[to buy] there. The shop is so popular in the Valeport area that itrecently..... [to extend]. May be more Guaranà Shops [to set up] across the country in the next few years. If that happens, more guaranà products[to import] from Brazil. Meanwhile, the people of Valeport are

delighted that all guaraná products available locally.....[to test] by the Regional Food and Hygiene Commission on a regular basis. So far, all products[to approve] by the Commission.

Ex4: Turn the following sentences to the opposite form either passive to active or the opposite :

- 1- The budget has been done on the basis of oil prices above 50 USD.
- 2- The chief finance officer has sent an internal auditor to inspect the received invoices.
- 3- Algeria's imports are reducing due to local production increase.
- 4- The World Trade Organisation is setting rules of competition among its member states.
- 5- A maintenance unit will be inaugurated by the minister in the coming months.

Lesson12

Management

Management: Management is universal because it is required in all types of organizations. Management is an art as well as a science. It is a science as it has an organized body of knowledge which contains certain universal truths and an art as managing requires certain skills which apply more or less in every situation. It consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations, the board of directors defines the policy which is then carried out by the chief executive officer, or CEO. There are a variety of views about this term. Traditionally, the term "management" refers to the activities (and often the group of people) involved in the four general functions listed below:

- 1) **Planning**, including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Example: advertising and promotions planning.
- 2) **Organizing** resources to achieve the goals in an optimum fashion. Examples are organizing new departments, human resources, office and file systems, re-organizing businesses, dividing work, etc.
- 3) **Leading**, including setting direction for the organization, groups and individuals and also influence people to follow that direction. Examples are establishing strategic direction (vision, values, mission and / or goals).
- 4) **Controlling**, or coordinating, the organization's systems, processes and structures to reach effectively and efficiently goals and objectives. This includes ongoing feedback, monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks.

Another common view is that "management" is getting things done through others. In other words, managers cannot do everything themselves; they must have the necessary ability and skills to get work accomplished through the efforts of others. Yet another view, quite apart from the traditional view, asserts that the job of management is to support employee's efforts to be fully productive members of the organizations and citizens of the community.

Describing a manager:

The work of a manager can be divided into planning (setting objectives), organizing, integrating (motivating and communicating with staff), measuring, and developing people.

First of all, managers (especially senior managers such as company chairmen) set objectives, and decide how their organization can achieve them. This involves developing strategies, plans and precise tactics, and allocating resources of people and money.

Secondly, managers organize. They analyze and classify the activities of the organization and the relations among them. They divide the work into manageable activities and then into individual jobs. They select people to manage these units and perform the jobs

Thirdly, managers practice the social skills of motivation and communication. They also have to communicate objectives to the people responsible for attaining them. They have to make the people who are responsible for performing individual jobs form teams. They make decisions about pay and promotion. As well as organizing and supervising the work of their subordinates, they have to work with people in other areas and functions.

Fourthly, managers have to measure the performance of their staff, to see whether the objectives set for the organization as a whole and for each individual member of it are being achieved.

Lastly, managers develop people, both their subordinates and themselves.

Top managers have to manage a business's relations with customers, suppliers, distributors, bankers, investors, etc. as well as deal with any major crisis.

Total Quality Management (TQM) is an approach that organizations use to improve their internal processes and increase customer satisfaction. When it is properly implemented, this style of management can lead to decreased costs related to corrective or preventative maintenance, better overall performance, and an increased number of happy and loyal customers. TQM is a management system or philosophy for a customer-focused organization in which quality is an absolute priority and which involves all employees in continual improvement of all aspects of the organization. In short, it is an intensive, long-term effort to transform all parts of an organization in order to produce the best product and service possible to meet customer needs.

Practice

Exercise 1: Match each of the following major functions with the appropriate definition.

Planning Arranging the relationships among work units for accomplishment of objectives

Organizing Establishing, measuring, and evaluating performance of activities toward planned objectives

Staffing Creating an atmosphere that will assist and motivate people to achieve desired results

Directing Selecting and training people for positions in the organization

Controlling Predetermining a course of action for accomplishing organizational objectives

Exercise 2: Match the verbs (1-7) with the preposition and phrases a)-g). A good manager should:

1) respond. 2) listen. 3) Deal. 4) believe. 5) delegate. 6) communicate. 7) invest.

a) in their employees' abilities.

b) to a deputy as often as possible.

c) to employees' concerns promptly.

d) with colleagues clearly.

e) with problems quickly.

f) in regular training courses for employees.

g) to all suggestions from staff.

Exercise 3:

Complete the following sentences with these words. (achieved/manageable/board of directors/performance/communicate/resources/innovations/setting/supervise)

1. Managers have to decide how best the human, physical and capitalavailable to them.
2. Managers-logically-have to make sure that the jobs and tasks given to their subordinates are
3. There is no point inobjectives if you don'tthem to your staff.
4. Managers have totheir subordinates, and to measure, and try to improve their
5. Managers have to check whether objectives and targets are being.....
6. A top manager whose performance is unsatisfactory can be dismissed by the company's
7. Top managers are responsible for thethat will allow a company to adapt to a changing world.

Exercise 4: write a composition in which you describe a good manager. Use words and expressions from the previous exercises.

