

Robin Anderson

Practical Business Skills


MAGGIOLI
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Il presente volume nasce con l'obiettivo di offrire agli studenti dei corsi di laurea specialistica – i quali, secondo il Quadro comune europeo di riferimento per la conoscenza delle lingue, hanno raggiunto un livello B2 di conoscenza della lingua inglese – uno strumento utile per affrontare con professionalità le sfide dell'inglese commerciale. Nel mondo di oggi è richiesta l'abilità di comprendere e produrre la comunicazione d'impresa e a tal fine il libro è stato specificamente progettato per soddisfare le esigenze pratiche degli studenti che sono in procinto di entrare in un ambiente di lavoro internazionale.

Le unità che compongono il testo coprono gli aspetti più essenziali della comunicazione aziendale scritta. L'attenzione in tutte le unità è posta sulla presentazione di esempi chiari, attuali e realistici di comunicazione d'impresa e fornisce esercizi per guidare gli studenti all'apprendimento dell'inglese professionale.

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*To Thomas Harry.
“I done you there!”*

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UNIT 1

An introduction to business letters

Often letters are divided into two types; formal letters and informal or personal letters. There are many different types of business letters such as: letters asking for or giving information, letters of complaint, covering letters which accompany a job application and so on.

A) With your partner discuss the following points and be prepared to tell the group what you think.

- Are letters structured the same in English and Italian? If not, how are they different?
- Has business communication changed over the years? If so, how?

B) Now read the information below and do the exercises that follow.

As business is becoming increasingly more global there is a need for business communication to become even less complicated, making sure that the message is communicated clearly and effectively. So business communication has changed, it has become less formal, more neutral and it has lost many of the elaborate usage and detail it once had. However with global business there has also grown a need to make communication the same internationally, so readers and writers from one country to another understand the format and the content more easily. This form and content may not be known to readers and writers in all countries, or to people using English for business for the first time. The book presents standard modern models for you to copy and use, but **there are still variations**, and you needn't worry if you meet these variations; this standardisation is not total.

C) Look at the labels for the different sections of a business letter. With your partner see if you already know what these words mean in Italian and write the Italian words below. Then label the parts of the letter on the next page.

- | | |
|---------------------------------------|--|
| 1. <i>date</i> | 2. <i>body of letter</i> |
| 3. <i>letterhead</i> | 4. <i>references</i> |
| 5. <i>salutation</i> | 6. <i>introductory paragraph</i> |
| 7. <i>signature</i> | 8. <i>recipient's address</i> |
| 9. <i>sender's address</i> | 10. <i>sender's position</i> |
| 11. <i>complimentary ending</i> | 12. <i>enclosures</i> |
| 13. <i>close of letter</i> | 14. <i>name of sender</i> |

Now label the parts of the letter on the next page.

1	WIDGETEX
2	<i>18 Pine Close, Westhart, Buckinghamshire. BY67STY UK Tel. 0039 0198337650 Fax 0039 0198337651</i>
3	John Jones, Sales Manager Jones and Brown plc East Street Manchester MY56RS UK
4	Our ref SB/15
5	14 th April 20013
6	Dear Mr Jones,
7	Thank you for your letter enclosing your firm's catalogue.
8	We are certainly interested in at least three of your products. However before we can place an order with you we will need to have more information about delivery details, after sales service and payment conditions. On receipt of which we will forward our order.
9	I enclose some information about our company and look forward to hearing from you again soon.
10	Yours sincerely
11	<i>Solomon Burke</i>
12	Solomon Burke
13	Purchasing Manager
14	Encs

Now you have looked at the basic format of a letter, look again at the two model letters below and answer the questions that follow.

SPN Breweries Plc
Brauhaus Str. 17
80045 Munich
00223345332099
spn@logitech.d

Ms N Berkely
Mendelshon Inc.
Box 354
New York

12 February 2013

Dear Ms Berkely,

I was very pleased to have met you at the conference last week, I hope you found it as valuable as I did.

With reference to our conversation about our products and specifically our range of bottled beers which, as I explained, have had such great success in The United Kingdom, I am happy to enclose our brochures.

I hope you find all the information you require in the brochures, but in the event that you should need further information don't hesitate to contact me.

I look forward to doing business with you in the future.

Yours sincerely

Martin Braun

Martin Braun
Marketing Manager

Encls Brochure × 2

♠ ACES
Video Games
39 Park Avenue

Cleveland TS170UH
UK

acescom@gmail.uk

Our ref.: MW/ps/01.

Mr Peter Craggs
The Spires
West Rounton
North Yorkshire DL66L2

May 25th 2013

Dear Mr Craggs,

I am writing to inform you that subsequent to our telephone conversation the items you requested are available in stock.

To proceed with the order, we would ask you to fill in the enclosed order form. On receipt of this, the goods you require will be shipped to you and should arrive within five days.

We require payment within twenty days of receipt of goods. Exact details of payment are enclosed with this letter.

We look forward to hearing from you to confirm the above.

Yours sincerely

Mark Westwood

Mark Westwood
Manager

Encs

Layout of a business letter

D) With your partner, look at the two letters and answer the following questions:

- a. What differences can you notice in the layout of the two letters?
- b. What can you notice about the punctuation?
- c. What can you notice about the date?
- d. What happens with a new paragraph?
- e. Can you notice anything else?

Layout and style

E) So, what are the useful rules about formal letter writing:

- This style is called **'block style'** or **'fully blocked'** style and it is the most widely used format.
- All the different parts of the letter can begin on the left, or, we can write the reference and date on the right.
- With headed paper the company name and address can appear almost anywhere at the top of the page.
- The receiver's address and name is written on the left.
- New paragraphs CAN be indented, in which case we don't need to miss a line.
- When new paragraphs are not indented we leave a space.
- Only the body of the letter is punctuated; not the address, date, salutation or closure.
- Leave at least one space between the salutation and the body of the letter.

Now let's look more closely at the way we write business letters.

Content

F) How the information in a business letter is organised is very important. What are the five main sections to a business letter?

1. **2.** **3.** **4.** **5.**

So, a letter must have:

*appropriate greeting – opening section / introduction – main body
– closing section – appropriate closing*

G) Look at the following sentences, are they taken from the Opening, Middle or Closing section of a letter? Write O, M, C.

- a. Thank you for your telephone call yesterday, I am sorry I wasn't available to talk to you
- b. I look forward to receiving your order at your earliest convenience
- c. With reference to our telephone conversation yesterday, I would like to confirm the information you gave me
- d. As we intend to develop into this market we feel that your products would be ideal for our needs
- e. We were glad to receive your fax requesting further information about our range of cosmetics
- f. Please don't hesitate to contact us should you need further information
- g. We would be grateful if you would open a letter of credit with your bank to cover the shipment
- h. Your name was given to us by one of our customers
- i. Before I place a firm order I would like to see samples of the product
- j. Thank you for your letter of 20 January

Heading

Most business letters today are written on headed paper, with the company name and logo at the top. This is followed by the company address and telephone number, e-mail and website address. Then the address of the receiver of the letter.

H) Write these receiver's addresses as you would see them in a business letter. Remember to write them on separate lines as you would in a formal letter.

- a. ms claire maloney113 elgar avenue surbiton surrey kt59js
- b. italdecor imports inc 1480 landmajor road washington 200076 usa
- c. ted price & co ltd longland house 232 hunt street london ec457th
- d. lexico italia via g pozzì 12 milano 20104 italia
- e. jones & jones ltd 67 bakery street manchester m12tyh great britain

The date

I) How else can you write these dates?

03/02/2013
 15/12/2013
 08/09/2013

How would Americans write these dates?

So Americans and British write the dates differently.

USA	<i>Month</i>	<i>Day</i>	<i>year</i>
Great Britain	<i>Day</i>	<i>Month</i>	<i>year</i>

J) Rewrite the dates for the UK and for the USA.

	UK		USA
07/12/2013
02/10/2013
09/01/2013

References

References are letters and numbers which a company uses to record and identify the sender and receiver of the letter and help in future communication.

Recipient's address

Look at the model letters to remind yourself of where we write the recipient's address.

K) With your partner see if you know the answers to the following questions.

If we don't know the name of the person, but we know the position (Sales Manager),
we write

If we know the person and we know the position (Sales Manager), we write

.....

To a partnership or company with more than one name we write

.....

Appropriate greetings and endings

How we open and close a letter will depend on the relationship between the sender and the receiver.

L) So in the following situations, how do we open a letter to:

to a company

to a position

to a man (no name)

to a woman (no name)

to a man (Harry Peters)

to a married woman (Smith)

to an unmarried woman (Manders)

to a woman (Susan Rads)

M) How do we write the greeting for the following situations?

Messrs Jonson & Wright

The Sales Manager

Mr Richards

Ms Paula Parker Production Manager

How we close a letter depends on how we open it and on the relationship we have with the receiver.

N) So in the following situations, how do we close a letter which we opened:

Dear Sir or Madam – Dear Sir/Madam

Dear Mr Smith.....

Write the greeting and ending for the following situations:

The Manager Lloyds Bank London N112BP 	Ms J Smiles 'Ollies restaurant' Paris 200055 	Mackay & Sons Glasgow GGL665L
--	---	---

O) Answer these questions true (T) or false (F).

1. 'Yours faithfully' should be used with 'Dear Mr Evans' T F
2. 'Yours sincerely' should be used with 'Dear John' T F
3. 'Yours faithfully' should be used with 'Dear Sirs' T F
4. 'Yours sincerely' should be used with 'Dear Ms Watkins' T F

The body of the formal letter

The body of the letter needs to have an **opening section**, a **middle section** and a **closing section**.

P) What do you expect to find in each section?

The opening section.....

The middle section.....

The closing section.....

Check your answer with the group.

So, the body of a letter should include the following:

The opening section	State the purpose of the letter.
The main body	Explain more about why you are writing. Include more details.
The closing section	Sum up the topic and say what you hope will happen in the future.

Remember, each section is a new paragraph.

Q) Reorder the following words to create logical sentences.

regard / conversation / our / am / I / with / writing / telephone / to / recent

.....

products / I / writing / about / to / am / enquire / your

.....

you / soon / I / forward / hearing / from / look / to

.....

hesitate / please / us / should / you / information / don't / contact / need / further / to

.....

R) Now look at these sentences and decide if they are taken from the Opening, Middle or Closing section of a letter.

1. We are enclosing our brochure and an up-to-date price list for your perusal.
2. We were given your name and address by one of our clients.
3. We look forward to confirmation of our order.
4. Thank you for your enquiry of 25th May.
5. Please contact us if you need further information.
6. As we are currently expanding into this field we feel that an update of our machines is in order.
7. We would appreciate a swift reply.
8. We are a small firm dealing mainly in components for agricultural machinery.

The signature

Look at the model letters and remind yourself where the signature comes in a business letter.

The signature should be followed by the writer's and

e.g.

Rob Byrne

Rob Byrne
Financial Controller

Enclosures

When we include something with the letter we draw attention to this by writing

..... / /

at the end of the letter.

REVIEW

EXERCISE 1 Choose the sentence or phrase (a, b or c) that would be the most appropriate for the situation.

1. You are writing a letter to the manager of a company, but you don't know their name. How do you begin your letter?
 - a. *Dear Manager*
 - b. *Dear Sir/Madam*
 - c. *Dear Sir*

2. You have received a letter from the manager of a company which buys computer components from your company, and you are now replying. What do you say?
 - a. *Thank you for your letter.*
 - b. *Thanks a lot for your letter.*
 - c. *It was great to hear from you.*

3. You recently stayed in a hotel and were very unhappy with the service you received. You are now writing to the manager. What do you say?
 - a. *I had a horrible time at your hotel recently.*
 - b. *I would like to say that I am unhappy about your hotel.*
 - c. *I would like to complain about the service I received at your hotel recently.*

4. You have sent a letter of application to a company, together with your curriculum vitae which the company requested. What do you say in the letter to explain that your curriculum vitae is attached?
 - a. *You asked for my curriculum vitae, so here it is.*
 - b. *As you can see, I've enclosed my curriculum vitae.*
 - c. *As you requested, I enclose my curriculum vitae.*

5. You have applied for a job, but you would like the company to send you more information. What do you say?
 - a. *I would be grateful if you would send me more information.*
 - b. *I want you send me more information.*
 - c. *Send me some more information, if you don't mind.*

6. In a letter you have written to a company, you tell them that you expect them to reply. What do you say?
- Write back to me soon, please.*
 - Please drop me a line soon.*
 - I look forward to hearing from you soon.*
7. In a letter you have written, you want the recipient to do something and are thanking them in advance of their action. What do you say?
- Thank you for your attention in this matter.*
 - Thanks for doing something about it.*
 - I am gratified that you will take appropriate action.*
8. The company you work for has received an order from another company and you are writing to them to acknowledge the order and let them know when you can deliver. What do you say?
- About the order you sent on 12 January for...*
 - I would like to remind you of the order you sent on 12 January for...*
 - I refer to your order of 12 January.*
9. In a letter, you explain that the recipient can contact you if they want more information. What do you say?
- Give me a call if you want some more information.*
 - If you would like any more information, please do not hesitate to contact me.*
 - If you would like any more information, why not get in touch?*
10. You began a letter with the recipient's name (e.g., Dear Mr. Perrin). How do you end the letter?
- Yours faithfully*
 - Yours sincerely*
 - Best wishes*
11. You did not begin the letter with the recipient's name (see number 1 above). How do you end the letter?
- Yours faithfully*
 - Yours sincerely*
 - Best wishes*

UNIT 2

The passive voice

One of the characteristics of formal letters is a frequent use of the passive voice. As it is used less frequently in Italian than in English it can create problems for Italians writing formal letters in English.

Take a look at these two sentences:

1. *I read an interesting article on the Norwegian banking system last night.*
2. *The article was written by a man who used to run the Norwegian Central Bank.*

What are the subjects of the two sentences?

What are the verbs of the two sentences?

What tense are the two verbs in?

Do you notice anything different about the structure of the two verbs?

What are the subjects of the two sentences?

'I' / 'The article'

What are the verbs of the two sentences?

'read' and 'was written'

What time do the verbs refer to?

past time

Do you notice anything different about the structure of the two verbs?

In the first sentence the subject 'I' did something, 'I *read*'.

'I read' is an example of the **active voice**.

In the second sentence the subject 'the article' did not do anything – 'the article *was written*'. Someone wrote 'the article'.

'Was written' is an example of the **passive voice**.

The passive is used to say that the subject is **not** the doer of the action.

The passive is formed by:

To Be + Past Participle

	SUBJECT	ACTIVE VERB	OBJECT
ACTIVE FORM	Giovanni Agnelli	founded	Fiat in 1899.

	SUBJECT	PASSIVE VERB	AGENT
PASSIVE FORM	Fiat	was founded	by Giovanni Agnelli in 1899.

It is often **NOT** necessary to include the 'by' clause in a passive sentence.

When we want to add the information about who or what did the action (the actor/agent) we use the 'by' clause.

*My bike has been stolen **by somebody**.* Necessary?
*The office is cleaned **by the cleaners on Tuesdays**.* Necessary?

NO

My bike has been stolen.
The office is cleaned on Tuesdays.

*We can also add extra information about when and where using: **at, in and to**.*

*The company was founded **in** 1994.*
*You will be met **at** the airport.*
*You will be driven **to** the factory.*

Remember, only transitive verbs can take the passive form.

How do we recognize a transitive verb?

A **transitive verb** has two characteristics.

First, it is an **action verb**, expressing a doable activity like *kick, want, paint, write, eat, clean*, etc.

Second, it must have a **direct object**, something or someone who receives the action of the verb.

Here are some examples of transitive verbs:

Sam passed the book to Jim.

passed = transitive verb; the book = direct object

Colin sent the email at 7 o'clock.

sent = transitive verb; the email = direct object

Alice gave the report to Peter.

gave = transitive verb; the report = direct object.

Important note: When no direct object follows an action verb, the verb is intransitive.

How do we recognize an intransitive verb?

An **intransitive verb** has two characteristics.

First, it is an **action verb**, expressing a doable activity like *arrive, go, lie, sneeze, sit, die*, etc.

Second, unlike a **transitive verb**, it will not have a **direct object** receiving the action.

Here are some examples of intransitive verbs:

We arrived at the meeting with only seconds to spare.

Arrived = intransitive verb

James went to the canteen for a coffee.

Went = intransitive verb

During meetings John always sits at the back of the room.

Sits = intransitive verb

Many verbs can be transitive *or* intransitive, depending on what follows in the sentence. Compare these examples:

<i>Is he meeting you at the office?</i>	meet = transitive verb	<i>Are you being met at the office?</i>
<i>Where shall we meet?</i>	meet = intransitive verb	<i>No passive possible</i>
<i>The taxi will drop you at your office.</i>	drop = transitive	<i>You will be dropped at your office.</i>
<i>Revenues have dropped this year.</i>	drop = intransitive	<i>No passive possible</i>

When do we use the passive voice?

Passive voice is used when **the focus is on what happened to the person or thing.**

Example: My bike was stolen.

We do not know, or it isn't important WHO or WHAT did the action.

Sometimes a statement in passive is **more polite, diplomatic or formal** than active voice, as the following example shows:

Example: A mistake has been made in calculating the end of year sales figures.

In this case we don't want to say WHO did the action.

The passive voice is often used in scientific or technical writing, where the actor/agent is not really important but the process being described is.

The paper is inserted into the copier automatically.

☑ **Avoid mixing active and passive constructions in the same sentence:**

“The executive committee approved the new appointment, and the date for next month’s meeting was agreed.”

should be re-written as:

“The executive committee approved the new appointment and agreed the date for next month’s meeting.”

EXERCISE 1 Please choose the correct form of the verb in parentheses.

Example: Over \$1 million (~~has spent~~/has been spent) so far trying to market our computer software.

1. Our Chinese subsidiary (**has fined/has been fined**) by the Chinese authorities for tax avoidance.
2. The unemployment rate (**has risen/has been risen**) by 3% in the past 3 months.
3. (**Has John promoted/Has John been promoted**) to the position of Senior Sales Manager?
4. Sales (**expect/are expected**) to be lower because no one is buying anything these days.
5. Our team (**is dealing with/is being dealt with**) a design flaw in the new software.
6. If the transaction (**is not/is not been**) present on your monthly balance, please contact our accounts department.
7. Many investors (**will suffer/will be suffered**) big losses in their stock portfolios because of the present negative economic environment.
8. What (**caused/was caused**) the accident in Baltimore?
9. I guarantee that the order (**will place/will be placed**) before the end of the week.
10. The board (**was discussing/was being discussed**) the recommendations when the fax (**arrived/was arrived**).

How we make, the passive can cause problems for many students.

Try and complete the two charts below.

EXERCISE 2 Use the subject 'I', and the passive form of the verb to complete the structure table for the verb *to reach*.

	Affirmative	Negative	Question
Present Simple			
Present Progressive			
Past Simple			
Present Perfect Simple			
Past Progressive			
Past Perfect Simple			
Will + verb			
To be going to+verb			

EXERCISE 3 Use the subject 'I', and the passive form of the verb to complete the structure table for the verb *to employ*.