SUPPORTS

Support 1: Grammatical Support: List of Irregular Verbs of English

Infinitive	Past	Past Participle
arise	Arose	Arisen
awake	awakened / awoke	awakened / awoken
backslide	backslid	backslidden / backslid
be	was, were	Been
bear	bore	born / borne
beat	beat	beaten / beat
become	became	become
begin	began	Begun
bend	bent	Bent
bet	bet	Bet
bid (farewell)	bid / bade	Bidden
bid (offer amount)	bid	Bid
bind	bound	Bound
bite	bit	Bitten
bleed	bled	Bled
blow	blew	Blown
break	broke	Broken
breed	bred	Bred
bring	brought	brought
broadcast	broadcast / broadcasted	broadcast / broadcasted
browbeat	browbeat	browbeaten / browbeat
build	built	Built
burn	burned / burnt	burned / burnt
burst	Burst	Burst
bust	busted / bust	busted / bust
buy	Bought	Bought
cast	cast	Cast

catch	caught	Caught
choose	chose	Chosen
cling	clung	Clung
come	came	Come
cost	cost	Cost
creep	crept	Crept
crossbreed	crossbred	crossbred
cut	cut	Cut
deal	dealt	Dealt
dig	dug	Dug
disprove	disproved	disproved / disproven
dive (jump head-first)	dove / dived	Dived
dive (scuba diving)	dived / dove	Dived
do	did	Done
draw	drew	Drawn
dream	dreamed / dreamt	dreamed / dreamt
drink	drank	Drunk
drive	drove	Driven
dwell	dwelt / dwelled	dwelt / dwelled
eat	ate	Eaten
fall	fell	Fallen
feed	fed	Fed
feel	felt	Felt
fight	fought	Fought
find	found	Found
fit (tailor, change size)	fitted / fit	fitted / fit
fit (be right size)	fit / <i>fitted</i>	fit / <i>fitted</i>
flee	fled	Fled
fling	flung	Flung
fly	flew	Flown
forbid	forbade	forbidden
forecast	forecast	forecast
forego (also forgo)	forewent	foregone
foresee	foresaw	foreseen

foretell	foretold	Foretold
forget	forgot	forgotten / <i>forgot</i>
forgive	forgave	Forgiven
forsake	forsook	Forsaken
freeze	froze	Frozen
frostbite	frostbit	Frostbitten
get	got	gotten / <i>got</i>
give	gave	Given
go	went	Gone
grind	ground	Ground
grow	grew	Grown
hand-feed	hand-fed	hand-fed
handwrite	handwrote	handwritten
hang	hung	Hung
have	had	Had
hear	heard	Heard
hew	hewed	hewn / hewed
hide	hid	Hidden
hit	hit	Hit
hold	held	Held
hurt	hurt	Hurt
inbreed	inbred	Inbred
inlay	inlaid	Inlaid
input	input / inputted	input / inputted
interbreed	interbred	interbred
interweave	interwove / interweaved	interwoven / interweaved
interwind	interwound	interwound
jerry-build	jerry-built	jerry-built
keep	kept	Kept
kneel	knelt / kneeled	knelt / kneeled
knit	knitted / knit	knitted / knit
know	knew	Known
lay	laid	Laid
lead	led	Led

lean	leaned / leant	leaned / leant
leap	leaped / leapt	leaped / leapt
learn	learned / learnt	learned / learnt
leave	left	Left
lend	lent	Lent
let	let	Let
lie	lay	Lain
lie (not tell truth) REGULAR	lied	Lied
light	lit / lighted	lit / lighted
lip-read	lip-read	lip-read
lose	lost	Lost
make	made	Made
mean	meant	Meant
meet	met	Met
miscast	miscast	Miscast
misdeal	misdealt	misdealt
misdo	misdid	misdone
mishear	misheard	misheard
mislay	mislaid	Mislaid
mislead	misled	Misled
mislearn	mislearned / mislearnt	mislearned / mislearnt
misread	misread	Misread
misset	misset	Misset
misspeak	misspoke	Misspoken
misspell	misspelled / misspelt	misspelled / misspelt
misspend	misspent	Misspent
mistake	mistook	Mistaken
misteach	mistaught	Mistaught
misunderstand	misunderstood	Misunderstood
miswrite	miswrote	Miswritten
mow	mowed	mowed / mown
offset	offset	Offset
outbid	outbid	Outbid

outbreed	outbred	Outbred
outdo	outdid	outdone
outdraw	outdrew	outdrawn
outdrink	outdrank	outdrunk
outdrive	outdrove	outdriven
outfight	outfought	outfought
outfly	outflew	outflown
outgrow	outgrew	outgrown
outleap	outleaped / outleapt	outleaped / outleapt
outlie (not tell truth) REGULAR	outlied	Outlied
outride	outrode	Outridden
outrun	outran	Outrun
outsell	outsold	Outsold
outshine	outshined / outshone	outshined / outshone
outshoot	outshot	Outshot
outsing	outsang	Outsung
outsit	outsat	Outsat
outsleep	outslept	Outslept
outsmell	outsmelled / outsmelt	outsmelled / outsmelt
outspeak	outspoke	Outspoken
outspeed	outspeed	Outsped
outspend	outspent	Outspent
outswear	outswore	Outsworn
outswim	outswam	Outswum
outthink	outthought	Outthought
outthrow	outthrew	Outthrown
outwrite	outwrote	Outwritten
overbid	overbid	Overbid
overbreed	overbred	Overbred
overbuild	overbuilt	Overbuilt
overbuy	overbought	Overbought
overcome	overcame	Overcome
overdo	overdid	Overdone

overdraw	overdrew	Overdrawn
overdrink	overdrank	Overdrunk
overeate	overate	Overeaten
overfeed	overfed	Overfed
overhang	overhung	Overhung
overhear	overheard	Overheard
overlay	overlaid	Overlaid
overpay	overpaid	Overpaid
override	overrode	Overridden
overrun	overran	Overrun
oversee	oversaw	Overseen
oversell	oversold	Oversold
oversew	oversewed	oversewn / oversewed
overshoot	overshot	Overshot
oversleep	overslept	Overslept
overspeak	overspoke	Overspoken
overspend	overspent	Overspent
overspill	overspilled / overspilt	overspilled / overspilt
overtake	overtook	Overtaken
overthink	overthought	Overthought
overthrow	overthrew	Overthrown
overwind	overwound	Overwound
overwrite	overwrote	Overwritten
partake	partook	Partaken
pay	paid	Paid
plead	pleaded / pled	pleaded / pled
prebuild	prebuilt	Prebuilt
predo	predid	predone
premake	premade	premade
prepay	prepaid	Prepaid
presell	presold	Presold
preset	preset	Preset
preshrink	preshrank	preshrunk
proofread	proofread	proofread

prove	proved	proven / proved
put	put	Put
quick-freeze	quick-froze	quick-frozen
quit	quit / <i>quitted</i>	quit / <i>quitted</i>
read	read (sounds like "red")	read (sounds like "red")
reawake	reawoke	reawaken
rebid	rebid	Rebid
rebind	rebound	rebound
rebroadcast	rebroadcast / rebroadcasted	rebroadcast / rebroadcasted
rebuild	rebuilt	Rebuilt
recast	recast	Recast
recut	recut	Recut
redeal	redealt	Redealt
redo	redid	Redone
redraw	redrew	redrawn
refit (replace parts)	refit / refitted	refit / refitted
refit (retailor)	refitted / refit	refitted / refit
regrind	Reground	reground
regrow	Regrew	regrown
rehang	Rehung	Rehung
rehear	Reheard	Reheard
reknit	reknitted / reknit	reknitted / reknit
relay (for example tiles)	Relaid	Relaid
relay (pass along) REGULAR	Relayed	Relayed
relearn	relearned / relearnt	relearned / relearnt
relight	relit / relighted	relit / relighted
remake	Remade	Remade
repay	repaid	Repaid
reread	reread	Reread
rerun	reran	Rerun
resell	resold	Resold
resend	resent	Resent

reset	reset	Reset
resew	resewed	resewn / resewed
retake	retook	Retaken
reteach	retaught	retaught
retear	retore	Retorn
retell	retold	Retold
rethink	rethought	Rethought
retread	retread	Retread
retrofit	retrofitted / retrofit	retrofitted / retrofit
rewake	rewoke / rewaked	rewaken / rewaked
rewear	rewore	Reworn
reweave	rewove / reweaved	rewoven / reweaved
rewed	rewed / rewedded	rewed / rewedded
rewet	rewet / rewetted	rewet / rewetted
rewin	rewon	Rewon
rewind	rewound	Rewound
rewrite	rewrote	Rewritten
rid	rid	Rid
ride	rode	Ridden
ring	rang	Rung
rise	rose	Risen
roughcast	roughcast	Roughcast
run	ran	Run
sand-cast	sand-cast	sand-cast
saw	sawed	sawed / sawn
say	said	Said
see	saw	Seen
seek	sought	Sought
sell	sold	Sold
send	sent	Sent
set	set	Set
sew	sewed	sewn / sewed
shake	shook	Shaken
shave	shaved	shaved / shaven

shear	sheared	sheared / shorn
shed	shed	Shed
shine	shined / shone	shined / shone
shit	shit / <i>shat</i> / shitted	shit/ <i>shat</i> / shitted
shoot	shot	Shot
show	showed	shown / showed
shrink	shrank / shrunk	Shrunk
shut	shut	Shut
sight-read	sight-read	sight-read
sing	sang	Sung
sink	sank / sunk	Sunk
sit	sat	Sat
slay (kill)	slew / slayed	slain / slayed
slay (amuse) REGULAR	slayed	Slayed
sleep	slept	Slept
slide	slid	Slid
sling	slung	Slung
slink	slinked / slunk	slinked / slunk
slit	slit	Slit
smell	smelled / smelt	smelled / smelt
sneak	sneaked / snuck	sneaked / snuck
sow	sowed	sown / sowed
speak	spoke	Spoken
speed	sped / speeded	sped / speeded
spell	spelled / spelt	spelled / spelt
spend	spent	Spent
spill	spilled / spilt	spilled / spilt
spin	spun	Spun
spit	spit / <i>spat</i>	spit / <i>spat</i>
split	split	Split
spoil	spoiled / spoilt	spoiled / spoilt
spoon-feed	spoon-fed	spoon-fed
spread	spread	Spread

spring	sprang / sprung	Sprung
stand	stood	Stood
steal	stole	Stolen
stick	stuck	Stuck
sting	stung	Stung
stink	stunk / stank	Stunk
strew	strewed	strewn / strewed
stride	strode	Stridden
strike (delete)	struck	Stricken
strike (hit)	struck	struck / stricken
string	strung	Strung
strive	strove / strived	striven / strived
sublet	sublet	Sublet
sunburn	sunburned / sunburnt	sunburned / sunburnt
swear	swore	Sworn
sweat	sweat / sweated	sweat / sweated
sweep	swept	Swept
swell	swelled	swollen / swelled
swim	swam	Swum
swing	swung	Swung
take	took	Taken
teach	taught	Taught
tear	tore	Torn
telecast	telecast	Telecast
tell	told	Told
test-drive	test-drove	test-driven
test-fly	test-flew	test-flown
think	thought	Thought
throw	threw	Thrown
thrust	thrust	Thrust
tread	trod	trodden / trod
typecast	typecast	Typecast
typeset	typeset	Typeset
typewrite	typewrote	Typewritten