	Affirmative	Negative	Question
Present Simple	<i>I am employed</i>		
Present Progressive		<i>I'm not being employed</i>	
Past Simple			<i>Was I employed?</i>
Present Perfect Simple	<i>I have been employed</i>		
Past Progressive			
Past Perfect Simple		<i>I hadn't been employed</i>	
Will + verb	<i>I will be employed</i>		
To be going to+verb			<i>Am I going to be employed?</i>

EXERCISE 4 Complete the second sentence, using the passive voice, so that it has the same meaning as the first sentence.

Example: a.: Someone will hold a press conference tomorrow evening.

b. A press conference **will be held** tomorrow evening.

1. a. An international credit rating agency has dropped Portugal's credit rating to 'BB+'.
b. Portugal's credit rating to 'BB+'.
2. a. The unions stated that they hope someone will inform them, if the sell-off is agreed.
b. If the sell-off is agreed, the unions hope that they
3. a. The Personnel Manager is considering your application at the moment.
b. Your application by the Personnel Manager at the moment.
4. a. They fired the secretary because he was unreliable.
b. Because of his unreliability, the secretary
5. a. No one has fixed the photocopier yet.
b. The photocopier yet.
6. a. When I came into the office I saw that someone had left the computer on all night.
b. When I came into the office I saw that the computer on all night.
7. a. They are currently testing a number of our drugs in clinics throughout Belorussia.
b. Our drugs in clinics throughout Belorussia.
8. a. People had bought thousands of packets of the meat before the government health agency learned that it was contaminated.
b. Thousands of packets of the meat before the government health agency learned that it was contaminated.
9. a. The company is going to inaugurate the new office branch next month.
b. The new office branch next month.
10. a. The company has totally reorganized its management structure.
b. The company's management structure

The passive voice is often used to make writing more formal.

EXERCISE 5 Below there are two similar e-mails. However, the one on the right is more impersonal. Complete it by using verbs from the first e-mail in the correct form of the passive.

<p>Thank you for your order for our new system software, which we received this morning. Our fulfilment team is dealing with your order, and we expect that we will deliver the package to you within 6 working days. We have included our current price list as an attachment. Please note we only guarantee these prices until 1 Jan.</p> <p>Thank you for choosing syssoft.com.</p>	<p>Thank you for your order for our new system software, which (1) this morning. Your order (2) by our fulfilment team and we expect that the package (3) to you within 6 working days. Our current price list (4) as an attachment. Please note that these prices (5) until 1 Jan.</p> <p>Thank you for choosing syssoft.com.</p>
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The modal passive structure is slightly different.

SUBJECT	MODAL		PAST PARTICIPLE
I, He, She, It, We, You, They	Can	Be	Taken
	Could		
	Will		
	Would		
	May		
	Might		
	Shall		
	Should		

EXERCISE 6 Complete the following sentences using a modal passive. Choose the appropriate verb from among the following to use with the modal verb.

take / hand in / lock / tell / print out / switch off / put / send / fire / pay

1. Complaints **should be sent** to the head office.
2. Using the new photocopier, a whole book in less than five minutes.
3. If a bank account is opened in the Bahamas, income tax does not
4. Company equipment home by employees.
5. The door of the office, otherwise someone could break in.
6. Applications for the job by the end of the month.
7. All computers and electrical equipment before you leave the office.
8. The boss likes us to be tidy so, your jacket on the coat stand, not on your chair.
9. The staff about the drop in salary. They are going to be angry when they see their pay-packets.
10. You for smoking in the toilets. It's very serious.

REVIEW

EXERCISE 7 Choose between the active and passive form and then put the verbs in brackets into the most appropriate tense.

1. How many employees (you/have) in this firm now?	
2. Jeeps (make) for over 50 years.	
3. Currently, our marketing campaign (review), by senior management.	

4. Why (the office staff / make) another complaint? What's the problem this time?	
5. I know it was invented in the late 1800s, but who (invent) the tyre?	
6. By the time he called his broker, the share price (collapse) .	
7. Sandra met her husband while she (work) at Club Med.	
8. I (not use) a computer when I was in school.	
9. What (discuss) at last month's sales meeting?	
10. Don't forget that I (meet) the lawyers at 11.30 a.m. tomorrow to talk about the merger.	
11. Our new soft drink (launch) in India next year.	
12. I (never/speak) in public before I started working here.	
13. The next generations of scanners (not/introduce) until next month.	
14. I'm sorry but your payment still (not/receive) .	
15. Don't forget that you (meet) at the airport at 8 o'clock.	
16. Over the summer period, more part-time workers (need) .	
17. "How many people (come) to last week's meeting?"	
18. In 1999 during the safe meat scandal, Germany (force) to accept imports of British beef.	
19. The accident happened because he (drive) too fast.	
20. The deadline (just/extend) the payment is now due 31 August and not the 15 th .	
21. Our products (use) by thousands of people every day.	
22. The tyre (patent) in Britain in 1888.	

23. The government and trade unions (reach) an agreement in the last few days.	
24. On inspection of the goods, the clerk realised that the wrong products (pack).	
25. More than a million dollars (spend) on advertising next year.	

UNIT 3

The economic environment

See if you can complete the text below. The same number is always the same word; so for example number (2) is always the word 'inflation'.

Economics is concerned with the process of satisfying the needs and wants of the population, by using the limited resources of the economy (land, labour, capital and enterprise, otherwise known as the 'factors of production') in the most efficient way. There are generally considered to be four main objectives of an economy.

1. A low level of u (1)
2. A low level of *inflation* (2)
3. A high level of e (3)
4. A good f t..... position (4).

1. U..... (1) is defined as the number of people in the workforce in a country who are looking for a job, but can't find one. This can be very damaging to an economy because it can lead to falling o..... (5), high government spending, and falling demand. There are several methods that a government can use to reduce the amount of u..... (1):

- 1) Policies to increase demand: such as reducing t (6) or reducing i..... (7) rates.
- 2) R..... (8) the unemployed.
- 3) Helping new businesses to set-up, and offering i..... (9) to existing businesses to relocate to areas of high unemployment.

2. Inflation (2) is defined as a general rise in the price level (10) of goods and services within an economy over a period of time.

The main types of inflation (2) are:

1) Cost-push inflation (11): where there is an increase in costs (12) to businesses, such as raw materials or wages and this forces the producers to increase (13) their prices.

2) Demand-pull inflation (14): where the level of customer demand (15) is larger than the number of products that businesses can produce.

3) Increases in the money supply (16): this can cause inflation (2) where rises in the money supply have increased at a faster rate than the output (17) of products.

4) Inflation (2) can be very damaging to an economy because it leads to a reduced balance of payments (18) power of the local currency, uncertainty about the future (19), a fall in investment (20) and savings (21), and increasing costs (22) for businesses. There are several methods that a government can use to reduce the rate of inflation (2) in an economy:

1 - Increasing interest rates to discourage high levels of customer savings (23).

2 - Reducing the amount of credit (24) (borrowing) that is available to customers.

3 - Income policies; where pay increases are limited (25), to deter high levels of costs and expenditure.

3. Economic (3) growth. This term refers to a real growth (i.e. accounting for the effects of inflation (2) in the income per capita (or income per head) of the population over a given period of time. It is normally measured by reference to Gross Domestic Product (G.D.P) and Gross National Product (G.N.P). Gross Domestic Product is the total value of a country's output (27) over a period of time (usually 12 months). Gross National Product is calculated by adding G.D.P. to the net foreign income (28).

(28) income from abroad (i.e. the income earned on overseas investments by citizens and businesses, minus the income earned by foreigners investing in that country). E..... (3) growth is likely to lead to an increase in the amount of i..... (29) in the economy, as well as an increase in the number of new businesses starting up, leading to increases in output, expenditure and income.

4. The Trade Cycle refers to the f..... (30) of employment, income, expenditure and output in an economy over time, in this way showing us the level of economic growth. We can identify several features of the Trade Cycle:

‘Peak’ or ‘Boom’. When the economy is at its peak consumption and investment will be at high levels, and p..... (31) rises are likely to be large. Businesses are likely to be making high levels of p..... (32) and there will be strong inflationary pressure.

‘**Recession**’. This refers to a situation where the G.D.P. of an economy has fallen for two successive q....., (33) 6 months. It is characterised by falling customer demand, low investment, and rising unemployment. Other features of a recession include falling h..... (34) prices, and falling business and consumer confidence.

‘Slump’ or ‘Trough’. This is the bottom of the trade cycle, and this stage is characterised by a high level of u..... (35), very low levels of consumption and investment and a poor international trade situation.

5. F..... t position (4).

Balance of payments. This is a record of a country’s financial transactions with the rest of the world over a given period of time (normally 12 months). The c..... (36) account of the balance of payments measures both ‘v..... (37)’ trade (that is, the imports and exports of tangible goods such as furniture and cars) and ‘i. (38)’ trade (that is, the imports and exports of intangible services,

such as banking, shipping, and insurance). The capital account of the balance of payments measures any flows of capital between one country and other countries (purchase of shares and other forms of investment).

Protectionism is the term that refers to a government's policies of protecting its domestic businesses from more competitive foreign imported goods. The government can use a variety of these protectionist policies (also known as barriers to trade):

1) **Q**..... (39): These place a physical restriction on the number of units of a product allowed to enter the country.

2) **Tariffs**: A tariff is a t..... (40), which is placed on an imported goods, which makes the imported goods more expensive, making the domestically produced goods more competitive.

3) **E** (41): This is a ban on all trade with a certain country.

4) **T** (42) **barriers**: This involves imposing strict technical standards for the supply of a product in a country, making it difficult for foreign producers to sell their products.

COMPETITION

The competitive structure of an industry will directly affect the level of output, the amount of e..... (43) and the price level of the goods and services produced. According to economic theory, there are several different types of competitive structure that can exist in an industry:

1) **M**..... (44): this is where a single producer dominates the industry, having the freedom to charge whatever price he feels he wants to and to restrict the levels of output and quality.

2) **D**..... (45): this refers to a situation where 2 businesses dominate the industry (for example, 'Unilever' and 'Proctor & Gamble' dominate the detergent market).

They will often not compete on the price of their products, but instead will compete on other aspects such as a..... (46), and after-sales service.

3) **O.....** (47): this is where a small number of businesses (3 – 8) dominate the industry (e.g. supermarkets, banks, oil companies). They are usually very large businesses and they have the ability to earn very high levels of profit.

4) **Monopolistic Competition:** This refers to a situation where many businesses exist in an industry and each has a w..... (48) product range and a degree of product differentiation. Profits are not as high as in an oligopolistic industry.

5) **Perfect Competition:** this is a theoretical extreme, which does not exist in reality. In this situation there are a large number of very small businesses, each of which produces an i..... (49) product. The price for each product is the same and all businesses only make what are termed 'normal profit', which means that they make enough revenue to simply cover their costs.

Types of economy

EXERCISE 1 Read the text and put in the missing words from the box. The same number indicates the same word.

national / centrally / government / supply / compete / demand / free / mixed / utilities / competition / essential

There are three essential types of economic systems operating in the world today:

- 1)..... planned,
- 2) market and the
- 3)..... economy. The difference between the three systems depends on the amount of
- 4)..... intervention.

The 1) planned economy

In this type of economy, such as Cuba or China a few years ago, the government decides what goods and services are needed, and arranges all production and distribution. However, lack of 5)..... can often lead to bad management, inferior products and supply problems. Often there is a shortage of 6) items, such as food and clothing.

The 2) market economy

This is also known as the 'capitalist system'. The price and availability of goods and services are established by the economics of 7) and 8), rather than by interference from the state. Private companies compete freely in the marketplace and the market decides which products or services to buy and from who. However, in order to control business activities which have serious implications for the 9) economy the government may still intervene even in free market economies. An example of this type of economy today can be found in countries in South East Asia (like Singapore).

The 3) economy

Most economies (including Italy and the UK) combine elements of both 2) market and 1) planned principles. While private companies are free to 10) for most goods and services, some, such as public transport, education, health care and 11)..... (gas, electricity, etc.), are traditionally provided by the government.

EXERCISE 2 Which type of economy does each sentence refer to?

Put FM for 'Free Market', CP for 'Centrally Planned', and M for 'Mixed' in the space provided.

1. All companies compete freely in the market.
2. Lack of competition sometimes leads to bad management.
3. Prices are established by supply and demand.
4. Private companies supply most goods and services, but some are provided by the state.
5. The government arranges production and distribution of all or most goods and services.
6. It is favoured by communist countries.

UNIT 4

Writing formal e-mails

You can send an e-mail to anyone who has a computer which is networked, that is, the computer can send and receive electronic messages via the internet.

EXERCISE 1 Discuss the following questions with your partner.

- Do you use e-mail? Why, when and where?
- What are the advantages of e-mails?
- What are the most used e-mail systems?
- How is writing an e-mail different to writing a business letter?

EXERCISE 2 Look at these Italian words that you find in e-mails. Can you write the English translation next to the word? Not all e-mail servers use the same words.

Nuovo messaggio
Letto
Inoltra
Grassetto
Rispondi
Cancella
Corsivo
Inviare
Bozze
Posta inviata
Rispondi a tutti
Sottolineato
Cestino
Chiocciola


As with writing a letter, the language style of an e-mail will depend on:

*why you are writing; the purpose of the e-mail
and
the relationship you have with the receiver.*

WHO and WHY?

The main difference is that formal e-mails are much more concise, shorter in length.

E-mails look something like this:

	To...	dina.love@bdecopr.com
Account ▾	Cc...	
	Bcc...	
Subject:		Susan Smith Update

Dear Dina,

I'd like to let you know that I am leaving my position at BDE Corporation. I have enjoyed my tenure at BDE and I appreciate having had the opportunity to work with you.

Thank you for the support and encouragement you have provided me during my time at BDE.

Even though I will miss my colleagues, clients, and the company, I am looking forward to starting a new phase of my career.

Please keep in touch. I can be reached at susan.sharp@gmail.com, [linkedin.com/in/susansmith](https://www.linkedin.com/in/susansmith) or via cell phone: 555-123-1234.

Again, thanks so much for everything. It's been a pleasure working with you.

Best Regards,

Susan

Susan Smith
Cell: 555-123-1234
Email: susan.smith@gmail.com
LinkedIn: [linkedin.com/in/susansmith](https://www.linkedin.com/in/susansmith)

EXERCISE 3 Can you complete the text below with the words from the box?

personal / convenient / respond / respects / click / safe / attachment / identity / spammers share / choose / twice / delete / see

E-mail is a fast and way to communicate on the Internet. To stay when e-mailing, follow these practices every time you send or receive a message:

Don't share sensitive information. Never passwords, Social Security numbers, and credit card numbers in e-mail.

..... **who you e-mail.** Just because someone sends you an e-mail doesn't mean you need to read it or

Think before you open attachments or links in e-mail. If you don't know the sender, the e-mail. If you do know the sender but weren't expecting an, double-check that the person actually sent the e-mail.

When sending e-mail to a group of people who don't know each other, use the Bcc line to protect everybody's Place all the e-mail addresses on the Bcc (or Blind Carbon Copy) line of the message. That way, no recipient can the e-mail addresses of other recipients. This their privacy and protects their accounts from

EXERCISE 4 Fill in the spaces to complete the passage which describes how to use e-mails.

If you want to send an e-mail, you need to first on the icon on the desktop or in the 'programmes' list of your computer. If you have written to the person before his or her e-mail address will probably be in the /, which you can open by clicking on the icon at the top of the page. You write the e-mail address in the box and the topic or reason for the e-mail in the box. If you want to send a copy of this e-mail to someone else you need to put their address in the box (which means /). Then you write your e-mail in the space provided below. Often we want to add a file from the computer and so we need to click on which will allow us to find the file on the computer and when we have found it, we click and the file is automatically inserted into the e-mail. When you have finished you click on the Icon and the e-mail and its attached file are sent.

The structure of a formal e-mail is more or less the same as a formal letter.

EXERCISE 5 Put the sections of the following e-mail in order.

1. (555) 124-5678
2. Jones Office Solutions
3. I have been researching our choices for internet providers over the past week, and I wanted to update you on my progress.
4. Respectfully
5. Administrative Assistant
6. I will talk with Joe and Susan in IT about these options and get their suggestions. I will also send out meeting requests to everyone, including Mr. Morris in operations. If you have any questions prior to the meeting, please let me know.
7. Tina McAden
8. We have two options: H.C. Cable and Toll South. Both offer business plans, and I will go over the pricing of each plan at the meeting on Tuesday. Both of the options I listed have comparable speed and data usage offerings as well. I called your personal provider, GoGo Satellite, but they did not have any business offerings. They primarily do residential internet service.
9. <http://www.jonesofficesolutions.com>
10. Dear Mr. Jones

a. b. c. d. e. f. g. h. i. j.

EXERCISE 6 Write an e-mail using the information given below (Invent the e-mail address).

25/05/2013. David Lodge the Research and Development Manager from Exposerve writes to Paola Tornati, to tell her where and when he is arriving in Milan. He wants to be met at the airport because he has never been to Milan before. He hasn't booked a hotel and wants her to do that too. He wants to send a copy of this e-mail to Peter Billington.

From:

To:

Cc:

Sent:

Subject:

UNIT 5

Applying for a job

EXERCISE 1 Language focus.

What time reference do these sentences refer to?

- 1a. I work for Exotic Tours.
- 1b. I'm working for Exotic Tours.
- 1c. I'm going to work for Exotic tours.

Is this a regular event or a plan?

- 2a. We fly to Dubai on Fridays.
- 2b. We're flying to Dubai on Friday.
- 2c. We were going to fly to Dubai on Friday.

Which sentence describes a future plan, an itinerary?

- 3a. The shuttle is leaving at 4 p.m.
- 3b. The shuttle leaves at 4 p.m.

Which sentence best describes a future plan?

- 4a. I will meet John next week.
- 4b. I'm meeting John next week.

Does she still work as a hostess?

- 4a. She's been working as a hostess.
- 4b. She's worked as a hostess.
- 4c. She works as a hostess.

In which sentence(s) did the speaker not meet John?

In which sentence(s) did the speaker meet John at the door?

In which sentence(s) did John leave after the speaker had arrived?

- 5a. When I arrived, John was leaving.
- 5b. When I arrived, John had left.
- 5c. When I arrived, John left.

EXERCISE 2 Read this extract from an interview in which a woman is talking about her career. Put the verbs in brackets into the correct tense

"I (have) three jobs in my life so far. I (start)
 as an overseas representative in Tunisia, Greece and Austria, and then I (work) ..
 as an assistant resort manager for two years in Turkey. I (offer) ...
 promotion, but I (decide) to leave work in
 order to start a family. Anyway, now I'm back in work and for the last six months I (work)
 as a contracts executive so usually I (spend)
 . a lot of time with hotel managers and (negotiate) contracts for
 hotel rooms and services. On top of that I (select) new resorts
 and locations. At the moment, I've got a trainee with me who (do)
 ... some research into the tourism markets in east Asia".