unbend	unbent	Unbent
unbind	unbound	Unbound
unclothe	unclothed / unclad	unclothed / unclad
underbid	underbid	Underbid
undercut	undercut	Undercut
underfeed	underfed	Underfed
undergo	underwent	Undergone
underlie	underlay	Underlain
undersell	undersold	Undersold
underspend	underspent	Underspent
understand	understood	Understood
undertake	undertook	Undertaken
underwrite	underwrote	Underwritten
undo	undid	Undone
unfreeze	unfroze	Unfrozen
unhang	unhung	Unhung
unhide	unhid	Unhidden
unknit	unknitted / unknit	unknitted / unknit
unlearn	unlearned / unlearnt	unlearned / unlearnt
unsew	unsewed	unsewn / unsewed
unslung	unslung	Unslung
unspin	unspun	Unspun
unstick	unstuck	Unstuck
unstring	unstrung	Unstrung
unweave	unwove / unweaved	unwoven / unweaved
unwind	unwound	Unwound
uphold	upheld	Upheld
upset	upset	Upset
wake	woke / waked	woken / waked
waylay	waylaid	Waylaid
wear	wore	Worn
weave	wove / weaved	woven / weaved
wed	wed / wedded	wed / wedded
weep	wept	Wept

wet	wet / <i>wetted</i>	wet / <i>wetted</i>
whet REGULAR	whetted	Whetted
win	won	Won
wind	wound	Wound
withdraw	withdrew	Withdrawn
withhold	withheld	Withheld
withstand	withstood	Withstood
wring	wrung	Wrung
write	wrote	Written

Support 2: List of Currencies of the World

What money do you use depends on where are you living or planning to travel. Totally, there are 164 official national currencies circulating around the world. Although the number of the independent countries is 197 plus about five dozen of dependent territories. The matter is, that some of them don't have their own money and officially use the foreign currency.

Thus the European euro is used in 35 independent states and overseas territories, the United States dollar is used in 10 foreign countries and in the USA, the West African CFA franc - in 8 and the Central African CFA franc - in 6 African states, the East Caribbean dollar - in 6 Caribbean nations.

The world's most-traded currency is the US dollar with about 47% share of global payments and 87% of the forex market's daily turnover. On the second place is the Euro, having about 33% of the daily forex transactions and 28% share of the international bank payments.

Country or territory	Currency
Afghanistan	Afghan afghani
Akrotiri and Dhekelia (<i>UK</i>)	European euro
Aland Islands (<i>Finland</i>)	European euro
Albania	Albanian lek
Algeria	Algerian dinar
American Samoa (<i>USA</i>)	United States dollar
Andorra	European euro
Angola	Angolan kwanza
Anguilla (<i>UK</i>)	East Caribbean dollar
Antigua and Barbuda	East Caribbean dollar
Argentina	Argentine peso
Armenia	Armenian dram
Aruba (<i>Netherlands</i>)	Aruban florin
Ascension Island (<i>UK</i>)	Saint Helena pound
Australia	Australian dollar
Austria	European euro
Azerbaijan	Azerbaijan manat
Bahamas	Bahamian dollar
Bahrain	Bahraini dinar

Bangladesh	Bangladeshi taka
Barbados	Barbadian dollar
Belarus	Belarusian ruble
Belgium	European euro
Belize	Belize dollar
Benin	West African CFA franc
Bermuda (<i>UK</i>)	Bermudian dollar
Bhutan	Bhutanese ngultrum
Bolivia	Bolivian boliviano
Bonaire (<i>Netherlands</i>)	United States dollar
Bosnia and Herzegovina	Bosnia and Herzegovina convertible mark
Botswana	Botswana pula
Brazil	Brazilian real
British Indian Ocean Territory (<i>UK</i>)	United States dollar
British Virgin Islands (<i>UK</i>)	United States dollar
Brunei	Brunei dollar
Bulgaria	Bulgarian lev
Burkina Faso	West African CFA franc
Burundi	Burundi franc
Cabo Verde	Cape Verdean escudo
Cambodia	Cambodian riel
Cameroon	Central African CFA franc
Canada	Canadian dollar
Caribbean Netherlands (<i>Netherlands</i>)	United States dollar
Cayman Islands (<i>UK</i>)	Cayman Islands dollar
Central African Republic	Central African CFA franc
Chad	Central African CFA franc
Chatham Islands (<i>New Zealand</i>)	New Zealand dollar
Chile	Chilean peso
China	Chinese Yuan Renminbi
Christmas Island (<i>Australia</i>)	Australian dollar

Cocos (Keeling) Islands (<i>Australia</i>)	Australian dollar
Colombia	Colombian peso
Comoros	Comorian franc
Congo, Democratic Republic of the	Congolese franc
Congo, Republic of the	Central African CFA franc
Cook Islands (<i>New Zealand</i>)	Cook Islands dollar
Costa Rica	Costa Rican colon
Cote d'Ivoire	West African CFA franc
Croatia	Croatian kuna
Cuba	Cuban peso
Curacao (<i>Netherlands</i>)	Netherlands Antillean guilder
Cyprus	European euro
Czechia	Czech koruna
Denmark	Danish krone
Djibouti	Djiboutian franc
Dominica	East Caribbean dollar
Dominican Republic	Dominican peso
Ecuador	United States dollar
Egypt	Egyptian pound
El Salvador	United States dollar
Equatorial Guinea	Central African CFA franc
Eritrea	Eritrean nakfa
Estonia	European euro
Eswatini (formerly Swaziland)	Swazi lilangeni
Ethiopia	Ethiopian birr
Falkland Islands (<i>UK</i>)	Falkland Islands pound
Faroe Islands (<i>Denmark</i>)	Faroese krona
Fiji	Fijian dollar
Finland	European euro
France	European euro
French Guiana (<i>France</i>)	European euro