A career choice

Talk about the following with your group.

What is your idea of a good job? Number the following in order of importance.

- A chance to travel
- Teamwork
- Flexible working hours
- Job security
- Responsibility for other people
- Friendly working environment
- A good salary
- Long holidays
- The opportunity to meet people
- Benefits (commission, cheap holidays, car, etc.)

Applying for a job : curriculum vitae

- How do you find out about job vacancies?
- Have you ever applied for a job? If so tell your partner what job it was, what you had to do and what happened.

In order to apply for a job you usually have to send a curriculum vitae (CV) – in the USA called a resumé – and a covering letter. These documents are very important because they are the first impression you give. Before you begin applying for jobs, you need to have your CV, or resumé ready. These days employers might expect you to use the Europass CV (see the EU website): <http://europass.cedefop.europa.eu/europass/home/vernav/Europass+Documents/Europass+CV.csp>)

When applying for a job you will be in competition with a number of other candidates. So your CV is important. Interviewers will decide whether or not to see you on the strength of what you have written. Don't just think of it as a list of facts; it should sum up your personal, educational and career history, as well as being an indication of your strengths and weaknesses.

Basic principles for a good CV

EXERCISE 3 Complete the text, the first letter is given to you.

1. Always use a computer and p..... off your CV. Use good quality p..... Never send a CV without a c l explaining which vacancy you're applying for. Don't f..... a CV unless you're asked to. It's a c..... document.

2. **Concentrate on the essentials:** a CV must be b.....: in most cases one to two pages are sufficient. If your work experience is limited, describe your education and training first; highlight w..... p..... during training. If l..... s..... are important for the job you are applying for, fill in the Europass Language Passport and a..... it to the CV.

3. **Be clear and concise:** use s..... sentences. Concentrate on the r..... aspects of your training and work experience. Explain any b..... in your studies or career.

4. Adapt your CV to suit the post you are applying for: before sending your CV to an employer, check that it corresponds to the p..... required. Do not include work experience or training which is not relevant to the a..... Highlight your advantages according to the s..... n..... of the prospective employer. Beware: do not artificially i..... your CV; if you do, you are likely to be f..... o..... at interview.

5. Take care over the presentation of your CV: set out your skills and competences c..... and l....., so that your advantages stand out. Pay attention to details such as s..... and p..... Remember an employer is not interested in your h..... and i.....

NB: a. Print your CV on w paper.

Retain the suggested f..... and l.....

6. It should include a recent p.....

7. Check your CV once you have filled it in: remove any spelling m....., and ensure it is laid out clearly and logically. Have someone else r..... your CV so that you are sure the content is clear and easy to u..... Don't ask for your CV to be r; many companies keep CVs on f..... for future reference.

Applying for a job: covering letter

Now you have looked at how to write a CV, you need to think about the covering letter. Look at the example below.

39 Park Avenue
Thornaby-on-Tees
Cleveland TS17OUH
Tel +44 (0)1642 864584

Mr George Wolfe
North Europe Office
ACRE Ltd
76 Preston Lane
London NW123E25
May 2013

SUBJECT: application for assistant deputy manager

Dear Mr Wolfe,

I would like to apply for the position advertised in your advertisement in the Guardian on 12/05/2013.

I am twenty three years old and I am currently working as a part-time cashier for Sotherways supermarket chain. I joined Sotherways as a general worker in October 2001 and was promoted to cashier after only two months.

I graduated in July 2012 and as you will see from my enclosed CV my degree is in business administration and my present job is merely a way of earning money until the right opportunity comes along.

You will also see from my CV that I speak German and French very well and I specialised in international business, which was the topic of my thesis. I feel confident that I have the necessary skills, qualifications and commitment for the post and would welcome the opportunity to make a useful contribution to the future of your company.

I enclose my CV and references from Sotherways and I am available for interview at any time.

I look forward to hearing from you.

Yours sincerely

Rupert Brent
Mr Rupert Brent

EXERCISE 4 Answer the following questions, then check with the explanation on the next page.

- What do you notice about the positions of the addresses?
- Where is the date? Can it go anywhere else?
- What do you notice about the punctuation?
- Is there anything which you have never seen before?

Notes on letter writing:

1. The sender's address is written on the right, the receiver's address begins on the next line, on the left.
2. The date is on the right on the same line as the last line of the receiver's address. It can go on the left, below the receiver's address.
3. The addresses and the salutation and close are NOT punctuated.
4. The SUBJECT line is not always used, but it helps the reader to know immediately what the letter is about. We write it above the 'Dear Sirs'.

EXERCISE 5 Think about how a letter of application is usually structured. Then put these sections in order. This order is not always the same, but the answer will give you a useful model to copy.

1. Refer to future contact.
2. Add any other information about skills or personal qualities you think is relevant.
3. Talk about your educational qualifications.
4. Some brief personal information and what you are doing at present.
5. Talk about your work experience.
6. Mention your availability for interviews and work.
7. Say what the job is and how you know about it.

a.	b.	c.	d.	e.	f.	g.
----	----	----	----	----	----	----

The content of a covering letter of application

A covering letter of application is very important, it is the first contact between yourself and a prospective employer. The impression you give with this letter is therefore important. It needs to give an overall picture of the candidate, without being too specific.

Say what the job is and how you know about it.

Can you rewrite these sentences to make suitable opening paragraphs. Change the verbs and add words where necessary.

1. I / be / write / apply / post / secretary / advertise / The Guardian / 14th July

.....

2. I / like / consider / position / trainee manager / I / see / advertise / The Financial Times / 12th August

.....

3. I / read in 'Hotels and Holidays' / there / be / vacancy / receptionist / branch in Chelsea / I / like / apply / post

.....

Some brief personal information and what you are doing at present.

Fill in the spaces with an appropriate word.

1. I am 25 years old and
2. I am at working as a shelf-filler in Waitrose.
3. I for this company since I graduated.
4. I am currently for a Diploma in Business Management.
5. graduating I have had a number of - jobs.
6. I have in working with computers and dealing with clients face to face and on the phone.
7. I have completed a computer course in Word and Excel.

Talk about your educational qualifications.

1. I from Teesside University with a in Economics.
2. From my you will see that I French and Italian fluently.
3. I have a degree in Economics and a in Business Administration.
4. In 1987 I a Diploma in International Marketing.
5. Do you need to see my original, or will photocopies suffice?
6. I am a of European Literature.
7. I a BA in Tourist Management from Newcastle University.
8. My degree was on the effects of mass tourism on developing countries.

Talk about your work experience.

1. graduating, I have been working for IBM as a trainee accountant.
2. I for Janis Jones Plc for ten years and I now think it is time to move on.
3. In my last position I was for the Asian tourist market.
4. I worked as a secretary 1997 to 1999.
5. I was from secretary to Personal Assistant to the CEO after three years.
6. I look a department of thirteen people.
7. I was Deputy Marketing Manager in 1998.
8. My principal responsibilities were to market research for new products.

Add any other information about skills or personal qualities you think is relevant.

EXERCISE 6 Match the qualities above with these definitions:

articulate / considerate / accurate / numerate / computer-literate / dependable /
 efficient / confident / ambitious / dynamic / optimistic / diplomatic /
 demanding / careful / punctual / tidy / patient

An employer will probably want to take on someone who:

- is able to use information technology
- is good with figures
- thinks of other people’s feelings
- can speak fluently
- is discreet and tactful in delicate situations
- is precise, pays attention to detail
- shows a lot of enthusiasm and energy and is often successful
- feels confident about the future
- always arrives on time
- is trustworthy and reliable
- keeps his/her office, desk and work in order
- doesn’t waste time or effort
- wants to achieve
- feels secure in his or her self
- thinks carefully before doing something
- can wait for things to happen without getting irritated or angry
- has high standards for himself/herself and for others

EXERCISE 7 Fill in the spaces with an appropriate word.

1. I am to use Word Office and Excel.
2. I speak French and have a knowledge of German.
3. I have a good of accountancy and book-keeping.
4. I on well with people and I am a worker.
5. I I have the right qualities and qualifications for this job.
6. I have experience working with other nationalities.

Refer to future contact and mention your availability for interviews and work.

Fill in the spaces with an appropriate word.

1. I am a full CV and two from my previous employers.
2. I am for interview at your
3. I look forward to from you.
4. I hope you will my application favourably.
5. you in advance.
6. I look forward to an reply from you.

EXERCISE 10 Most common reasons why people fail interviews.

Complete the sentences by inserting words from the box below.

nervous / messy / arrival / company / aggressive / express / direct /
confidence / money / willing / appearance / enthusiasm / career / eye contact /
goals / ill / prepared

- | | |
|--------------------------------------|---|
| 1. Bad personal | 9. Speaks of former employers. |
| 2. attitude. | 10. Cannot make with interviewer. |
| 3. Unable to self clearly. | 11. application form. |
| 4. Poor interest and | 12. Late for interview. |
| 5. No planning or future | 13. Asked no questions about the |
| 6. Overly and lacking in | 14. Could not give answers when questioned. |
| 7. Too much emphasis on | 15. Under- for interview. |
| 8. Not to start at the bottom. | |

EXERCISE 11 Read the text and do the exercises that follow.**THE WORST JOB INTERVIEW EVER: WHAT WENT WRONG, AND WHAT I LEARNED.**

I knew, as it was happening, that the job interview was going badly. The **guy** asking the questions – the managing editor at a mid-size Southern California daily – had lost interest in me quickly. He put his feet up on his desk and began eating his lunch. I sat **wordlessly** as he ate. Finally the city editor, at that point unaware of my **poor showing** came and got me. He led me to a computer for a writing test. Then he **headed back** to the managing editor's office. The time limit on the writing exercise was 20 minutes. I finished and, though **disheartened** by the experience **thus far**, I waited. And waited. Nearly an hour later, the city editor returned. "Oh," he said. "You're still here?" It was a **blunt** confirmation of what I already knew: I would get no job offer from these people. And so ended the worst job interview of my career. Even now, some seven years later, to remember it **stings** a bit. But the worst thing

about my worst job interview is that the bad result was my **fault**. These guys were not being unfair – I did, after all, **look promising** on paper. But when it came to the interview, I failed to myself as a **worthwhile** candidate for the general assignment reporter position for which I was applying.

Here's what killed it:

1. *I was desperate.* Getting this job **meant a lot** to me. I had been freelancing for some time and was **eager** to get my first full-time post. And that was a problem. I arrived at the interview with a **mindset** of desperation, and the managing editor **picked up on** that. His company is special to him. He wants his employees to regard it that way, too. It must have been clear to him that I wasn't sitting in his office because I wanted to work for his newspaper, but because I wanted to work for any paper.

2. *I didn't have good answers.* I was prepared to answer questions about myself and my experience. But I failed to anticipate and prepare for questions about why I wanted to work for this particular newspaper. In what areas do you think our news coverage is strongest? Where can we improve news coverage? Which of our writers do you enjoy most? Why doesn't the paper you're freelancing for hire you fulltime? I tried to talk my way through those questions and others like it. But it was obvious that I hadn't been following the paper, I hadn't done much research and that I hadn't put much thought into how I would respond.

3. *I didn't have good questions.* Actually, if I **recall** correctly, I didn't have any questions. Remember, I was desperate – so what did I care about the specifics of working for this paper? Interviewers **judge** questions just as they judge answers – some even **score** questions higher when evaluating candidates. Well-informed questions show that you are curious, knowledgeable and interested in finding the right position. Having no questions shows that you don't care.

4. *But I learned my lesson.* About a month after my worst interview ever, I got another **shot** with a different newspaper. I was still desperate to get a job, but I didn't bring that desperation into the interview. Instead, I focused on the paper's need for a reporter, how I could fill that need and why I thought this particular paper was a good fit for me. I spent hours researching the paper before the interview and was able to speak knowledgeably about its news coverage and how I could contribute to it. And I had plenty of good questions about what my job would entail, the editorial direction of the paper, circulation numbers, the effect of internet news sources on the print edition. A few hours after the interview, I got a call from the editor. The job was mine.

	without speaking		returned
	sensed/understood/felt		up to that point
	mental attitude		hurts/is painful
	involve		valid/good
	answer		bad performance
	man		suitable
	evaluate		opportunity
	satisfy		responsibility
	seem like a good candidate		not subtle/harsh
	deluded/disappointed		remember
	give points to		keen/determined
	was important		employ

EXERCISE 12 Useful interview expressions.

Below you will see some common expressions that you might find useful when attending a job interview. Put the number of each expression into the correct box according to the function of that expression.

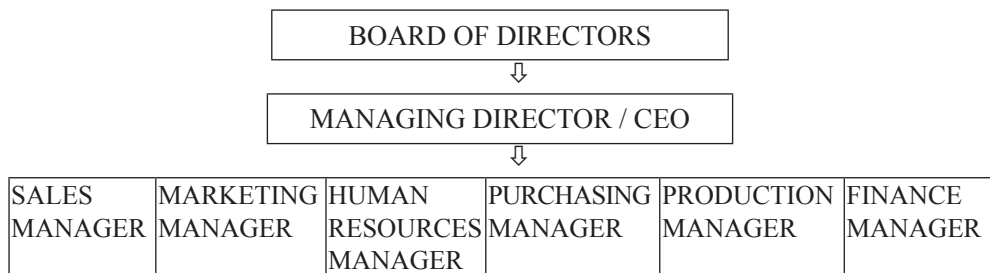
1. May I think about that for a moment?	20. Perhaps I should make that clearer by saying...
2. In short...	21. How can I best say this?
3. What I'm trying to say is...	22. Could you repeat what you said?
4. To sum up...	23. I couldn't agree more
5. What are your views on...?	24. Actually...
6. Would you mind repeating that?	25. To put it another way...
7. How can I put this?	26. That's just what I was thinking.
8. In other words...	27. In brief...
9. Sorry to butt in...	28. Could I just say that...
10. Well, as a matter of fact...	29. Well, my own opinion is that...
11. I'm not so sure about that...	30. That's my view exactly: ...
12. Pardon?	31. To summarise...
13. Hang on a second...	32. What was that?
14. What are your feelings about...?	33. I must take issue with you on that
15. So, in conclusion...	34. Let me get this right
16. I see things rather differently myself	35. Sorry to interrupt, but...
17. True enough	36. I'm afraid I didn't catch that...
18. That's right	37. What's your opinion on?
19. I don't entirely agree with you	

1. Agreeing with somebody <i>Yes, I agree</i>	
2. Interrupting <i>Excuse me for interrupting</i>	
3. Asking somebody for their opinion <i>What do you think about...</i>	
4. Giving yourself time to think <i>Let me see...</i>	
5. Disagreeing with somebody <i>I'm afraid I disagree</i>	
6. Asking for clarification or repetition <i>I'm sorry?</i>	
7. Saying something in another way <i>What I mean is...</i>	
8. Summing up <i>So basically...</i>	

UNIT 6

Business organisations

This is a typical organogram of a company.



EXERCISE 1 Complete the text using the words from the box.

Marketing Department / Sales Department / Board of Directors / Purchasing Department / centralised / Human Resources Department / Managing Director / Finance Department / Production Department

An organogram shows the internal structure of a company. The 1) and the 2) are at the top of the tree, while the managers are responsible for the various departments within the company. If the Managing Director delegates the responsibility of decision-making to heads of each department, this is a decentralised business, which is the current trend. If, on the contrary, the managers' autonomy is limited. this is a 3) business where main decisions are generally made by the Managing Director and Board of Directors. The 4) is responsible for market research. advertising, and distribution. The 5) – or Accounting Department not only deals with the financial resources of the company, but is also responsible for the staff's wages and for the billing. The 6)

is involved in selling what the company produces or manufactures, that means from the order entry – that is to say the receipt of orders - to transport, delivery, etc. The 7) which is managed by the Chief Buyer, is responsible for buying what the company needs, such as raw materials, components, equipment, stationery etc. The 8) or Personnel Department, handles the administration for all the members of staff by recruiting and hiring, and through the organisation of training and refresher courses. The 9) turns the raw materials into finished products.

Types of business

There are many different types of business organisations.

EXERCISE 2 Put the correct type of company above the description.

PARTNERSHIP / SOLE TRADER / LIMITED COMPANIES

This is the simplest type of business. It means that the business is set up by one person.

This type of company is formed when two or more people set up a business together and share the responsibility for managing that business. The initial capital investment in the business is provided by both parties involved.

This type of company is formed by a minimum of two shareholders. In the UK there are two types of this company. Ltd. and Plc.

EXERCISE 3 Write the English translations next to the type of company.

SOCIETÀ A RESPONSABILITÀ LIMITATA / SOCIETÀ / DITTA INDIVIDUALE

What do you know about these three types of company? What are the advantages and disadvantages of each type?

These are the main types of businesses and how they operate.

EXERCISE 4 Fill in the missing words.**SOLE TRADER (DITTA INDIVIDUALE)**

The term sole trader means that the business is set up by one person who is entirely responsible for his own business debts. That is to say he has unlimited liability.

The advantages of a sole trader are:

- The owner can m..... everything personally.
- The owner receives all the p.....
- The owner makes all the d.....

The disadvantages are:

- Unlimited liability means that the owner can lose all his p..... a if the business fails.
- There are limited resources of f..... because all capital must be provided by one person.
- There is no one to share the w..... or ideas with.

PARTNERSHIP (SOCIETÀ)

Two or more people set up a business together and share the responsibility for managing that business. The initial c..... i..... in the business is provided by the partners together. There are two types of partnership:

a) Unlimited partnership

In this type of partnership, all of the partners are liable for the d..... of any of the other partners. This means that if the business goes b....., they can lose all their personal assets.

b) Limited partnership

In this type of partnership only some partners contribute capital to the business and do not take an active role in m They are liable only for the amount of money they initially i..... in the business, and are known as limited partners. However, at least one partner must have u..... l..... He is known as the general or unlimited partner.

LIMITED COMPANIES

A limited company is formed by a minimum of two shareholders. Shares are the result of dividing the c..... invested in a company into equal units. Any p..... made by the company are divided among the shareholders in proportion to the amount they have invested, and these payments are called d..... If a limited company goes bankrupt, each shareholder is only liable for his o..... investment and not for his personal a.....

In the UK there are two types of limited company:

Private limited company - These are the main features:

- They must have '.....' after their name.
- They cannot be q on the Stock Exchange.
- Their shares can only be sold with the agreement of all the s

Public limited company - These are the main features:

- They must have '.....' after their name.
- They can be q..... on the Stock Exchange.
- Their shares can be sold to the general public with no r

EXERCISE 5 Find the English translation of the following:

<i>azioni</i>		<i>responsabilità illimitata</i>	
<i>S.a.s./società in accomandita semplice</i>		<i>dividendi</i>	
<i>beni</i>		<i>S.p.a./Società per azioni</i>	
<i>S.r.l./Società a responsabilità limitata</i>		<i>S.n.c./società in nome collettivo</i>	
<i>azionisti</i>			

EXERCISE 6 Decide which type of business the following features refer to. Put ST for 'sole trader', LP for 'Limited partnership', Ltd for 'Private limited company', and Plc for 'Public limited company' in the space provided.

1. You have total control of the business.
2. You can increase your capital by selling shares.
3. Its shares are not sold on the Stock Exchange.
4. One of the partners is known as a general partner.

REVIEW

EXERCISE 7 Choose one of the words from the box to complete the sentences below.

COMPANY JOBS

1. The greets visitors to the company and directs them to the right floor, office or person.
2. Employees who check that the finished product is ready to be sold to the retailer are
3. General office workers are called
4. Employees who actually sell the company's products are called
5. A large company will have a group of people who are responsible for the management of the company and these people are called
6. The person who has overall control of a company is called
7. Employees who buy the raw materials, or parts, for the production of the company's products are called
8. Employees who prepare the monthly or weekly salaries for the company are called the

9. The group of people who actually make the product are called
10. check and manage the financial affairs of the company.
11. The department responsible for developing and testing new products is called
12. The department is responsible for recruitment and the well-being of the company's staff.
13. The heads of departments are often called
14. The person who works closely with a manager, providing all kinds of support and help is called a

production workers / senior management / receptionist / quality controllers /
personal assistant / wages clerks / research and development /
chief executive officer / clerks / purchasers (buyers) / personnel / accountants /
the board of directors / sales staff

UNIT 7

Letters of enquiry

Often we are writing letters, e-mails and faxes to ask for information, so letters of enquiry are a very common type of business communication.

With your partner discuss how a letter of enquiry is structured. What is the function of the following paragraphs.

- First paragraph
- Second paragraph
- Third paragraph
- Close

First paragraph

EXERCISE 1 A letter of enquiry normally begins with the sender explaining how he/she knows about the receiver's company and products. With your partner unscramble the following sentences.

has / your / given / us / name / to / one / clients / been / by / our / of
.....
.....

advertisement / in / your / a trade magazine / saw / we
.....
.....

website / your / I / more / and / am / about / visited / products / interested / I /
knowing / your / in

.....
.....

one / your / clients / our / company / been / to / by / recommended / has / us / of

.....
.....

Second paragraph

EXERCISE 2 The second paragraph of a letter of enquiry normally begins with the sender introducing his/her company. Complete the following sentences with an appropriate word.

We are a company which in high quality, leather goods.

We are a shoe manufacturer in northern Italy.

Our clients include three leading supermarket chains.

We are in electrical appliances.

We are a - sized company.

We have over 5,000 in the North of Italy.

Third paragraph

EXERCISE 3 The third paragraph sets out the details of the enquiry. Usually, it is a request for information or products. How can we request the following?

1. You want to be sent the latest catalogue of the company.

.....

2. You want to be informed about their delivery and price details.

.....

3. You want to receive more technical details about the company's products.

.....

What are the different structures we can use to request things in English?

EXERCISE 4 Make a list and then check it with the list on the next page.

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

<i>Could you</i> <i>Would you please</i> <i>Will you please</i> <i>We would be glad to</i> <i>We would be pleased to</i>	+ verb
<i>Would you mind</i>	+ verb + ing
<i>We would be grateful if you</i> <i>We would be pleased if you</i>	+ would /could + verb

EXERCISE 5 Now use some of a variety of the above structures and write sentences requesting or enquiring the following:

1. send a catalogue

.....

2. inform you of the latest prices

.....

3. supply details of discounts

.....

4. supply details of delivery

.....

5. send technical details of products

.....

6. quote a price for 200 units

.....

7. inform us of payment terms

.....

Closing section

EXERCISE 6 When we close a letter of enquiry we need to refer to possible future contact and business between the two parties, the sender and the receiver. Rearrange these sentences so that they make sense.

1. with / be / guarantee / to / delivery / if / 6 days / within / can / we / do / will / you / happy / business / you

.....

2. you / look / hearing / soon / to / we / forward / from

.....

3. prompt / would / reply / appreciate / we / a

.....

4. place / competitive / we / immediately / to / your / find / if / terms / we / order / be able / an / will

.....

What can you notice about sentences 1 and 4?

Often when we are discussing future business, it depends on something happening, suitable products, good terms of payment etc. In this case we use the first conditional, to talk about cause and effect and to bargain.

If you send us your catalogue, we will be able to make a purchase.

If your terms of payment are satisfactory, we will place an order for 2,000 units.

EXERCISE 7 Complete these sentences using the first conditional.

1. If the government (**increase**) taxes, people (**spend**) less.
2. If you (**ring**) this number, they (**give**) you all the information you need.
3. We (**win**) the contract, if we (**lower**) our prices a little.
4. If Mr Simpson (**get**) the manager's job, things (**improve**) around here.
5. They (**reduce**) their charges by 5%, if we (**order**) more than 1.000 units.
6. If you (**tell**) me in advance when you are travelling to London, I (**get**) you a cheap flight.
7. If you (**not / install**) the system correctly, it (**not / work**) properly.

EXERCISE 8 Below you will find some common verbs which we find in letters of enquiry. Complete the sentences using the appropriate form of the verb.

require / produce / enquire / look forward / expect / be / inform / hope / place /
know / send / include

1. Please let us your payment details.
2. If the terms are acceptable we to be able to a large order with you.
3. We would delivery within ten days of placing the order.
4. We to hearing from you soon.
5. We are a company which customised car parts.

6. We are about your products and would grateful if you could send us all the relevant information.
7. Could you us your most recent catalogue?
8. We to receive the information soon.
9. We were about your products by one of our clients.
10. Could you please send your catalogue payment details?

EXERCISE 9 Some of the above verbs are often used in their noun form too. Can you complete the chart below by writing the noun of the verb?

VERB	NOUN
require	
enquire	
produce	
expect	
inform	
demand	
advertise	
discount	
deliver	
pay	
detail	

EXERCISE 10 Now look at the following sentences and decide whether to use the verb or noun form of the word in brackets.

1. Anderson Electronics domestic electrical appliances. (**produce**)
2. Can you guarantee within fifteen days? (**deliver**)
3. What are your rates? (**discount**)
4. We would like some bout your products. (**inform**)
5. There is a great for our products at the moment. (**demand**)
6. Before our website, we used to our company in a national trade magazine. (**advertise**)
7. We would ask you to within 10 days of receipt of goods. (**pay**)
8. We think your products meet our (**require**)
9. I am about the model you exhibited at the Milan fair last week. (**enquire**)
10. We are sure your products will be up to our (**expect**).

EXERCISE 11 Look at the following sentences in Italian and translate them into English.

1. Vi saremmo grati se ci inviaste delle informazioni relative alla vostra gamma completa.
.....
2. Siamo una grande ditta specializzata nella produzione di attrezzatura sportive.
.....
3. Apprezzeremmo ricevere il vostro catalogo.
.....
4. Siamo ansiosi di poter intraprendere delle future relazioni d'affari.
.....

EXERCISE 12 Using the following information, write a letter of enquiry.

You are a small chain of shops selling toys and gifts in northern Italy. You see the following advertisement from 'Not-Just-Toyz' and write to ask for the following information; you want to know more about their products, details of prices and delivery and payment terms.

NOT-JUST-TOYZ

Whether it's a birthday, retirement or a wedding, we have the perfect gift for you

Choose from over 15,000 toys and gifts to suit all ages and desires

Our products range from wooden toys to computer games

We sell by mail order all over the world

www.notjusttoyz.co.uk

Not-Just-Toyz

The Mall

Manchester MY65T

tel: +441224 5566453

contact: notjusttoyz@mail.com

Remember to write the four parts of the letter and to use the sentences you have met in the above exercises to help you compose the letter. Lay out the letter as a formal business letter with the receiver's address, the date etc.

GIOCITALY

Via Statuto 15

Bergamo 2365

Italy

Tel +39 (0)35 665337

giocitaly@mail.com

UNIT 8

Internet: e-business and e-commerce

1. What equipment do you need to use the Internet?
2. What does 'www' stand for?
3. When did the Internet start?
4. What is meant by 'e-commerce'?
5. What is meant by 'e-business'?

EXERCISE 1 Read the text quickly and find the words that mean the same as:

connections		small sections or pieces	
absent		very large	
secure		mainly	
customer		permit / enable	
vice versa		but	
various types		surf	

A brief history of the internet

The internet started in the 60s, when the American Defence Department wanted an extremely **safe** way of sending messages in case of a nuclear attack. From the 1960s to the 1990s the Internet was used **primarily** by the Defence Department and by researchers in industry and universities to connect separate computers and to send e-mail messages. In the mid-1990s three major developments changed this situation:

- the birth of the World Wide Web (WWW or "the Web");
- hypertext;
- graphical browsers.

The Web began as a standard that defined how to travel from computer to computer around the world by following clickable **links** in a screen of written words. **However** nowadays it has become a kind of powerful database made up of a **vast** number of sites where the ‘netsurfer’ (the Internet user) can get **all sorts** of information on every known subject. The words, or chains of words, contained in a document which we can click on are called ‘hypertext’, and they link the user to new sites whose content is related to the word(s) they have just clicked on. At the beginning of the Internet era pictures, icons, and colour were **missing** from the sites. The graphics problem was solved by the development of graphical browsers and software which **allow** users to click on images as well as text links to **navigate** in a multimedia world. Today sites contain text and graphics and also sound, video **extracts**, and even 3D videos.

How does the internet work?

The internet is a network of people and information, linked together by telephone lines which are connected to computers. Information can be transported, for example, through e-mail and the WWW. These applications are based on a **client/server** relationship, in which your computer is the client and a remote computer is the server. Through your computer you can send messages or files. Obviously, it also works **the other way round** when you are the receiver of an e-message. All you need to join this system is a computer, a normal telephone line, a modem and an account with an Internet Service Provider, a company that provides access to the Internet.

The internet

EXERCISE 2 Match the terms (1-16) with the definitions (A-P).

Match the terms (1-16) with the definitions (A-P).

- | | |
|------------------------------------|--------------|
| 1. Internet Service Provider (ISP) | 9. Online |
| 2. Search engine | 10. Download |
| 3. ISDN | 11. Upgrade |
| 4. Bookmark | 12. Browser |
| 5. Hyperlink | 13. Homepage |
| 6. Spam | 14. Intranet |
| 7. Newsgroup | 15. Freeware |
| 8. Keyword | 16. Virus |

- A) an internet application for an internal company network
- B) a high-speed telephone conversation
- C) bring up to date
- D) add to a list of favourite web site addresses which you keep for easy access
- E) junk e-mail
- F) damaging software instructions that enter your computer secretly and can change or destroy information on it
- G) a link from an e-mail to a web page, accessed by clicking on it.....
- H) a virtual location where people can talk and read about a subject of common interest
- I) a company which gives you an account and access to the internet
- J) a tool which helps you find things on the Web
- K) what you enter in a search engine
- L) when you are connected
- M) copy information to your computer from another
- N) a program like Internet Explorer which allows your computer to download documents from the World Wide Web
- O) the first page on a website
- P) software you don't pay for

Computers and the internet

EXERCISE 3 Put the words in the spaces below.

click / copy / delete / file / icons / mouse / menus / save / personal computer /
point / printer / select / spreadsheet / word processing

A) So where's the new PC?

B) PC?

A) (1)

B) Oh, it's here. But what's this thing you're moving around with your hand?

A) It's a (2)

B) A what?

A) Let's switch it on and go into Windows. Now, look at all these (3).....

B) Ok.

A) If I (4) the cursor at one of them and then double (5)
..... I can open any of them up and take a look inside.

B) And what is inside?

A) Well, let's do a bit of (6) first - that's just a way of saying
you're going to create some text.

B) You mean I'm going to type something.

A) That's right. You can open up a new (7) and then you can
access any of these pull-down (8) like this.

B) But what if I type something and make a mistake?

A) You can (9) it like this. But it's also very important to (10) ...
..... everything you produce.

B) And if I want to move some text from one place to another?

- A) You (11) all the text you want to move and then move it like this. And you can also (12) text like this.
- B) And how do I get it from the screen onto paper?
- A) Your computer is connected to a (13) and so you can send a message to it from here.
- B) And what about figures? Can it add up?
- A) Yes, you can go into (14) software like this and create a table with columns and rows to enter figures in.

What is e-business?

EXERCISE 4 Read the text below and fill in the missing words.

E-BUSINESS: ADVANTAGES FOR COMPANIES

Generally speaking, the internet allows companies to work f and more e than any traditional methods.

In particular they can:

- p..... their products and services easily and cheaply to a worldwide market. For example, they can have online c..... which they don't need to deliver individually to each customer;
- obtain, send, receive and store all types of i....., about products, markets, financial matters, economic statistics, etc., in written, audio and visual forms;
- i..... with other companies and find information about competitors, collaborators, customers and suppliers;
- b..... and s..... more easily. On a company's Web site you can usually find enquiry or order forms;

- a..... for and find staff;
- c easily and immediately with people all over the world. With modern technology you can also conduct conversations or even m..... and c....., using the internet and video camera equipment.

What is e-commerce?

EXERCISE 5 Read the text below and do the exercises.

E-COMMERCE

A brief history of e-commerce

E-commerce means 'doing business electronically'. In other words, it refers to the buying and selling of products and services using Internet Electronic Commerce applications, which began life in the early 1970s. In the beginning the extent of the applications was limited to large corporations, financial institutions and a few businesses. Later it expanded to include other transaction processing, so that manufacturers, retailers and service providers. With the commercialization of the Internet in the early 1990s and its rapid growth among millions of potential customers, EC applications increased rapidly.

The impacts of e-commerce

E-commerce has many advantages over traditional direct sales methods, in areas such as:

Product

New

Direct

Product

Customer

Larger

promotion / choice / sales channels / savings / customisation / service

EXERCISE 6 So how has e-Commerce helped in the above areas? Read the passages below and fill in the missing words.

PRODUCT

E-commerce improves the sale of products and services through d and i contact with customers. It allows online market research, one-to-one advertising.

NEW

It creates new direct c channels for existing products thanks to its direct access to customers.

DIRECT

The cost of delivering information to customers over the internet is lower than traditional methods. Also all the costs of a t from ordering products to exchanging documentation are reduced.

PRODUCT

Thanks to the customer-supplier interaction that the internet allows, the supplier can specifically design his products, that is he can t the product towards the individual customer.

CUSTOMER

This can be greatly improved because customers can find all the necessary i online.

LARGER

The a of products and services is much greater.

EXERCISE 7 Decide if these statements are true or false.

- | | | |
|---|--------------------------|--------------------------|
| 1. E-commerce allows customer-supplier interaction. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. It is more expensive than traditional methods. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. It is a good distribution channel for existing products. | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. The customer is exposed to a wider range of products. | <input type="checkbox"/> | <input type="checkbox"/> |

EXERCISE 8 How can internet help with marketing and advertising? Put the words in the box in the text.

navigate / attractive / available / faster / relationship / cheaper / research /
content / typical / low / same

MARKETING & ADVERTISING THROUGH THE INTERNET

Online market research

The Internet is a powerful and cost-effective tool for conducting market research regarding consumer behaviour, identifying new markets and testing consumer interest in new products.

Its advantages over traditional methods are:

- it is
- it is
- it allows large-scale

One-to-one marketing

Traditional marketing is based on the needs of the customer. One-to-one marketing is based on the idea that no two customers are the Therefore, a company can change its product or service according to an individual customer's needs.

Internet advertising

There are several reasons why companies advertise on the internet:

- Internet advertisements are 24 hours a day, 365 days a year.
- It allows advertisers to create a one-to-one direct marketing with the consumer.

- Multimedia allows the creation of more ads because it combines text, audio, graphics and animation.
- Distribution costs are
- The of the advertisements can be updated, supplemented, or changed at any time, and are therefore always up-to-date.
- It is easy to; you click when and where you want and spend as much time as you need to on the site.

UNIT 9

Replying to enquiries

We often need to reply to letters and our reply can be negative or positive.

EXERCISE 1 Look at the letters below and say what each section is doing.

<p>TEES STEEL The Docks Road, Middlesbrough, Cleveland, UK www.teessteel.co.uk / tel +44(0)1642 4455763 teessteel@tees.com</p>	
<p>23/09/2013</p>	
<p>Your ref.: JS/cc Our ref.: BP/1</p>	
<p>John Smales, Sales Manager Starling & Co. Durham Rd Newcastle ND554F</p>	
<p>Dear Mr Smales,</p>	
<p>We were very pleased to receive your letter of September 10 in which you enquired about our products.</p>	1
<p>We have been manufacturing specialised steel instruments for over twenty years now and have exported to over fifteen different countries. We are considered to be the market leaders in our field.</p>	2
<p>As you will see from the enclosed company brochure we are able to produce high quality steel products for chemical, medical and industrial needs and the brochure details some of our successful projects. Should you guarantee annual purchases of no less a value than £50,000, then we are willing to offer a 15% trade discount. A further 5% discount can be offered for payment by draft at 30 days notice from receipt of invoice.</p>	3
<p>We enclose our brochure and an illustrated catalogue with a list of our products available from stock.</p>	4
<p>We trust you will decide to do business with us. If you require any further information please don't hesitate to contact us again.</p>	5
<p>Yours sincerely</p>	
<p><i>Alice Barry</i></p>	
<p>Alice Barry Sales Manager</p>	

So what is section 1 doing?.....

So what is section 2 doing?.....

So what is section 3 doing?.....

So what is section 4 doing?

So what is section 5 doing?.....

There are basically five parts to a letter of reply.

The opening part of the letter acknowledges the receipt of the enquiry.

EXERCISE 2 Rewrite the sentences changing the form of the words in brackets.

1. We **(be)** very **(please)** to receive your **(enquire)** of 12th May.

.....

2. Many **(thank)** for your letter of 30th June in which you **(enquire)** about our products.

.....

3. Thank you for your letter which we **(receive)** yesterday.

.....

4. We **(be)** glad **(receive)** your letter of 17th May.

.....

5. With **(refer)** to your **(enquire)** of 2nd March.

.....

The next part of a reply letter gives information about the company.

EXERCISE 3 Complete the sentences changing the form of the verbs in brackets.

1. Our company (**involve**) in the catering field for three generations.
2. We (**manufacture**) sports shoes for over ten years.
3. We (**be**) a small family business which (**produce**) hand-made silk ties.
4. Recently we (**expand**) into the European market and so we (**need**) to increase our product range.

The next part of a reply letter gives the information requested.

EXERCISE 4 Rearrange the words to make sentences.

1. goods / deliver / we / receipt / days / of / can / order / ten / within / of / the
.....
2. 5% / payments / is / in / there / discount / a / for / cash
.....
3. days / require / within / of / order / usually / of / we / payment / 60 / receipt
.....
4. to / pleased / we / can / immediately / goods / are / you / that / we / inform / supply / the
.....

The next part of a reply letter describes what information is enclosed.

EXERCISE 5 Match the two halves of the sentences.