French Polynesia (<i>France</i>)	CFP franc
Gabon	Central African CFA franc
Gambia	Gambian dalasi
Georgia	Georgian lari
Germany	European euro
Ghana	Ghanaian cedi
Gibraltar (<i>UK</i>)	Gibraltar pound
Greece	European euro
Greenland (<i>Denmark</i>)	Danish krone
Grenada	East Caribbean dollar
Guadeloupe (<i>France</i>)	European euro
Guam (<i>USA</i>)	United States dollar
Guatemala	Guatemalan quetzal
Guernsey (<i>UK</i>)	Guernsey Pound
Guinea	Guinean franc
Guinea-Bissau	West African CFA franc
Guyana	Guyanese dollar
Haiti	Haitian gourde
Honduras	Honduran lempira
Hong Kong (<i>China</i>)	Hong Kong dollar
Hungary	Hungarian forint
Iceland	Icelandic krona
India	Indian rupee
Indonesia	Indonesian rupiah
International Monetary Fund (IMF)	SDR (Special Drawing Right)
Iran	Iranian rial
Iraq	Iraqi dinar
Ireland	European euro
Isle of Man (<i>UK</i>)	Manx pound
Italy	European euro
Jamaica	Jamaican dollar

Japan	Japanese yen
Jersey (<i>UK</i>)	Jersey pound
Jordan	Jordanian dinar
Kazakhstan	Kazakhstani tenge
Kenya	Kenyan shilling
Kiribati	Australian dollar
Kosovo	European euro
Kuwait	Kuwaiti dinar
Kyrgyzstan	Kyrgyzstani som
Laos	Lao kip
Latvia	European euro
Lebanon	Lebanese pound
Lesotho	Lesotho loti
Liberia	Liberian dollar
Libya	Libyan dinar
Liechtenstein	Swiss franc
Lithuania	European euro
Luxembourg	European euro
Macau (<i>China</i>)	Macanese pataca
Madagascar	Malagasy ariary
Malawi	Malawian kwacha
Malaysia	Malaysian ringgit
Maldives	Maldivian rufiyaa
Mali	West African CFA franc
Malta	European euro
Marshall Islands	United States dollar
Martinique (<i>France</i>)	European euro
Mauritania	Mauritanian ouguiya
Mauritius	Mauritian rupee
Mayotte (<i>France</i>)	European euro
Mexico	Mexican peso

Micronesia	United States dollar
Moldova	Moldovan leu
Monaco	European euro
Mongolia	Mongolian tugrik
Montenegro	European euro
Montserrat (<i>UK</i>)	East Caribbean dollar
Morocco	Moroccan dirham
Mozambique	Mozambican metical
Myanmar (formerly Burma)	Myanmar kyat
Namibia	Namibian dollar
Nauru	Australian dollar
Nepal	Nepalese rupee
Netherlands	European euro
New Caledonia (<i>France</i>)	CFP franc
New Zealand	New Zealand dollar
Nicaragua	Nicaraguan cordoba
Niger	West African CFA franc
Nigeria	Nigerian naira
Niue (<i>New Zealand</i>)	New Zealand dollar
Norfolk Island (<i>Australia</i>)	Australian dollar
Northern Mariana Islands (<i>USA</i>)	United States dollar
North Korea	North Korean won
North Macedonia (formerly Macedonia)	Macedonian denar
Norway	Norwegian krone
Oman	Omani rial
Pakistan	Pakistani rupee
Palau	United States dollar
Palestine	Israeli new shekel
Panama	United States dollar
Papua New Guinea	Papua New Guinean kina
Paraguay	Paraguayan guarani

Peru	Peruvian sol
Philippines	Philippine peso
Pitcairn Islands (<i>UK</i>)	New Zealand dollar
Poland	Polish zloty
Portugal	European euro
Puerto Rico (<i>USA</i>)	United States dollar
Qatar	Qatari riyal
Reunion (<i>France</i>)	European euro
Romania	Romanian leu
Russia	Russian ruble
Rwanda	Rwandan franc
Saba (<i>Netherlands</i>)	United States dollar
Saint Barthelemy (<i>France</i>)	European euro
Saint Helena (<i>UK</i>)	Saint Helena pound
Saint Kitts and Nevis	East Caribbean dollar
Saint Lucia	East Caribbean dollar
Saint Martin (<i>France</i>)	European euro
Saint Pierre and Miquelon (<i>France</i>)	European euro
Saint Vincent and the Grenadines	East Caribbean dollar
Samoa	Samoan tala
San Marino	European euro
Sao Tome and Principe	Sao Tome and Principe dobra
Saudi Arabia	Saudi Arabian riyal
Senegal	West African CFA franc
Serbia	Serbian dinar
Seychelles	Seychellois rupee
Sierra Leone	Sierra Leonean leone
Singapore	Singapore dollar
Sint Eustatius (<i>Netherlands</i>)	United States dollar
Sint Maarten (<i>Netherlands</i>)	Netherlands Antillean guilder
Slovakia	European euro