1. <i>Our price list, including details of our conditions</i>	A. <i>our catalogue.</i>
2. <i>A copy of our brochure will be forwarded</i>	B. <i>technical details of the products you have shown interest in.</i>
3. <i>Please find enclosed the latest edition of</i>	C. <i>be receiving our latest catalogue which is not available at the moment.</i>
4. <i>We are also sending with this letter the</i>	D. <i>is enclosed.</i>
5. <i>You will soon</i>	E. <i>terms and conditions relating to these products.</i>
6. <i>I enclose</i>	F. <i>under separate cover.</i>

1 2 3 4 5 6

The final part of a reply letter tries to encourage future business between the two parties.

EXERCISE 6 Below are five skeleton sentences. Can you add the missing words?

1. I / trust / we / do / business / each other / future
.....
2. Please / hesitate / contact / need / information
.....
3. We / forward / doing / business / you / future
.....
4. Hope / products / satisfy / requirements / we / be able / business / together
.....
5. We / feel / confident / find / products and terms / satisfactory / we / hearing / you / soon
.....

REVIEW

EXERCISE 7 Work with a partner and complete the paragraph with the phrases in the box.

- | | |
|--|-----------------------|
| a) doing business with you | d) as you will see |
| b) are inclusive of package and delivery within the UK | e) enclose |
| c) our terms of payment are | f) pleased to receive |
| | g) within 7 days |

We were very (1) your letter of 1st April enquiring about our products. We (2) our catalogue which shows our complete product range (3) our products are made from the highest quality of materials and to the highest standard of craftsmanship. The prices on the list you will find at the back of the catalogue (4) (5) 30 days from the date of the invoice. We promise delivery (6) of receiving a firm order. We look forward to (7) in the future.

But not all replies are positive. Sometimes the product, information or service asked about is not available.

EXERCISE 9 Read the fax below and answer the questions that follow.

Sender: Stuart Large

Date: 25/05/2013

Receiver: Intes s.a.s.

Attention: Mr Luca Seroldi

Total page inc. this page: 1

Dear Mr Seroldi,

I was very pleased to receive your letter enquiring about our range of rubber belts for domestic and office furniture.

Unfortunately we are not at present in a position to supply the products you enquired about.

Our usual supplier of the raw materials we use in our products has had to cease his activity, due to internal political problems in the country of origin. This means that we are presently out of stock in the products you are specifically interested in.

However, I would like to suggest that you consider another product which I feel will meet your needs adequately. The model 17/YT, which you will find on page 145 in our catalogue, is made of reinforced, coated cotton and is used in many furniture products presently on the market. It does not offer the durability or strength of the rubber belts and this is reflected in the much lower price.

Should you be interested in the above model please contact me. Due to the inconvenience I will be able to offer you a discount on the prices quoted in the catalogue.

I apologise for the inconvenience and look forward to hearing from you in the near future.

Yours sincerely

Stuart Large

Stuart Large
Marketing Manager

Decide if the statements are true or false.

- | | | |
|--|----------------------------|----------------------------|
| 1. The two parties have done business together many times before. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 2. The product Mr Seroldi asked about will never be available again. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 3. The reason the product is not available is because the supplier can not deliver the raw material. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 4. The alternative Mr Large offers is as good as the original product. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 5. The alternative product is used by other companies. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 6. Mr Large offers Mr Seroldi a reduction on the catalogue price. | <input type="checkbox"/> T | <input type="checkbox"/> F |

There are basically five stages in a negative reply letter. What are they?

EXERCISE 10 Look at the following exercises and put **ONE** word in each space.

Thank the enquirer for their communication.

1. Thank you for the you showed in our products.
2. We were very to receive your communication of 23rd May.
3. Many thanks for your about our latest range of products.
4. With to your enquiry of 15th June.

Say that they can't satisfy the customer's needs.

5. We to inform you that we are not able to
6. We are to say that the product you enquired about is no longer
7. Unfortunately, we are to supply you with
8. I'm we won't be able to forward our catalogue as promised as

Explain why they can't satisfy the customer's needs.

9. to a national strike in the country from which we
10. The why we are unable to deliver the goods immediately is because
11. A serious fire in our warehouse has that we are experiencing delays
12. of the recent storms our deliveries are running behind and so
13. A series of production delays has to delays in despatching goods and so

Offer an alternative.

14. If you we can supply you with the YYT3 model instead.
15. We are our recent catalogue and we are that you will find a suitable for the unavailable product.
16. I would like to that of the model UY77 which is unavailable, you accept model UY78, which I'm sure will suit your needs.
17. I am sending you a sample of a different product for your As I am sure you will find it suits your perfectly.

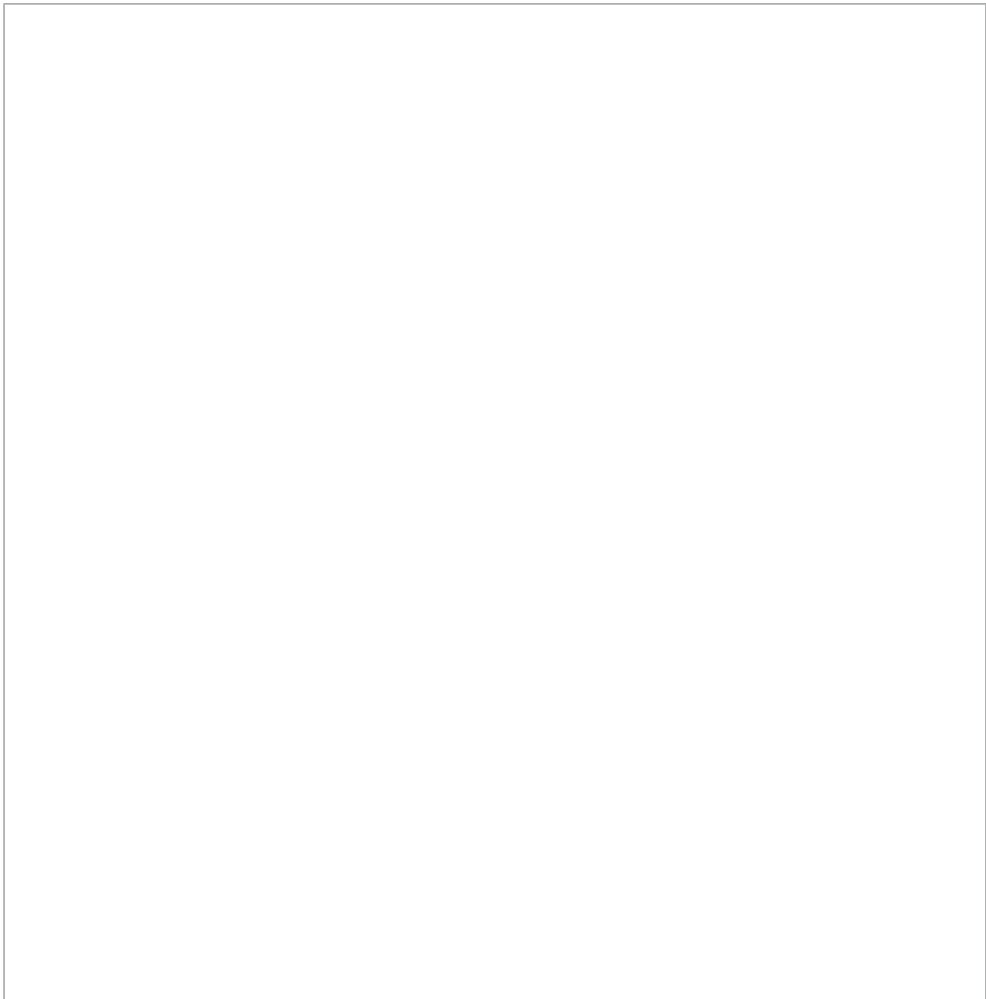
Encourage future business.

18. We that you will accept the suggested alternative and will an order with us at your convenience.
19. We look forward to your response to our proposal.
20. I once again for this inconvenience and look forward to business with you in the future.
21. We your understanding of the situation which is due to beyond our control.
22. We any inconvenience this may have you and we hope to business with you in the future.

GUIDED WRITING PRACTICE

EXERCISE 12 Read the information and write a positive reply letter.

Peter Townsend replies to Sandy Denny, who wrote enquiring about the new range of shoes Townsend's company, 'Clarts', has just brought out. Townsend describes his company and says how competitive their prices are. He describes the quality of the products. He will give a discount of 20% on orders over 10,000 items. They have a massive stock of goods and delivery will be no problem. Payment is within 30 days from the issue of the invoice. He encloses a catalogue and recent price list.



EXERCISE 13 Read the information and write a negative reply letter.

Peter Townsend writes to Sandy Denny, who wrote enquiring about a new range of hard-wearing, fashionable boots Townsend's company, 'Clarts', has just brought out.

The factory where 'Clarts' manufactures this product is in eastern Europe and the factory has had problems with production due to lightning strikes and hasn't been able to ship the products on time, due to the recent terrible weather.

A similar, but less hard-wearing boot is made in Britain and Townsend is sure that this product will be a suitable replacement and that there will be no problems in availability. It is much cheaper and he suggests this as an alternative.



UNIT 10

Banks and financial institutions

Most people would agree that modern banking began life in Italy in Venice, around 1587, when the 'Banco di Rialto' was established. Later, in England, people began to use banks as places in which to **store** their gold safely. The 'goldsmith bankers' gave the savers **receipts** in exchange for the gold they deposited. Today, there are different kinds of banks performing a **wide range** of services.

Central Banks are national banks, or, in the case of the European Central bank, the bank for a group of countries. The most famous central banks are The Bank of England, The Federal Reserve and the European Central Bank. A central bank has many important functions. As it is the government's bank it helps to make decisions about the country's financial policy; for example **fixing** interest rate levels, managing the country's **debts** and **setting** currency exchange rates. It is responsible for **minting** the national currency and for the amount of currency which is in circulation and it also protects the country's silver and gold reserves.

A **commercial bank** or **clearing bank** (sometimes called a high street bank), is used by the general public. Commercial banks manage their customers' accounts and provide a wide range of services, such as savings, deposit and current accounts, **mortgages** and direct debits for payment of bills. A clearing bank is authorised to exchange cheques and other methods of payment.

Merchant banks provide the services of commercial banks, but they also specialise in providing banking services to companies, for both domestic and international trade. They provide advice and financial services in cases such as company **mergers** or acquisitions.

Savings banks, as their name suggests, help small savers to invest their money. They offer a range of savings accounts to individual customers.

Building societies originally specialised in **loans** to people wanting to buy **property**. People went to building societies to take out a mortgage and the property they bought with the mortgage was **the security** for the loan. Today many building societies function like commercial banks.

In an increasingly competitive world, commercial banks, savings banks and building societies are often offering services that were not traditionally their **domain**, so it is pos-

sible to find all the services you might need from one type of bank only. It is no longer necessary to go to a building society for a mortgage, or a savings bank to get advice on how to invest small sums of money.

EXERCISE 1 Look at the words highlighted in the text and match them with the definitions below.

usual area of professional activity	
when companies join together to make one company	
deciding upon and applying (2 words)	a) b)
pieces of paper as proof of purchase or deposit	
making (only for money)	
houses, offices etc.	
keep	
large choice	
loans taken out to buy a house	
the guarantee that the money borrowed will be repaid	
money which is owed	
money provided by the bank for a period of time which must be repaid, often with interest	

EXERCISE 2 Look again at the text and decide if these statements are true or false.

1. Originally banks were used to keep gold and other precious objects safe. T F
2. A Central Bank is the government's bank. T F
3. A Central Bank has sole responsibility for fixing the interest rate level in a country. T F
4. You need a lot of money to open an account with a savings bank. T F
5. Current accounts give high interest to the customer. T F
6. If you needed help in organising cross-border payments for imported goods, you would go to a merchant bank. T F
7. You can get a mortgage from a commercial bank. T F
8. The divisions between the services different types of banks offer are slowly disappearing. T F

As you have read, there are many types of bank, although with globalization, bank mergers and the technology revolution, individual banks are able to carry out more and more functions and so the distinctions are gradually disappearing.

EXERCISE 3 Match the bank name to its function.

COMMERCIAL BANKS / BUILDING SOCIETIES (istituti di credito finanziario)

SAVINGS BANKS (Casse di Risparmio) / **MERCHANT BANKS** (Banca d'Affari)

As its name suggests, this type of bank encourages small savers to invest their money. It offers small investors two forms of account: ordinary accounts with a low interest rate, which are virtually tax-free and investment accounts with a much higher, taxable rate of interest.

These banks, such as Morgan Grenfell, are commercial organisations which not only carry out the functions of a commercial bank, but they also specialise in providing services to companies, particularly in the areas of investments and foreign trade.

These banks, such as Lloyds, Barclays and National Westminster, are also called joint-stock banks, and are owned by shareholders. They specialise in providing banking services to individuals. These banks are called clearing banks, which means they are authorised to exchange cheques and other methods of payment.

Originally, these institutions specialised in loans (prestiti) to people who wished to buy houses, but today they compete directly with banks, in fact many have become real banks. Famous British examples are Abbey National, Woolwich, Nationwide and Britannia. They provide loans to people who want to buy or improve their property. People take out a mortgage (mutuo) from the building society and their property acts as the security for the loan.

EXERCISE 4 Read the text below and match the words in bold with the Italian translation below.

BANKING SERVICES TO THE GENERAL PUBLIC

Customers deposit money which the bank keeps and makes available for when they need to **withdraw** it. Current accounts don't usually pay any interest to the customer on the money they have deposited, but deposit accounts do pay a small interest. Banks also lend money to customers, who must pay an interest on the **loans**. They regularly send a **statement of account (or bank statement)** to a current account holder, recording all payments into and from his current account for a given period of time, usually one month. They exchange money from one currency to another. They advise customers on the best way of investing their money. They allow the bank account holders to pay by **standing orders** (when a person authorises the bank to make regular payments of a fixed amount from his current account, for things such as insurance and mortgage

payments) and **direct debits**, (when money can be taken directly out of a customer's current account for payments such as telephone and gas bills, the payments can vary in amount.) They provide **cash cards** or **switch cards**, credit cards and cheque books. They **lend** money through loans, mortgages and **overdrafts**, which is a loan made by a bank to a current account holder so he can take out more money than he has in his account up to an agreed maximum. He or she must pay interest on this **loan**.

valuta		bancomat	
fiduciari		prestano	
prestiti		estratto conto	
prelevare		addebiti diretti	
ordini permanenti		prestito	

BANKING SERVICES TO COMPANIES

Banks also offer the following services to companies:

They arrange for **payments** for all national and international trade transactions. They can provide exporters with the necessary finance to **carry out** a large order they may have received from a foreign investor. Banks can provide an exporter with credit **in advance** if, for example, the importer is following a long-term payment scheme, and the exporter cannot wait for the money. Banks can provide companies with **factoring** services. This means that the exporter sells all his trade **debts** to a bank. The bank arranges for the debts to be collected and for the exporter to be paid. Instead of buying expensive equipment, property or vehicles, a company can **lease** (or hire) them through a bank. For example, the bank buys the **equipment** and leases it to the company. The company then pays the bank a monthly sum over a fixed period. The advantages of leasing are that lease rent is tax **deductible**, and that a company can have new equipment quite easily. Banks provide advice on investing in international finance markets and on the **stock exchange**.

affittare		detraibile	
in anticipo		pagamenti	
borsa		attrezzatura	
cessione di crediti da recuperare		eseguire	
debiti			

EXERCISE 5 Vocabulary development.

Insert the correct word from the box below.

internet / bank cashier / commission / deposit account / in the red / depositing /
basic rate / bank balance / overdraft / bank charges / in the black / high street /
withdrawing / overdrawn / current account / bank statement / direct debit /
loans / cash point / standing order / payee / merchant / bank draft

1. A bank account you use for day to day living is a
2. The information which usually arrives monthly and tells you about the financial movements of your account is a
3. The machine which allows you to take out money when a bank is closed and is found outside a bank is called a
4. Putting money into an account is called money, taking money out of an account is called money.
5. When a bill or something similar is automatically deducted from your account on a regular basis, this agreement with the bank is called a
6. A bank account which you use for saving and which pays interest is called a
7. To have spent more money than you have in the bank is to be, or
8. If you want to know how much money you have in your current account, you ask for a
9. The person who serves you in the bank is called a
10. A bank that is used by ordinary members of the public and small businesses, is called a commercial or bank.
11. The is the person to whom the cheque is written.
12. A bank offers services to companies and to other banks.
13. You can arrange an with your bank, which allows you to withdraw more money than you have in your account.

14. Banks can provide, which are sums of money which must be repaid with interest.
15. An instruction from one bank to another, asking for payment to be made to a third party, is called a
16. The of interest, is the lowest rate a bank will charge on a loan.
17. Some banks will charge on certain services, such as handling a foreign cheque, which is often a percentage of the transaction, or a fixed charge.
18. The amount of money you pay for services on your bank account are called
19. It's possible to arrange a on your account; this means that the bank regularly pays a fixed amount from your account to a specific person or company.
20. The most recent change to the banking system is the arrival of banking, where many services are offered on-line.
21. To have money in your bank account, is to be

UNIT 11

Retailing

What do you like and what do you dislike, when you go shopping, or to a restaurant, or use a service, like the post office?

Now look at some terms which are used when we talk about customer service and customer expectations.

EXERCISE 1 Can you match the adjective on the left with the noun?

- | | |
|--------------------------|----------------------------------|
| 1. f..... | service |
| 2. e..... | payment conditions |
| 3. g..... | discounts |
| 4. f..... | sales staff |
| 5. h..... | answers |
| 6. q..... | response to customer problems |
| 7. c..... | quality of products |
| 8. c..... | prices |
| 9. l..... l..... | products |
| 10. c..... | instructions |
| 11. f..... | delivery |
| 12. t..... | efficiency of service or product |
| 13. o..... | dialogue with sales staff |
| 14. p..... | treatment from staff |
| 15. u..... t..... d..... | products and information |

EXERCISE 2 Read the article and match the words underlined in the text with the synonyms in the box on the next page.

PROSUMERISM

Alvin Toffler coined the term “prosumer” (the merging of producer and consumer) to describe this type of consumer back in 1979, but it is only recently with internet that prosumerism has begun to emerge in practice. Examples of prosumerism abound on the internet. For instance, at conceptlabvolvo.com, consumers can now talk directly with Volvo designers and technicians about future model design. Consumers online are becoming increasingly vocal in sharing their opinions of products and services - whether it be via stand-alone opinion sites (e.g. epinions) or reviews embedded within other services (e.g. Amazon). Indeed, online word-of-mouth can now make or break a consumer offering. However, prosumerism is not just restricted to the internet. For instance, Adidas is enabling consumers to have customised shoes created in-store and at sports events through its customisation concept ‘mi adidas’. TV programming, such as The People’s Club fantasy football docu-soap, is a fantasy football game which allows the viewers to vote on specific playing squads and team formation, and even be involved in management decisions such as the hiring and firing of players. There are two main drivers of the recent growth in prosumerism. First, the emergence of interactive media using the internet, which has provided the supporting infrastructure for prosumerism. The second factor is the growth of a brand-literate society. Consumers today want to exercise greater choice and influence over what they consume. This latter development is perhaps the most important, since prosumerism can exist only when there is desire for it among consumers. Even those who do embrace it will not be prosumers for all purchase decisions or products. However, if even a small proportion of consumers take on a prosumer role for a product or service, that can be sufficient to have a large impact on its evolution. Prosumers pose new challenges for brand managers because prosumers expect to have a different relationship with brands than traditional consumers. They wish to have two-way relationship within an active brand community. To deliver this, managers will require greater knowledge about their consumers. Prosumerism is a concept that illustrates the evolving relationship between the 21st-century consumer and brands. At the heart of it lies the expectations of consumers, based on brand promises. It is the management and fulfilment of these expectations that will define whether a brand dialogue succeeds.

located inside		not connected to another company	
designed especially for the customer		second	
invented		sacking / dismissing	
growth and development		provide	
is situated		satisfaction	
employing		are everywhere and in very large numbers	
be responsible for the success or failure		spectators	
want		things that make something go forward	
accept and use			

EXERCISE 3 Read the statements below and decide if they are true or false.

1. A 'prosumer' is a term invented for today's world of e-commerce and e-business. T F
2. The term had until recently a mainly theoretical usage. T F
3. Volvo is already involving its customers in product design. T F
4. Customer opinion, expressed on-line, can be a very important factor in the success of a product. T F
5. Adidas has used the internet to allow customers to buy customised shoes. T F
6. The internet has helped prosumerism grow. T F

- 7. Today, consumers trust that brands will provide them with the products they want. T F
- 8. Prosumerism is a phenomenon which is driven by consumers' interest. T F
- 9. A consumer can be a 'prosumer' for only certain products. T F
- 10. Brand managers need to have a two-way communication with their 'prosumers'. T F
- 11. Situations where 'prosumerism' can take place are growing. T F
- 12. 'Prosumerism' is often created by the expectations which brands create in consumers. T F

Sometimes retailers and consumers have problems which they need to resolve. We therefore often need to write e-mails or letters to complain about a product or a service.

Make a list of the kind of things customers usually complain about.

.....

.....

.....

.....

.....

.....

What structure you would expect a letter of complaint to have?

.....

.....

.....

TIP TOP ROOFING

Bride Street Islington N7 Tel/Fax: ++44 207 6779368
tiptop@yahoo.com

12/07/2013

OUR ORDER N. 366

Dear Mr Learmont,

I am writing regarding our order, no. 366 for 12,000 house bricks sent on 26/6/2003.

The order was on condition that the goods would be delivered before 11/7/2003, today is the 12th and the goods have not yet arrived.

This morning I contacted another builders' merchant who assured me he could deliver the goods within 5 days. I am therefore cancelling my order with your company forthwith.

As this delay has meant having to delay work and yet still pay wages, it has cost my company a great deal of money. I look forward to receiving an explanation for this delay and trust you will compensate us in some way for the extra expense to our company.

Yours sincerely

Bob Hargreaves

Bob Hargreaves
Site Manager

EXERCISE 4 Fill in the spaces with an appropriate word.**Describe the details of the order.**

1. We are writing with to our order number 330.
2. We are writing our order for 37 articles of sports wear, order number 3009.
3. On 12th December 2002 we you an order, number 298, for 32 bicycles to be before 19th December 2002.

Describe the reason for the complaint.

Below are some of the most common complaints and the usual language we use to describe the situation.

GOODS NOT DELIVERED OR DELIVERED LATE

1. Unfortunately, the goods which were to be delivered last week have only arrived.
2. Much to our the goods have not arrived.
3. We would like to out that the goods were to be before 23rd May and it is now 26th and they haven't arrived.

THE GOODS WERE DAMAGED, WRONG OR INCOMPLETE

1. when we opened the cases we that three of the articles were broken.
2. The order was for 200 articles, but you sent us 2,000.
3. Please that the order states 'black' leather and not brown as you sent us.
4. On we found that 3 articles were
5. We to inform you that fifteen of the articles were and so we received only 55 of 70.
6. On the articles we found that they were the size, we ordered 3cm nails not 2 cm nails.

Say what action you require.

1. we can't use the wrong articles you sent us, we you to arrange for them to be returned at your as soon as possible and supply us with the correct articles as our order.
2. We be glad if you could into the error and send us the articles as soon as possible.
3. As the articles are urgently we expect you to the correct articles immediately and take back the you sent.
4. We are to accept the articles you sent, you accept to reduce the price 10%.
5. We want to cancel our order and expect you to our money by return.

TRANSLATION

EXERCISE 5 Translate this e-mail of complaint into Italian.

From: "Whitaker Carol" <c.whitaker@macmorris.com>
To: mailto: ron.partridge@unitel.it< ron.partridge@unitel.it>
Cc:
Sent: 06 September 2013 18.07
Subject: wrong order

Dear Sirs,

We passed you an order for 50 coats, order number 54, on 15th May 2013.

On examination of the order we found that the articles you sent are not the same as the ones we ordered. We ordered leather, full-length coats (catalogue number 466) not leather jackets.

We request that you arrange to have these articles returned and the correct articles sent at your expense.

We look forward to receiving the articles no later than 6th October 2013 and hope a similar error doesn't occur in the future.

Yours faithfully

John Noakes

John Noakes
Sales Manager

From: "Whitaker Carol" <c.whitaker@macmorris.com>
To: mailto: ron.partridge@unitel.it< ron.partridge@unitel.it>
Cc:
Sent: 06 September 2013 18.07
Subject:

Yours faithfully

John Noakes

EXERCISE 6 Complete the following grid, remember it is not always possible to complete every box.

NOUN	VERB	ADJECTIVE	ITALIAN VERB
		damaged	
confirmation			
disappointment			
	check		
examination			
	regret		
refund			
		broken	
	deliver		
consignment			
return			
	expect		
	inspect		
supplier/supply			
error			

UNIT 12

Doing business with other countries

EXERCISE 1 Read the text about international trade and do the vocabulary exercises.

What goes up must come down. Once this maxim seemed to hold true for most currency movements. One moment policymakers worry about, for example, the strength of the British pound or the Japanese yen and then they worry about the same currency's weakness. But even small economies find their own currencies affected by the rollercoaster behaviour of the world's most important ones. The American dollar often causes these ups and downs. The American dollar has been appreciating against the euro, the yen and sterling, with temporary fluctuations in the opposite direction failing to reverse the underlying trend. Surges in the dollar's value can cause strains in international economic relations, with rows about trade souring the atmosphere of high-level diplomacy.

Write the words underlined in the text with their synonyms/definitions in the box below.

arguments		a nation's money	
dominant		large up and down movements x 2	
making bad or unpleasant		large increases	
a statement which is true		are concerned	

To begin with, the rising dollar was easy enough to explain. In the 1990s, when the American economy was enjoying its longest peacetime expansion on record, money flooded into the United States. With American stockmarkets booming, foreign investors wanted a slice of the action. The surge in American productivity in the latter half of the decade made foreign corporations even more eager to buy American companies, or to set up operations in the US. But the sudden, sharp slowdown in the world's largest economy, which started towards the end of 2000, didn't affect the dollar as experts expected. Instead of falling back, as America's dominance over the other large economies started to fade, the dollar remained strong. Hopes that the euro, in particular, would appreciate significantly against the American currency were short-lived. Soon after this

the American economy started to head towards recession and the experts (or at least some of them) were once again **confounded** when the euro-area economy **stalled** as well and Japan was still **stuck** in its third recession in a decade.

stopped moving / working		to be involved	
unable to move		keen	
unable to explain what was happening		become weak	
growing very quickly		arrived in great quantity	
didn't last long		establish	

Nothing seems to be able to **dent** the dollar's reputation as a **safe haven** even in the event of global political uncertainty. The US currency is still the strongest and the first reserve currency. In Europe, by contrast, the talk is and has been ever since the currency came into being, of the euro being undervalued. As business activity is today **global**, companies and individuals need to change money to **meet** their day-to-day commercial obligations. The value of a currency is therefore no different than any other commodity, its price will **rise** or fall in response to the laws of supply and demand, **hence** the dollar's strength. So are governments completely powerless in the face of an ever-strong dollar? Yes and no. They can **set** policy objectives which can, if **adhered to**, provide a **sound** economy; low inflation, sustainable growth and an attractive business environment, which should make an economy **appealing** to foreign investors and those who want to **conduct** business there. But for as long as the world economy is dominated by the size and **vigour** of America, other governments will often, if not always, have to **cope** with the strength of the world's most important reserve currency.

go up		damage	
followed		therefore	
fix		healthy	
do		worldwide	
somewhere out of danger		attractive	
energy		deal	

International trade

EXERCISE 2 Read the text and fill in the missing words.

What is international trade? International trade is the process of buying and selling goods and services between different countries. Depending on what a country produces or needs, it either exports (sells to other countries) or imports (buys from other countries).

There are a few general factors which make trading abroad more risky than trading at home:

- L difficulties. Often the customer and the supplier speak different languages and come from very different cultures, so they have to find a way of communicating effectively and documents may need to be t
- Erates. Changes in international e rates can make it difficult for exporters to p their goods competitively in international markets.
- L systems. National l systems can be very different. Therefore exporters may need to be familiar with them. They should also know all the procedures they must cwith.
- P or einstability. This can make trade risky for both parties involved.

Governments can control international trade by means of protectionism, which means applying restrictions on trade.

The main reasons for protectionism are:

- to protect d industries;
- to safeguard e;
- to raise revenues through t;
- to remove or improve a balance of payments d;
- to restrict d (selling goods at very low prices to compete with the domestic industry).

The main methods of protectionism are:

T (also called import or customs duties) These are taxes imposed on imported goods to make them less competitive. They encourage consumers to prefer domestic produces.

Q These place a limit on the quantity of foreign goods that can be admitted into a country. For example, the USA, the UK and Italy all have limits on the number of Japanese cars that can be imported into their countries.

S These consist of grants, which is money given by the government to domestic producers to make them more competitive against foreign companies:

E These place a ban on the export or import of a particular good or on trade with a particular country or countries. They are often used for political reasons.

EXERCISE 3 Decide whether these statements are true or false.

1. International trade is the exchange of goods and services between different countries. T F
2. Tariffs can also be called customs duties. T F
3. Protectionism, involves helping trade. T F
4. A quota is the minimum, quantity of a product allowed to enter a country. T F
5. Dumping is when an exporter lowers his prices to sell successfully in a foreign country. T F

- | | | |
|--|----------------------------|----------------------------|
| 6. Governments cannot lend money to companies. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 7. The change in the value of a currency never affects prices. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 8. Language differences do not represent a problem in international trade. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 9. An exporter doesn't have to know about import restrictions. | <input type="checkbox"/> T | <input type="checkbox"/> F |
| 10. An embargo is a ban upon trade with a country. | <input type="checkbox"/> T | <input type="checkbox"/> F |

Trading within the eurozone and with the rest of the world

EXERCISE 4 Read the texts below and put in the missing words.

In 1993 the European Single Market was established which opened up free trade between the member countries of the European Union. The European Union established four basic freedoms:

1. The free circulation of
2. The free circulation of
3. The free circulation of
4. The free circulation of

In order to achieve these four aims the European Union has introduced:

- A. the elimination of b controls on goods.
- B. the harmonisation of t
- C. the abolition of VAT
- D. the harmonisation of s and c

- E. the creation of a tariff union, the Common Customs Tariff (or CCT), to a all customs duties on trade between the member states. Member countries are not allowed to levy their own customs duties on imports. The Common Customs Tariff (CCT) applies to all members of the Union, but the rates of d differ from one kind of import to another depending on what they are and where they come from. With the CCT, the Community applies the principle that home producers should be able to c fairly and equally with manufacturers exporting from other countries on the Community market. The CCT is constantly adapted to match the World Trade Organisation's r The (WTO) was set up in 1995 and its members are countries from all over the world. Its objectives are to make international trade f and to develop a framework of rules which will limit u trading practices and so protect the interests of all its members. There are almost 150 members of the WTO.

Import and export

EXERCISE 5 Choose the words below to complete the sentences.

- | | |
|-------------------------|---------------------------------|
| a) letter of credit | g) documents against payment |
| b) free on board | h) documents against acceptance |
| c) bill of lading | i) cost insurance and freight |
| d) cost and freight | j) insurance company |
| e) special export price | k) freight charge |
| f) bill of exchange | |

1. The cost of transporting goods from one country to another is called the
2. If the goods are damaged in transit, the will reimburse their value.
3. The document in which the buyer accepts to pay the seller through a bank, if the goods are delivered as agreed, is called a
4. Often goods are sold abroad for less than they are sold domestically, this is called the
5. The document which the shipper signs to say he/she has received the goods is called the
6. When the seller contracts to pay all the costs up to and including the loading of the goods onto the method of shipment (plane/train/ship), this contract is called
.....
7. When the documents are given to the buyer only when payment is made, this agreement is called
8. The contract where the seller agrees to pay all costs and to insure the goods up to when they are delivered to the buyer, is called
9. A legal request for the buyer to pay for the goods that the exporter is sending is called
10. When the documents are given to the buyer only when the bill of exchange is accepted, this agreement is called
11. The contract where the seller agrees to pay all transport costs up to when they are delivered to the buyer, is called

ANSWER KEY

UNIT 1

An introduction to business letters

C)

1. <i>date</i>	data
2. <i>body of letter</i>	corpo della lettera
3. <i>letterhead</i>	intestazione
4. <i>references</i>	referenze di lavoro
5. <i>salutation</i>	saluto
6. <i>introductory paragraph</i>	paragrafo introduttivo
7. <i>signature</i>	firma
8. <i>recipient's address</i>	indirizzo del destinatario
9. <i>sender's address</i>	indirizzo del mittente
10. <i>sender's position</i>	posizione del mittente
11. <i>complimentary ending</i>	saluto di cortesia
12. <i>enclosures</i>	allegato
13. <i>close of letter</i>	conclusione finale
14. <i>name of sender</i>	nome del mittente

1. <i>letterhead</i>	2. <i>sender's address</i>	3. <i>recipient's address</i>
4. <i>references</i>	5. <i>date</i>	6. <i>salutation</i>
7. <i>introductory paragraph</i>	8. <i>body of letter</i>	9. <i>conclusion</i>
10. <i>complimentary ending</i>	11. <i>signature</i>	12. <i>name of sender</i>
13. <i>sender's position</i>	14. <i>enclosures</i>	

D)

- The letterhead can be at the top or at the side, right or left.
- The addresses are not punctuated.
- The date can come before the salutation on the left or on the right.
- The first letter has indented new paragraphs, the second letter spaces and no indentations.
- The reference is written before the receiver's address.

F)

1. *appropriate salutation* 2. *opening section/introduction* 3. *main body*
 4. *closing section* 5. *appropriate closing*

G)

- a. O b. C c. O d. M e. O f. C g. M h. O i. M j. O

H)

a.	b.	c.
Ms Claire Maloney 113 Elgar Avenue Surbiton Surrey KT59JS	Italdecor Imports Inc. 1480 Landmajor Road Washington 200076 USA	Ted Price & Co. Ltd Longland House 232 Hunt Street London EC45TH

d.	e.
Lexico Italia Via G. Pozzi 12 Milano 20124 Italia	Jones & Jones Ltd 67 Bakery Street Manchester M12TYH Great Britain

I)

03/02/2013	3 rd February 2013	Feb 3 2013
15/12/2013	15 th Dec 2013	December 15 2013
08/09/2013	8 th Sep 2013	September 8 2013

How would Americans write the above dates?

03/02/2013	2 nd March 2013
15/12/2013	???????????????
08/09/2013	August 9 2013

J)

07/12/2013	7 th December 2013	12 th July 2013
02/10/2013	October 2 2013	February 10 2013
09/01/2013	9 th Jan 2013	Sep 1 2013

K)

If we don't know the name of the person, but we know the position, we write:

The Sales Manager

If we know the person and we know the position, we write:

Mr Cratt, Sales Manager

To a partnership or company with more than one name we write:

Messrs Richards Green and Smith

L)

to a company

Dear Sirs

to a position

Dear Sir or Madam

to a man (no name)

Dear Sir

to a woman (no name)

Dear Madam

to a man (Harry Peters)

Dear Mr Peters

to a married woman

Dear Mrs Smith

to an unmarried woman

Dear Miss Smith / Dear Ms Smith

to a woman (Susan Rads)

Dear Ms Rads

M)

Messrs Jonson & Wright

Dear Sirs

The Sales Manager

Dear Sir or Madam

Mr Richards

Dear Mr Richards

Ms Paula Parker Production Manager

Dear Ms Parker

N)

Dear Sir or Madam

Yours faithfully

Dear Mr Smith

Yours sincerely

The Manager Lloyds Bank London N112BP	Ms J Smiles 'Ollies restaurant' Paris 200055	Mackay & Sons Glasgow GGL665L
<i>Dear Sir or Madam</i>	<i>Dear Ms Smiles</i>	<i>Dear Sirs</i>
<i>Yours faithfully</i>	<i>Yours sincerely</i>	<i>Yours faithfully</i>

O)

1. F 2. F 3. T 4. T

P)

The opening section: *introduces the letter / states purpose / mentions any previous contact.*

The middle section: *gives further information and details the purpose of the letter.*

The closing section: *thanks the reader and talks about intention or hope for future business.*

Q)

I am writing with regard(s) to our recent telephone conversation.

I am writing to enquire about your products.

I look forward to hearing from you soon.

Please don't hesitate to contact us should you need further information.

R)

1. C / M 2. O 3. C 4. O 5. C 6. M 7. C 8. M

The signature

The signature should be followed by the **writer's name** (printed) and **position/status**.

Enclosures

When we include something with the letter we draw attention to this by writing

Encs / Enc / 2 Encs / Enclosures / Enclosures: 1 Brochure

at the end of the letter.

EXERCISE 1

1. b. 2. a. 3. c. 4. c. 5. a. 6. c. 7. a. 8. c. 9. b. 10. b. 11. a.