Slovenia	European euro
Solomon Islands	Solomon Islands dollar
Somalia	Somali shilling
South Africa	South African rand
South Georgia Island (<i>UK</i>)	Pound sterling
South Korea	South Korean won
South Sudan	South Sudanese pound
Spain	European euro
Sri Lanka	Sri Lankan rupee
Sudan	Sudanese pound
Suriname	Surinamese dollar
Svalbard and Jan Mayen (<i>Norway</i>)	Norwegian krone
Sweden	Swedish krona
Switzerland	Swiss franc
Syria	Syrian pound
Taiwan	New Taiwan dollar
Tajikistan	Tajikistani somoni
Tanzania	Tanzanian shilling
Thailand	Thai baht
Timor-Leste	United States dollar
Togo	West African CFA franc
Tokelau (<i>New Zealand</i>)	New Zealand dollar
Tonga	Tongan pa'anga
Trinidad and Tobago	Trinidad and Tobago dollar
Tristan da Cunha (<i>UK</i>)	Pound sterling
Tunisia	Tunisian dinar
Turkey	Turkish lira
Turkmenistan	Turkmen manat
Turks and Caicos Islands (<i>UK</i>)	United States dollar
Tuvalu	Australian dollar
Uganda	Ugandan shilling

Ukraine	Ukrainian hryvnia
United Arab Emirates	UAE dirham
United Kingdom	Pound sterling
United States of America	United States dollar
Uruguay	Uruguayan peso
US Virgin Islands (<i>USA</i>)	United States dollar
Uzbekistan	Uzbekistani som
Vanuatu	Vanuatu vatu
Vatican City (Holy See)	European euro
Venezuela	Venezuelan bolivar
Vietnam	Vietnamese dong
Wake Island (<i>USA</i>)	United States dollar
Wallis and Futuna (<i>France</i>)	CFP franc
Yemen	Yemeni rial
Zambia	Zambian kwacha
Zimbabwe	United States dollar

Support 3: Business English Terminology in English and French

A

account, current un compte courant
accountant un comptable
accounting system plan comptable
accounts department service comptable
accounts payable book livre des effets à payer
accounts receivable book livre des effets à recevoir
acknowledgement of order accusé de réception de commande
act of God un cas de force majeure, une catastrophe naturelle
addressing machine une machine à adresser
advertisement une publicité, une annonce
advertising la publicité
advertising agency une agence de publicité
advertising department le service publicité
advertising media les supports publicitaires, les médias
advertising, deceptive la publicité mensongère
after-sales service le service après-vente
agenda l'ordre du jour
agent un représentant
agent, clearing un agent en douane
agent, commission un commissionnaire
agent, forwarding un transitaire
agent, sole un agent exclusif
air waybill une lettre de transport aérien (LTA)
appointment une nomination
approval, on sous condition
articles of partnership (A/P), of association (A/A) les statuts de la société
assembly line une chaîne de montage
assets l'actif
assets, current actif circulant, de roulement
assets, fixed les immobilisations
at carrier's risk (CR) aux risques du transporteur
at owner's risk (OR) aux risques du propriétaire
auction sale une vente aux enchères

auctioneer un commissaire priseur
audit the accounts, to vérifier, apurer les comptes
auditor un commissaire aux comptes
automatic debiting (transfer) prélèvement automatique
automatic teller machine (ATM) guichet (bancaire) automatique

B

bailiff un huissier
balance un solde
balance sheet le bilan
ban, to interdire
bank, merchant une banque d'affaires
bank, overseas une banque d'outremer
bankrupt un failli
bankrupt, to go faire faillite
bankruptcy la faillite
bankruptcy, to file a petition in déposer le bilan
bargain une affaire
bargain prices prix de soldes
bargain sale une vente en soldes
bid une offre, une soumission
bidder, a bidding company une entreprise adjudicataire ou soumissionnaire
bill of exchange (B/E) une lettre de change
bill of lading (B/L) un connaissement
bill, accommodation une traite de complaisance
black, to be in the avoir un solde créditeur
board of directors conseil d'administration
bond un bon d'état
bond, in sous douane
bonus un prime
book an order, to enregistrer une commande
book of specifications le cahier des charges
book, to enter in the passer les écritures
bookkeeper un aide-comptable
bookkeeping la comptabilité (les écritures)
bookkeeping entries les écritures comptables

bookkeeping, double-entry comptabilité en partie double
bookkeeping, single-entry la comptabilité en partie simple
bookkeeping/accounts department le service de comptabilité
books, to keep the tenir les livres
borrower un emprunteur
bound by law, to be être légalement tenu
branch une agence, une succursale
breakdown une ventilation (des coûts)
broke, to be être fauché
broker un courtier
brokerage fee un droit de courtage
brown paper papier 'kraft'
browse, to feuilleter
bulk, in en grand volume, en vrac
bulky volumineux
business connections les relations d'affaires
buyer, potential un acheteur éventuel

C

cancel an order, to annuler une commande
carrier le transporteur
case une caisse
cash a cheque, to encaisser un chèque
cash book le livre de caisse
cash on delivery (COD) paiement comptant à la livraison
cash with order (CWO) paiement comptant à la commande
cash, to toucher, encaisser
cash, to be in être en fonds
cash, to be out of être à court d'argent
chain of stores, a une chaîne de magasins
chair a meeting, to présider une réunion
charge interest, to percevoir des intérêts
charge to an account, to imputer à un compte (crédit)
charges, freight frais de transport
charter party (C/P) une charte partie