UNIT 2

The passive voice

EXERCISE 1

- | | | |
|------------------------------|--------------------|---------------------------|
| 1. has been fined | 2. has risen | 3. has John been promoted |
| 4. are expected | 5. is dealing with | 6. is not |
| 7. will suffer | 8. caused | 9. will be placed |
| 10. was discussing / arrived | | |

EXERCISE 2

	Affirmative	Negative	Question
Present Simple	<i>It is reached</i>	<i>It isn't reached</i>	<i>Is it reached?</i>
	<i>They are reached</i>	<i>They aren't reached</i>	<i>Are they reached?</i>
Present Progressive	<i>It is being reached</i>	<i>It isn't being reached</i>	<i>Is it being reached?</i>
	<i>They are being reached</i>	<i>They aren't being reached</i>	<i>Are they being reached?</i>
Past Simple	<i>It was reached</i>	<i>It wasn't reached</i>	<i>Was it reached?</i>
	<i>They were reached</i>	<i>They weren't reached</i>	<i>Were they reached?</i>
Present Perfect Simple	<i>It has been reached</i>	<i>It hasn't been reached</i>	<i>Has it been reached?</i>
	<i>They have been reached</i>	<i>They haven't been reached</i>	<i>Have they been reached?</i>
Past Progressive	<i>It was being reached</i>	<i>It wasn't being reached</i>	<i>Was it being reached?</i>
	<i>They were being reached</i>	<i>They weren't being reached</i>	<i>Were they being reached?</i>
Past Perfect Simple	<i>It had been reached</i>	<i>It hadn't been reached</i>	<i>Had it been reached?</i>
	<i>They had been reached</i>	<i>They hadn't been reached</i>	<i>Had they been reached?</i>
Will + verb	<i>It will be reached</i>	<i>It won't be reached</i>	<i>Will it be reached?</i>
	<i>They will be reached</i>	<i>They won't be reached</i>	<i>Will they be reached?</i>
To be going to + verb	<i>It is going to be reached</i>	<i>It isn't going to be reached</i>	<i>Is it going to be reached?</i>
	<i>They are going to be reached</i>	<i>They aren't going to be reached</i>	<i>Are they going to be reached?</i>

EXERCISE 3

	Affirmative	Negative	Question
Present simple	<i>I am employed</i>	<i>I'm not employed</i>	<i>Am I employed?</i>
Present Progressive	<i>I am being employed</i>	<i>I'm not being employed</i>	<i>Am I being employed?</i>
Past Simple	<i>I was employed</i>	<i>I wasn't employed</i>	<i>Was I employed?</i>
Present Perfect Simple	<i>I have been employed</i>	<i>I haven't been employed</i>	<i>Have I been employed?</i>
Past progressive	<i>I was being employed</i>	<i>I wasn't being employed</i>	<i>Was I being employed?</i>
Past Perfect Simple	<i>I had been employed</i>	<i>I hadn't been employed</i>	<i>Had I been employed?</i>
Will + verb	<i>I will be employed</i>	<i>I won't be employed</i>	<i>Will I be employed?</i>
To be going to + verb	<i>I am going to be employed</i>	<i>I'm not going to be employed</i>	<i>Am I going to be employed?</i>

EXERCISE 4

1. has been dropped
2. will be informed
3. is being considered
4. was fired
5. hasn't been fixed
6. had been left on
7. are currently being tested
8. had been bought
9. is going to be inaugurated
10. has been totally reorganised

EXERCISE 5

- (1) was received
- (2) is being dealt with
- (3) will be delivered
- (4) has been included
- (5) are guaranteed

EXERCISE 6

- | | | |
|------------------------------|---------------------------------|------------------------------|
| 2. can be printed out | 3. have to/ need to - be paid | 4. must / can - not be taken |
| 5. must / should - be locked | 6. must / should - be handed in | 7. must be switched off |
| 8. should be put | 9. should have been told | 10. could be fired |

EXERCISE 7

- | | | |
|------------------------------|----------------------------|----------------------|
| 1. do you have | 2. have been made | 3. is being reviewed |
| 4. has the office staff made | 5. invented | 6. had collapsed |
| 7. was working | 8. didn't use | 9. was discussed |
| 10. am meeting | 11. will be launched | 12. had never spoken |
| 13. will not be introduced | 14. hasn't been received | 15. will be met |
| 16. are / will be - needed | 17. came | 18. was forced |
| 19. was driving | 20. has just been extended | 21. are used |
| 22. was patented | 23. reached | 24. had been packed |
| 25. are spent | | |

UNIT 3**The economic environment**

- (1) A low level of unemployment
 (2) A low level of inflation
 (3) A high level of economic growth
 (4) A good foreign trading position

- | | | | |
|-----------------|--------------------|------------------|----------------|
| 1. Unemployment | | | |
| output | unemployment | taxation / taxes | interest rates |
| retraining the | unemployed | incentives | |
| 2. Inflation | | | |
| price(s) | inflation | cost push | costs |
| increase | demand pull | demand | money supply |
| inflation | output of products | inflation | buying |
| future | investment | savings | costs |
| inflation | spending | credit | limited |

3. Economic growth
inflation output net economic
investment
4. Trade cycle
fluctuation pay profit quarters
house prices unemployment
5. Foreign trading position
current visible invisible quotas
tax embargo trade

COMPETITION

employment monopoly duopoly advertising
oligopoly wide identical

EXERCISE 1

- | | | |
|----------------------|----------------|--------------|
| 1) centrally planned | 2) free market | 3) mixed |
| 4) government | 5) competition | 6) essential |
| 7) supply | 8) demand | 9) national |
| 10) compete | 11) utilities | |

EXERCISE 2

1. FM 2. CP 3. FM 4. M 5. CP 6. CP

UNIT 4**Writing formal e-mails****EXERCISE 2**

nuovo messaggio	<i>new message</i>
inoltra	<i>forward</i>
rispondi	<i>respond</i>
corsivo	<i>in italics</i>
bozze	<i>drafts</i>
rispondi a tutti	<i>reply to all</i>
cestino	<i>bin</i>
letto	<i>read</i>
grassetto	<i>in bold</i>
cancella	<i>cancel</i>
inviare	<i>send</i>
posta inviata	<i>sent mail</i>
sottolineato	<i>underlined</i>
chiocciola	<i>at</i>

EXERCISE 3

convenient	safe	personal	share
choose	respond	twice	click
delete	attachment	identity	see
respects	spammers		

EXERCISE 4

click	contacts or address book	to	cc
carbon copy	attachments or attach files	open	send

EXERCISE 5

a. 10 b. 3 c. 8 d. 6 e. 4 f. 7 g. 5 h. 1 i. 2 j. 9

EXERCISE 6*Suggested answer*

From: david.lodge@exposerve.com
To: paola.tornati@servis.it
Cc: peter.billington@exposerve.com
Sent: 25/05/2002
Subject: Milan visit

Dear Paola,

I'm arriving in Milan on Thursday 5th at 9.30, Linate airport. Could you send someone to meet me as I've never been to Milan before?

Could you also book me a hotel near the office?

Thanks a lot. See you on Thursday

Cheers

David

UNIT 5**Applying for a job**

EXERCISE 1

What time reference do these sentences refer to?

- 1a. NOW - PERMANENT
- 1b. NOW TEMPORARY
- 1c. FUTURE

Is this a regular event or a plan?

- 2a. REGULAR
- 2b. PLAN
- 2c. UNREALISED PLAN

Which sentence describes a future action, an itinerary?

3a. PLAN

3b. ITINERARY

Which sentence best describes a future plan?

4b. I'm meeting John next week.

Does she still work as a hostess?

4a. YES

4b. PROBABLY NO

4c. YES

In which sentence(s) did the speaker not meet John?

5b. When I arrived, John had left.

In which sentence(s) did the speaker meet John at the door?

5a. When I arrived, John was leaving.

In which sentence(s) did John leave after the speaker had arrived?

5c. When I arrived, John left.

EXERCISE 2

have had
decided
select

started
have been working
is doing

worked
spend

was offered
negotiate

EXERCISE 3

print off
confidential document
attach it to the CV
the profile required
found out at interview

paper
must be brief
use short sentences
the application
clearly and logically

covering letter
work placements
relevant aspects
the specific needs
spelling and
punctuation
photograph
returned

don't fax
language skills
breaks
inflate
hobbies and
interests
spelling mistakes
on file

white paper
re-read

font and layout
understand

EXERCISE 5

a. 7 b. 4 c. 3 d. 5 e. 2 f. 6 g. 1

The content of a covering letter of application

1. *I am writing to apply for the post of/as tourist guide as advertised in The Guardian on 14th July.*
2. *I would like to be considered for the position of/as trainee manager which I saw advertised in The Financial Times on 12th August.*
3. *I read in 'Hotels and Holidays' that there is/was a vacancy for a position of/as receptionist at your branch in Chelsea and I would like to apply for the post.*

Personal information

- | | |
|--------------------------------------|-------------------------|
| 1. Single / married | 2. present / the moment |
| 3. have been working (have worked) / | 4. studying |
| 5. Since / part-time | 6. experience |
| 7. also / recently / just | |

Giving your education details

- | | |
|---------------------------------------|--|
| 1. graduated / degree | 2. curriculum - CV - resumé (U.S.) / speak |
| 3. masters - diploma | 4. obtained / (got) / (received) |
| 5. certificates | 6. graduate / student |
| 7. have / obtained / got / (received) | 8. thesis |

Giving your work experience

- | | |
|---------------------|------------------------------------|
| 1. since | 2. have been working (have worked) |
| 3. responsible | 4. from |
| 5. promoted | 6. after |
| 7. made / appointed | 8. carry out |

EXERCISE 6

An employer will probably want to take on someone who is:

computer-literate	numerate	considerate
articulate	diplomatic	accurate / careful
dynamic	optimistic	punctual
dependable	tidy	efficient
ambitious	confident	careful / accurate
patient	demanding	

EXERCISE 7

- | | |
|---------------------------------------|--|
| 1. able | 2. well-fluently / good - scholastic - basic - working |
| 3. knowledge | 4. get / good - conscientious - hard - reliable |
| 5. feel - think - know - hope-believe | 6. in |
| 1. sending - enclosing / references | 2. available / convenience |
| 3. hearing | 4. consider - view |
| 5. thanking - thank | 6. early - (prompt - speedy) |

EXERCISE 8

- | | | | |
|----------------|-----------|---------------|------------|
| 1. enclose | 2. with | 3. in | 4. current |
| 5. application | 6. degree | 7. would like | 8. hearing |
| 9. employer | 10. happy | | |

EXERCISE 10**Most common reasons why people fail interviews:**

1. bad personal appearance
2. aggressive attitude
3. unable to express self clearly
4. poor interest and enthusiasm
5. no career planning or future goals
6. overly nervous and lacking in confidence
7. too much emphasis on money
8. not willing to start at the bottom
9. speaks ill of former employers
10. cannot make eye contact with interviewer
11. messy application form
12. late arrival for interview
13. asked no questions about the company
14. could not give direct answers when questioned
15. under-prepared for interview

EXERCISE 11**THE WORST JOB INTERVIEW EVER.**

wordlessly	without speaking	headed	went
picked up on	sensed / understood / felt	thus far	up to that point
mindset	mental attitude	stings	hurts / is painful
entail	involve	worthwhile	valid / good
respond	answer	poor showing	bad performance
guy	man	a good fit	suitable
judge	evaluate	shot	opportunity
fill	satisfy	fault	responsibility
look promising	seem like a good candidate	blunt	not subtle / harsh
disheartened	deluded / disappointed	recall	remember
score	give points to	eager	keen / determined
meant a lot	was important	hire	employ

EXERCISE 12**Useful interview expressions.**

1. Agreeing with somebody <i>Yes, I agree</i>	17 18 23 26 30
2. Interrupting <i>Excuse me for interrupting</i>	9 28 35 (You shouldn't interrupt too often)
3. Asking somebody for their opinion <i>What do you think about...</i>	5 14 37
4. Giving yourself time to think <i>Let me see...</i>	1 7 13
5. Disagreeing with somebody <i>I'm afraid I disagree</i>	10 (followed by your opinion) 11 16 19 24 (followed by your opinion) 29 33 (slightly more forceful)
6. Asking for clarification or repetition <i>I'm sorry?</i>	6 12 22 32 34 36 (Don't just say What? Or Eh?)
7. Saying something in another way <i>What I mean is...</i>	3 8 20 21 25 7
8. Summing up <i>So basically...</i>	2 4 15 27 31

UNIT 6

Business organizations

EXERCISE 1

- | | |
|---------------------------|--|
| 1) the board of directors | 2) managing director (chief executive officer) |
| 3) centralised | 4) marketing department |
| 5) finance department | 6) sales department |
| 7) purchasing department | 8) human resources department |
| 9) production department | |

EXERCISE 2

SOLE TRADER (*ditta individuale*)

PARTNERSHIP (*società*)

LIMITED COMPANIES (*società a responsabilità limitata*)

EXERCISE 4

- The owner can monitor / manage everything personally.
- The owner receives all the profits.
- The owner makes all the decisions (quickly).

- Unlimited liability means that the owner can lose all his personal assets (beni) if the business fails.
- There are limited resources of finance because all capital must be provided by one person.
- There is no one to share the workload or ideas with.

PARTNERSHIP (SOCIETÀ)

capital investment

Unlimited partnership (*S.n.c./società in nome collettivo*)

debts

bankrupt

Limited partnership (*S.a.s./società in accomandita semplice*)

management

invested

unlimited liability

LIMITED COMPANIES (*società a responsabilità limitata*)

capital profits dividends (*dividendi*) original assets

Private limited company (*S.r.l./Società a responsabilità limitata non quotata in borsa*)

- They must have 'Ltd' after their name.
- They cannot be quoted on the Stock Exchange.
- Their shares can only be sold with the agreement of all the shareholders.

Public limited company (*S.p.a./Società per azioni*)

- They must have 'Plc' after their name.
- They can be quoted on the Stock Exchange.
- Their shares can be sold to the general public with no restrictions.

EXERCISE 5

shares	unlimited liability
limited partnership	dividends
assets	public limited company
private limited company	unlimited partnership
shareholders	

EXERCISE 6

1. ST..... You have total control of the business.
2. Plc.... You can increase your capital by selling shares.
3. Ltd.... Its shares are not sold on the Stock Exchange.
4. LP... One of the partners is known as a general partner.

EXERCISE 7

- | | | |
|------------------------|------------------------------|--------------------------------------|
| 1. receptionist | 2. quality controllers | 3. clerks |
| 4. sales staff | 5. the board of directors | 6. the chief executive officer (CEO) |
| 7. purchasers / buyers | 8. wages clerks | 9. production workers |
| 10. accountants | 11. research and development | 12. personnel |
| 13. senior management | 14. personal assistant | |

UNIT 7

Letters of enquiry

First paragraph of a letter of enquiry normally begins with the sender explaining how he/she knows about the receiver's company and products.

The second paragraph of a letter of enquiry normally begins with the sender introducing his/her company.

The third paragraph sets out the details of the enquiry. Usually, it is a request for information or products.

When we close a letter of enquiry we need to refer to possible future contact and business between the two parties, the sender and the receiver.

EXERCISE 1

Your name has been given to us by one of our clients.

We saw your advertisement in a trade magazine.

I visited your website and I am interested in knowing more about your products.

Your company has been recommended to us by one of our clients.

EXERCISE 2

deals

based

main / regular

experts

small / medium / large

clients / outlets / shops

EXERCISE 3

Suggested answers

1. We would be grateful if you could send us a copy of your latest catalogue.
2. Could you let us have details of delivery and payment?
3. Would you supply us with more detailed, technical information about your products?

EXERCISE 5*Suggested answers*

1. Could you forward your catalogue to us?
2. Would you please send us details of your latest prices?
3. Will you please inform us of any discounts you offer?
4. I would be pleased to receive details of delivery.
5. We would be glad to receive more technical details of the following products.
6. I would be grateful if you would provide me with a quote for 200 units.
7. We would be pleased if you could inform us of payment details.

EXERCISE 6

1. We will be happy to do business with you if you can guarantee delivery within 6 days.
2. We look forward to hearing from you soon.
3. We would appreciate a prompt reply.
4. We will be able to place an order immediately if we find your terms competitive.

EXERCISE 7

1. increases / will spend - increased / would spend - had increased / would have spent
2. ring / will give
3. would have won / had lowered
4. gets / will improve - got / would improve
5. will / order - would reduce / ordered
6. tell / will get
7. don't install / won't work

EXERCISE 8

1. know
2. expect / place
3. require
4. look forward
5. produces
6. enquiring / be
7. send
8. hope
9. informed
10. including

EXERCISE 9

VERB	NOUN
require	requirement
enquire	enquiry
produce	production / producer
expect	expectation
inform	information
demand	demand
advertise	advertisement
discount	discount
deliver	delivery
pay	payment
detail	detail

EXERCISE 10

1. produces 2. delivery 3. discount 4. information 5. demand
 6. advertise 7. pay 8. requirements 9. enquiring 10. expectations

EXERCISE 11

1. We would be grateful if you could send us the relevant information regarding your complete range of products.
2. We are a large company specialising in the production of sports equipment.
3. We would appreciate receiving your catalogue.
4. We would be happy to do business with you in the future.

EXERCISE 12*Suggested answer*

GIOCITALY
Via Statuto 15
Bergamo 2365
Italy
Tel +39 (0)35 665337
giocitaly@mail.com

12/09/2013

Dear Sirs,

We saw your advertisement in 'Funn' trade magazine and would be interested to learn more about your products.

We are a small chain of shops with 16 outlets throughout northern Italy and we are interested in changing our existing line of toys and your products seem suitable.

We would be grateful to receive your latest catalogue with details of shipment and payment. We would also appreciate an indication of discount facilities on large orders.

We look forward to hearing from you and to doing business with you in the future.

Jeremy Thorpe

Jeremy Thorpe
Sales Manager

UNIT 8**Internet: e-business and e-commerce**

EXERCISE 1

connections	<i>links</i>	small sections or pieces	<i>extracts</i>
absent	<i>missing</i>	very large	<i>vast</i>
secure	<i>safe</i>	mainly	<i>primarily</i>
customer	<i>client</i>	permit / enable	<i>allow</i>
vice versa	<i>the other way round</i>	but	<i>however</i>
various types	<i>all sorts</i>	surf	<i>navigate</i>

EXERCISE 2

1. I 2. J 3. B 4. D 5. G 6. E 7. H 8. K 9. L 10. M 11. C 12. N
13. O 14. A 15. P 16. F

EXERCISE 3

(1) personal computer (2) mouse (3) icons (4) point (5) click
(6) word processing (7) file (8) menus (9) delete (10) save
(11) select (12) copy (13) printer (14) spreadsheet

EXERCISE 4

faster efficiently promote catalogues
information interact buy and sell advertise
communicate meetings and conferences

EXERCISE 5**The impacts of e-commerce**

Product promotion
New sales channels
Direct savings
Product customisation
Customer service
Larger choice

EXERCISE 6

PRODUCT PROMOTION
direct and interactive contact with customers

NEW SALES CHANNELS
distribution channels

DIRECT SAVINGS
transaction

PRODUCT CUSTOMISATION
target / tailor

CUSTOMER SERVICE
information online

LARGER CHOICE
amount / availability of products and services is much greater

EXERCISE 7

1. T 2. F 3. T 4. T

EXERCISE 8**MARKETING & ADVERTISING THROUGH THE INTERNET****Online market research**

- it is faster
- it is cheaper
- it allows large-scale research

One-to-one marketing

typical or average customer
same

Internet advertising

- Internet advertisements are available on demand
- A one-to-one direct marketing relationship with the consumer
- The creation of more attractive ads
- Distribution costs are low
- The content of the advertisements can be updated
- It is easy to navigate

UNIT 9**Replying to enquiries**

EXERCISE 1

1. *The opening part of the letter acknowledges the receipt of the enquiry.*
2. *The next part of a reply letter gives information about the company.*
3. *The next part of a reply letter gives the information requested.*
4. *The next part of a reply letter describes what information is enclosed.*
5. *The final part of a reply letter tries to encourage future business between the two parties.*

EXERCISE 2

1. We **were** very **pleased** to receive your **enquiry** of 12th May.
2. Many **thanks** for your letter of 30th June in which you **enquire(d)** about our products.
3. Thank you for your letter which we **received** yesterday.
4. We **were glad to receive** your letter of 17th May.
5. With **reference** to your **enquiry** of 2nd March.