check up un bilan de santé
check, to contrôler
cheque book carnet de chèques
cheque stub talon (de chèque)
cheque to bearer chèque au porteur
cheque without cover chèque sans provisions
cheque, certified chèque certifié
cheque, crossed un chèque barré
cheque, dud un chèque en bois
cheque, to cross a barrer un chèque
cheque, to stop a faire opposition à un cheque
civil servant un fonctionnaire
clearing bank une banque de dépôts
clearing house la chambre de compensation
cold-storage unit une chambre froide
collateral une caution pour un prêt
collection letter une lettre de recouvrement
company une société
company, private (Ltd.) une société à responsabilité limitée (SARL)
company, public (Plc.) une société anonyme (SA)
complaint une plainte
comply with, to se conformer à
compulsory obligatoire
computer un ordinateur
computerize, to mettre sur ordinateur, informatiser
concern une entreprise
consign expédier
consign goods, to expédier des marchandises
consignee le consignataire, destinataire
consignment note un bordereau d'expédition
consignor l'expéditeur
consultant un conseiller
consumer un consommateur
consumerism la défense du consommateur
consumption la consommation
container, air-tight un conteneur hermétique
containerization mise en conteneurs
containers, waterproof conteneurs étanches

contractor un entrepreneur
convey, to acheminer, transporter
conveyance le transport
copywriter un rédacteur publicitaire
cost price prix de revient
costs, operating les coûts d'exploitation
costs, production coûts de production
counterfoil un talon
crate une caisse à claire-voie
credit, to grant accorder du crédit
creditor un créancier
Custom House le bureau de douane
customer, prospective un client éventuel
customs duties droits de douane
customs entry déclaration en douane
customs officer un douanier
customs tariffs tarifs douaniers
customs unions unions douanières
cut price/rate à des prix réduits

D

damage les dégâts
damage, in case of en cas d'avarie
data processing l'informatique
date of maturity date d'échéance
debenture une obligation
debit note note de débit
debt une dette
debt, to settle a régler une dette
debtor un débiteur
decision, to make a prendre une décision
deeds des titres
delivered at frontier (DAF) rendu à la frontière
delivered duty paid (DDP) livré droits acquittés
delivered duty unpaid (DDU) livré droits non acquittés
delivery dates délais de livraison

delivery note bon de livraison
delivery, overdue une livraison retardée
department un service
department store un grand magasin
department, legal le service contentieux
department, records le service des archives
department, staff le service du personnel
deposit account un compte de dépôts
deposit slip un bordereau de versement
designer un concepteur publicitaire
director un administrateur
disclose, to révéler
discount un escompte, une remise
discount a bill, to escompter une traite
discount rate le taux d'escompte
discount, rate of taux d'escompte
discount, to escompter
discount, trade escompte d'usage
dismiss, to licencier
dismissal un licenciement (pour faute)
dispatch, to expédier
display, to présenter, exposer
dispute (legal) un litige
draft une ébauche, une traite
draft, documentary une traite documentaire
draft, to back a avaliser une traite
draughtsman un dessinateur industriel
draw a bill, to tirer une traite
drawback le 'drawback' (remboursement des droits d'importation)
drawee le tiré
drawer le tireur
duplicate, in en double exemplaire
dutiable, to be être soumis aux droits de douane
duties, specific droits spécifiques
duty paid dédouané
duty, excise droit de régie, accises
duty-free goods marchandises exemptes de droits, libres à l'entrée

E-F

ex-warehouse (EXW) prix ex magasin
ex-works (EXW) prix départ usine
factory outlet un magasin de vente directe d'usine
fall due, to arriver à échéance
file, to classer
filing le classement
filing cabinet un meuble de classement
filing tray une corbeille à classement
fill in a document, to remplir un document
financial year l'exercice financier
flight un vol
flow chart un organigramme
foodstuffs produits alimentaires
foreman un contremaître
free carrier (FRC) franco transporteur
free of charge franco
freight, airborne le fret aérien
freight, sea transport maritime
freight, seaborne le fret maritime

G

general meeting l'assemblée générale
general office le secrétariat général
general partner associé gérant
general partnership une société en nom collectif
goods, consumer biens de consommation
goods, flawed marchandises présentant un défaut
goods, to clear dédouaner les marchandises
grade, to calibrer
grant a discount, to accorder une remise

H

handle with care manier avec soin
handling operations opérations de manutention
hardware l'équipement informatique
haul un trajet
haul, to transporter par la route
haulage, road le transport routier
head office le siège social
head storekeeper chef magasinier
hoisting device un appareil de levage
hold a meeting, to tenir une réunion
holder le titulaire, le porteur (d'un document)
home trade le commerce intérieur

I-J

import quotas les contingents d'importation
incur a loss, to subir une perte
indent une commande de l'étranger
induce people to buy, to pousser les gens à acheter
inquire/enquire about, to se renseigner
inquiry/enquiry une demande de renseignements
insolvency insolvabilité
inspection, on sur vérification
instrument of trade un effet de commerce
insurance les assurances
insurance company une compagnie d'assurance
insurance policy une police d'assurance
insurance, old age assurance vieillesse
insured person l'assuré
insurer l'assureur
invoice une facture
invoice, consular une facture consulaire
invoice, pro-forma une facture pro-forma
invoice, to make out an établir une facture
issue a document, to établir un document
issuing bank une banque d'émission
item un article
item, defective un article défectueux

joint-stock company une société de capitaux
just-in-time stock control gestion de stock zéro
K-L

keyboard un clavier (key une touche)
lawyer un juriste, un avocat
leaflet un dépliant
ledger, a un livre de comptes
Ledger, the le grand livre
lend money, to prêter de l'argent
letter of credit (L/C) une lettre de crédit
levy taxes, to prélever des taxes
liabilities le passif
liabilities, current dettes
liable to duty, to be être passible de droits
line un produit, un article
link un lien
list, packing une liste de colisage
litigation un litige
load, to charger
loan un prêt
loan, secured un prêt sur titres
loan, unsecured un prêt sans garantie

M

mail-order business la vente par correspondance
manage, to administrer, diriger, gérer
management la direction
market a product, to distribuer un produit
mass production la production en série
maturity, to come to venir à échéance
means of conveyance moyens de transport
measures, non-tariff des mesures non tarifaires
memorandum of association (M/A) acte constitutif
merge, to fusionner
merger une fusion
middleman un intermédiaire
mishandle, to malmener

N-O

network un réseau

notice of tender un appel d'offres

notice of transfer avis de virement

office automation la bureautique

office equipment des machines de bureau

office, registered le siège social

one-man concern une entreprise individuelle

order form un bon de commande

order, money un mandat

order, standing ordre de prélèvement automatique

order, to commander

order, to meet an exécuter une commande

order, to place an passer une commande

output production, rendement

overcharged, to be être surfacturé

overdraft un découvert

overdraw, to tirer à découvert

overheads les frais généraux

owner un propriétaire

P

pack, to emballer (protection)

package, to emballer, conditionner

packer un manutentionnaire

partner un associé

partner, active un commandité, associé gérant

partnership une société de personnes

partnership, limited une société en commandite

partnership, to enter into former une société en nom collectif

passbook un livret d'épargne

payee le bénéficiaire

payment at sight un paiement à vue

payment received pour acquit
payroll le livre des salaires, les salaires
place of issue lieu d'émission
planning la planification
port of discharge un port de destination, port d'arrivée
port of loading port d'embarquement
premises les locaux
premium prime (d'assurance)
pricelist une liste de tarifs
prices, rock-bottom prix défient toute concurrence
prices, slashed prix sacrifiés
prices, unbeatable prix imbattables
principal un commettant
producer un producteur
profit un bénéfice
profit margins marges bénéficiaires
promissory note (P/N) billet à ordre
prompt cash comptant d'usage
prompt cash sale achat comptant
prosecuted, to be être poursuivi
protest un protêt
provisions (of a contract) dispositions
put in touch with someone, to be être mis en rapport avec quelqu'un

Q-R

quotation un devis, une cotation
quote a price, to fournir un prix
range une gamme
rate, tapering un tarif dégressif
real estate biens immobiliers
rebate un rabais
receipt un reçu (de paiement)
receipt, railway un récépissé
receipts les recettes
receiver, official l'administrateur judiciaire
red, to be in the être dans le rouge, avoir un découvert
refund, to rembourser
registered, to be être inscrit

Registrar of Companies le registre des sociétés
regulated, to be être régi
rent le loyer
rental une location
representative un représentant
request, to solliciter, prier
require, to exiger
retail outlet un point de vente
retail trade le commerce de détail
retire, to prendre sa retraite
retirement la retraite
roll on/roll off system le roulage

S

safe, a un coffre fort
sale, clearance une vente liquidation
sale, hire-purchase vente 'en leasing', location-vente
sales policy une politique de vente
sales terms les conditions de vente
salesman, travelling un voyageur de commerce
sample un échantillon
sample, by sur l'échantillon
sample, up to conforme à l'échantillon
save money, to économiser de l'argent
secretary, executive une secrétaire de direction
security, a un titre, une valeur
send, to expédier
settle a dispute, to régler un différend
settle in cash, to régler en numéraire, en espèces
shelf un rayonnage, une étagère
ship, to expédier (des marchandises)
shipment un envoi, une expédition
shipper l'expéditeur, agent d'expédition
shipping agent un agent maritime
shipping company une compagnie maritime
shipping department le service des expéditions
shipping documents documents d'expédition

shipping order une commande de l'étranger
shipping, container le transport par cadres (conteneurs)
shopkeeper un commerçant
shop-soiled défraîchi
sick leave congé de maladie
sickness benefits assurance maladie
silent partner (sleeping partner) un commanditaire, bailleur de fonds
slash prices, to casser les prix
software logiciels
sort, to trier
statement of affairs un bilan de faillite
statement of invoices relevé de factures
station, receiving la gare d'arrivée
stationery la papeterie
status le statut ou condition légal
stock une valeur, une action
stock control card une fiche de stock
Stock Exchange la bourse des valeurs
stock shortage rupture de stock
stock, to take faire l'inventaire
stock, unsaleable stock invendable
stockbroker un agent de change
store magasin
storekeeper magasinier
strike une grève
subsidiary une filiale
supplier un fournisseur
supply someone with something, to fournir quelque chose à quelqu'un
supply, money la masse monétaire
survey une étude, une enquête

T

take over, to acheter, prendre la direction
tax authorities les services fiscaux
thrifty économe
Trade Courts tribunaux de commerce
trade, foreign le commerce extérieur

trade, wholesale le commerce de gros
trader un commerçant
trader, sole un commerçant indépendant
trustee un administrateur
turnover chiffre d'affaires

U-V

undercharged, to be être sous-facturé
underwriter un assureur (maritime)
unless otherwise agreed sauf indications contraires
utility bill une facture des services publics (gaz, électricité)
valuables les objets de valeur
Value Added Tax (VAT) Taxe sur la Valeur Ajoutée (TVA)

W

wagons, sealed des wagons scellés
warehouse le magasin
warehouse, bonded un magasin général de douane
warehouseman un magasinier
warehousing l'entreposage
warrant un warrant
waybill une feuille de route, lettre de voiture
wind up a company, to dissoudre une société
withdraw money, to retirer de l'argent
withdrawal un retrait
withdrawal slip un bordereau de remboursement
worker, skilled un ouvrier qualifié
wrap, to envelopper
wrapping la couverture (de protection)
writing, in par écrit

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