EXERCISE 3

1. has been involved
2. have been manufacturing
3. are / produces
4. have expanded / need

EXERCISE 4

1. We can deliver the goods within ten days of receipt of order.
2. There is a 5% discount for payments in cash.
3. We usually require payment within 60 days of receipt of order.
4. We are pleased to inform you that we can supply the goods immediately.

EXERCISE 5

1. D 2. F 3. A 4. B 5. C 6. E

EXERCISE 6

1. I trust we **will / will be able to / can** - do business **with** each other **in the** future.
2. Please **don't** hesitate **to** contact **me / us if you / if you should** need **any more / further** information.
3. We **look / are looking** forward **to** doing business **with** you **in the** future.
4. **We / I** hope **the / our** products satisfy **your** requirements **and that** we **will** be able **to do** business together **in the** future.
5. We feel confident **that you will** find **the / our** products and terms satisfactory **and** we **look forward to / expect to be** hearing **from** you soon.

EXERCISE 7

- (1) pleased to receive (2) enclose (3) as you will see
(4) are inclusive of package and delivery within the UK (5) Our terms of payment are
(6) within 7 days (7) doing business with you

EXERCISE 8

Suggested answer

Thank you for your letter of 5th May in which you ask for information regarding our 'Audotel' car phone.

We enclose our catalogue and price list and we would like to inform you that we have sent our promotional video which you asked for under separate cover.

We can offer you a discount of 8% on orders over 150 units and of 12% for orders over 250 units.

Even though our video will provide all the necessary information about 'Audotel' we would suggest that you ask for a demonstration from one of our representatives who will be able to show you all the extraordinary features of this product.

We look forward to hearing from you to arrange a date for a demonstration.

EXERCISE 9

1. F 2. F 3. T 4. F 5. T 6. T

EXERCISE 10

Thank the enquirer for their communication

1. interest 2. sorry 3. enquiry 4. reference / regard

Say that they can't satisfy the customer's needs

5. regret 6. sorry 7. unable 8. afraid

Explain why they can't satisfy the customer's needs

9. due / owing 10. reason 11. meant 12. because 13. led

Offer an alternative

14. agree / prefer / like (*informal*) / want (*informal*)
 15. enclosing / sending - confident / sure - substitute / replacement / alternative
 16. suggest - instead
 17. perusal / inspection / approval - needs / requirements

Encourage future business

18. hope - place
 19. having / hearing / receiving
 20. apologise - doing
 21. appreciate - events / circumstances
 22. regret - caused - do

EXERCISE 11

Con riferimento alla Vostra richiesta circa i nostri prodotti, mi pregio farVi avere, in allegato, un preventivo degli articoli di Vostro interesse.

Tutti i prezzi indicati includono uno sconto del 12% / sono inclusivi di uno sconto del 12%.

Purtroppo, in seguito ad una richiesta dei nostri prodotti ben oltre ogni aspettativa, non potremo consegnare la merce prima della fine di novembre.

Se concordate sul periodo di consegna della merce entro tale data, sarà mia premura inserire immediatamente il Vostro ordine.

Siamo molto dispiaciuti per questo inconveniente e saremo lieti di lavorare con Voi in futuro.

UNIT 10

Banks and financial institutions

EXERCISE 1

domain

merger

a) fixing / b) setting

receipts

minting
 property
 store
 wide range
 mortgages
 the security
 debts
 loans

EXERCISE 2

1. T 2. T 3. F 4. F 5. F 6. T 7. T 8. T

EXERCISE 3

Savings Banks (*Casse di Risparmio*)
 Merchant Banks (*Banca d'Affari*)
 Commercial Banks
 Building Societies

EXERCISE 4

valuta	currency	bancomat	cash cards
fidi	overdrafts	prestano	lend
prestiti	loans	estratto conto	statement of account
prelevare	withdraw	addebiti diretti	direct debits
ordini permanenti	standing orders	prestito	loan

affittare	lease	detraibile	deductible
in anticipo	in advance	pagamenti	payments
borsa	stock exchange	attrezzatura	equipment
cessione di crediti da recuperare	factoring	eseguire	carry out
debiti	deposits		

EXERCISE 5

- | | | |
|-----------------------------|-------------------|--------------------|
| 1. current account | 2. bank statement | 3. cash point |
| 4. depositing / withdrawing | 5. direct debit | 6. deposit account |
| 7. in the red / overdrawn | 8. bank balance | 9. bank cashier |
| 10. high street | 11. payee | 12. merchant |
| 13. overdraft | 14. loans | 15. bank draft |
| 16. basic rate | 17. commission | 18. bank charges |
| 19. standing order | 20. internet | 21. in the black |

UNIT 11**Retailing****EXERCISE 1**

- | | | | | |
|----------|---------------|----------------|------------------|----------------|
| 1. fast | 2. easy | 3. generous | 4. friendly | 5. helpful |
| 6. quick | 7. consistent | 8. competitive | 9. long lasting | 10. clear |
| 11. fast | 12. total | 13. open | 14. personalised | 15. up to date |

EXERCISE 2

embedded	stand-alone
customised	latter
coined	firing
evolution	deliver
lies	fulfilment
hiring	abound
make or break	viewers
wish	drivers
embrace	

EXERCISE 3

- | | | | | | |
|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| 1. <input type="checkbox"/> | 2. <input type="checkbox"/> | 3. <input type="checkbox"/> | 4. <input type="checkbox"/> | 5. <input type="checkbox"/> | 6. <input type="checkbox"/> |
| 7. <input type="checkbox"/> | 8. <input type="checkbox"/> | 9. <input type="checkbox"/> | 10. <input type="checkbox"/> | 11. <input type="checkbox"/> | 12. <input type="checkbox"/> |

*Suggested answer***The kind of things customers usually complain about.**

Non delivery of goods
Delays in delivery and / or payment
Delivery of damaged goods
Delivery of wrong items, quantity or type
Wrong documentation
Delivery to wrong place

Typical structure of a letter of complaint.

Describe the order giving the order number and the date on which the letter was sent
Describe the reason for the complaint
Say what action you require

EXERCISE 4

1. reference
2. regarding / about
3. passed / sent - delivered / supplied

1. meant / due - just
2. disappointment / regret - yet
3. point - delivered / sent / supplied - still

1. unfortunately - found / discovered / noticed
2. instead
3. note
4. inspection / examination - broken / faulty / missing
5. regret - missing - instead
6. inspecting / examining / checking - wrong

1. as - expect / want - expense - per
2. would - look - missing / replacement
3. needed - supply / send - ones
4. prepared / willing - provided / providing - by
5. refund

EXERCISE 5

Da: "Whitaker Carol" <c.whitaker@macmorris.com>

A: ron.partridge@unitel.it< ron.partridge@unitel.it>

Cc:

Inviato: 06 Settembre 2013 18.07

Oggetto: Ordine errato

Egredi Signori,

Vi abbiamo passato un ordine per 50 cappotti, numero d'ordine 54, il 15 maggio 2013.

Dall'esame dell'ordine, abbiamo trovato che gli articoli inviati non sono gli stessi che abbiamo ordinato. Abbiamo ordinato cappotti di pelle (numero di catalogo 466), non giacche di pelle.

Vi chiediamo di disporre la restituzione di questi articoli e l'invio degli articoli corretti a Vostre spese.

Saremo lieti di ricevere gli articoli entro e non oltre il 6 ottobre 2013 e speriamo che un errore simile non si verifichi in futuro.

Distinti saluti

John Noakes

John Noakes

Direttore delle vendite

EXERCISE 6

NOUN	VERB	ADJECTIVE	ITALIAN VERB
damage	damage	DAMAGED	danneggiare
CONFIRMATION	confirm	confirming	confermare
DISAPPOINTMENT	disappoint	disappointing	deludere
check/checking	CHECK	checked	controllare
EXAMINATION	examine	examined	esaminare
regret	REGRET	regretful	pentirsi
REFUND	refund	refunded	rimborsare
break	break	BROKEN	rompere
delivery	DELIVER	delivered	consegnare
CONSIGNMENT	consign	consigned	consegnare
RETURN	return	returned	portare indietro
expectation	EXPECT	expected	prevedere
inspection	INSPECT	inspected	ispezionare
SUPPLIER/SUPPLY	supply	supplied	fornire
ERROR	err	erroneous	sbagliare

UNIT 12**Doing business with other countries****EXERCISE 1**

rows currencies
underlying rollercoaster behaviour / fluctuations
souring surges
maxim worry

stalled	a slice of the action
stuck	eager
confounded	fade
booming	flooded
were short-lived	set up
rise	dent
adhered to	hence
set	sound
meet	global
safe haven	appealing
vigour	conduct

EXERCISE 2

A few general factors which make trading abroad more risky than trading at home:

- language difficulties - translated
- exchange rates - exchange rates - price their goods
- legal system - national legal systems - comply with
- political or economic instability

The main reasons for protectionism are:

- to protect domestic industries;
- to safeguard employment;
- to raise revenues through tariffs;
- to remove or improve a balance of payments deficit on;
- to restrict dumping (selling goods at very low prices to compete with the domestic industry).

The main methods of protectionism are:

Tariffs
Quotas
Subsidies
Embargoes

EXERCISE 3

1. T 2. T 3. F 4. F 5. T 6. F 7. F 8. F 9. F
10. F/T also products

EXERCISE 4

The free circulation of:

1. people
2. capital
3. goods
4. services

A. border controls on goods

B. taxation

C. Value Added Tax

D. standards and certifications

E. abolish all customs duty compete rules freer unfair

EXERCISE 5

1. k) 2. j) 3. a) 4. e) 5. c) 6. b) 7. g) 8. i) 9. f) 10. h) 11. d)

APPENDIX 1

Glossary

GLOSSARY

Below is a glossary of useful words and their Italian translations which you will find in the book and in the world of international business. When you see the words highlighted like this: **on sbdy's ACCOUNT**, it means that you will find some examples to help you use these words.

about: circa

above par: sopra la pari

absolute advantage: vantaggio assoluto

to accept: accettare

according to/with: in conformità a

account: conto

accountant: ragioniere

accounting: contabilità generale

on sbdy's ACCOUNT: sul conto di qualcuno (a proposito di lui): *We cannot say anything bad on his account.* ***Be careful:** Per conto di qualcuno (al suo posto): **on behalf of** – *He wrote that letter on behalf of Mr Fox*

actually: effettivamente, veramente

to add: aggiungere; **to add up:** sommare

additional: ulteriore

in ADVANCE: anticipatamente; alternative: **in anticipation** – *We thank you in advance for your cooperation*

advantageous: vantaggioso

advertise: fare pubblicità

advertisement (advert, ad): inserzione

advertising: pubblicità; **advertising agency:** agenzia pubblicitaria; **advertising campaign:** campagna pubblicitaria; **advertising copy:** testo pubblicitario; **advertising medium:** mezzo pubblicitario

advice: consigli

to ADVISE: informare. The common meaning of *to advise* is **to suggest, to recommend**, but in the commercial language it is also a synonym of **to inform** – *We should advise you to order while stocks last; We are glad to advise you that the goods are ready for despatch*

after-sales service: servizio di assistenza clienti

aggregate demand: domanda aggregata

aggregate supply: offerta aggregata

to AGREE: essere d'accordo, convenire, mettersi d'accordo. Note the construction of this verb: **To agree with somebody on/about something** – *Your representative and I couldn't agree on a few details concerning the delivery of the consignment; I hope you will agree with me that your quotation isn't competitive at all.* But: **to agree to:** acconsentire, accettare, aderire – *We regret having to inform you that we cannot agree to your proposal.* Also: **As agreed upon** = come d'accordo; **On the agreed terms** = alle condizioni pattuite, stipulate

agriculture: agricoltura

air waybill: polizza di carico aereo

to allocate: stanziare

all risks (policy): polizza contro tutti i rischi

ALONG WITH: insieme a. Alternative: **together with**

amount: somma, importo

to amount to: ammontare

Annual General Meeting (AGM): assemblea generale

annual report: relazione annuale

apologies: scuse

to APOLOGISE FOR sthg /FOR verb + ing: scusarsi, chiedere scusa. **to excuse sbdy for sthg / to excuse sthg** – *We wish to apologize for dispatching your goods with such considerable delay; We apologize for the mistake you found in the invoice.* But: *Please excuse our sending you the wrong items*

apparently: evidentemente

to appear: sembrare

applicant: candidato

application: domanda di lavoro; **application form:** modulo di domanda

to apply for: fare domanda di lavoro

to APPRECIATE: gradire / apprezzare – *We should appreciate a few sample tins; We shall appreciate an early reply.* Note that when “to appreciate” is followed by a noun, the passive voice is a common substitute: *An early reply will be greatly appreciated; A few sample tins would be much appreciated.* When “to appreciate” is followed by a verb, this is in the **-ing form** – *We should appreciate receiving a few sample tins; We shall greatly appreciate our meeting our request*

apprentice / trainee: apprendista

approximately: circa, approssimativamente

around: circa

to ARRANGE: provvedere, fare in modo che, dare istruzioni per, disporre affinché. ***Note the construction of this verb: to arrange + for + object + infinitive** – *Would you kindly arrange for our goods to be sent by air?* ***But:** *Could you arrange a meeting for tomorrow?*

article: articolo

as agreed: come d'accordo; **as follows:** come segue; **as for:** per quanto riguarda; **as from:** a partire da; **as of:** a partire da

AS PER: come da. This expression is only used in the commercial language. – *Prices are as per price list*

AS REGARDS (TO): per quanto riguarda. Alternatives: **as for / as to / with regard to** – *With regard to delivery, we usually supply at 10 days; As for payment, please let us know your terms; As to your request, we are examining the matter.* ***However, in connection with a preceding noun CONCERNING and REGARDING can be used** – *Further to your enquiry concerning our production of...; We have read your advertisement regarding your range of...*

as requested: come richiesto; **as well as:** come pure

to assure: assicurare, garantire

at the latest: al più tardi

to ATTACH: allegare.

Alternative: **to enclose:** includere – *We are attaching a sheet with a series of specifications*

***Do not confuse “to include” (includere, comprendere) and “to enclose” (accludere, allegare)**

audit: revisione dei conti

to audit: verificare

auditor: revisore dei conti

available: pronto, disponibile

to AWAIT: attendere, aspettare.

***Do not confuse this verb with TO WAIT FOR.** “Await” is practically limited to business correspondence; “Wait for” never appears in closing sentence – *We await your instructions by return; We await your reply as soon as possible.* Alternative: **to look forward to + noun / + ing form** – *We look forward to hearing from you soon; We look forward to your offer by return*

backlog: arretrato

bad debt: insolvenza

to balance: saldare

balance: saldo; **balance of payment:** bilancia dei pagamenti; **balance of trade:** bilancia commerciale; **balance sheet:** stato patrimoniale

bale: balla (di merce)

bank guarantee: garanzia bancaria; **bank statement:** estratto conto; **bank transfer:** bonifico; **bankrupt:** bancarotta

to go bankrupt: fallire

bargain: occasione, buon affare

barrel: barile

base rate: tasso primario

batch: partita di merce

bear: ribassista

to be able to: essere in grado di

below par: sotto la pari

benefit: sussidio, beneficio, indennità

bid: offerta, licitazione

to bid: fare un'offerta

bill of exchange: tratta; **bill of lading:** polizza di carico

on board: a bordo di

board of directors: consiglio d'amministrazione

bond: titolo obbligazionario

bondholder: titolare di obbligazioni

bookkeeping: contabilità

boom: rapida espansione economica

border: confine, frontiera

to borrow: prendere in prestito

branch: filiale, succursale

brand: marca

brochure: depliant

broker: agente di borsa

budget: bilancio di previsione

building society: istituto di credito finanziario

bull: rialzista

BUSINESS: affare, affari. Commonly used in the **singular**. Learn these phrases: *He's away on business; We have been to France on a business trip; How's business? (Come vanno gli affari?)* – **Line of business:** (genere di attività) – **Business is:** lively / brisk / booming / good OR sluggish / slack / bad – **We have a volume of business** – **To do business** (*We have never done business with them*) – **To carry on business** (*We would be glad to carry on business with you*) – **The business world** – **A business acquaintance / colleague.** ***But: affare (occasione): bargain** – *It was a real bargain, I paid half its value!*

business: azienda, ditta, società

to buy: comprare

buyer: compratore

by: entro

by parcel post: per pacco postale; **by return:** a stretto giro di posta; **by separate post:** in plico separato

CAD (cash against documents): rimessa documentaria / contro documenti

to call (on / at): passare da

call option: opzione di acquisto

cap: tetto

capital: somma capitale

capital gains tax: imposta sui redditi di capitali

carriage forward: porto assegnato; **carriage paid:** porto affrancato

carrier: corriere

carton: scatola di cartone

case: cassa

in CASE: nel caso. This expression may be followed by two different tenses: **in case + simple present; in case + should + verb.** The difference between the two lies in the degree of probability that the situation occurs – *We are sending you several spare parts in case you need more than one; We are sending you several spare parts in case you should need more than one* (less probable). A similar form recurring in the commercial language is: **in the event of + ing form** (which is more formal). – *In the event of your needing more than one spare parts, please contact us*

cash card: bancomat; **cash flow:** flusso di cassa

catalogue: catalogo

centrally planned (economy): economia pianificata

certificate of origin: certificato d'origine

CFR (cost and freight): costo e nolo

CHARGES: spese. In general: price requested for a service – *The loading and unloading charges are very heavy at that port.* Expressions: **to our charge/ to your charge:** a nostre spese, a vostre spese; **note of charges:** nota spesa; **extra charge:** supplemento – *We serve breakfast in the rooms at no extra charge;* **fixed charges:** spese fisse; **without charges:** esente da spese; **to charge:** addebitare, far pagare

cheap: a buon mercato, economico

to check: verificare, controllare

cheque: assegno; **crossed cheque:** assegno sbarrato

Chief Executive Officer (CEO): amministratore delegato

CIF (cost insurance and freight): costo, assicurazione e nolo

CIP (carriage and insurance paid): trasporto e assicurazione pagati fino a

circumstances: circostanze; **circumstances beyond our control:** cause di forza maggiore; **in/under the circumstances:** in queste circostanze, data la situazione

claim: risarcimento danni

to claim: reclamare; **to meet a claim:** accettare un reclamo

to clear a cheque: pagare un assegno; **to clear goods:** sdoganare la merce

clearing bank: banca affiliata

CMR (international road consignment): lettera di vettura internazionale

COD (cash on delivery): pagamento alla consegna

coin: moneta

collateral: garanzia reale

to collect: ritirare **collection:** ritiro

to COME: vendersi, trovarsi. In commerce, it is a verb linked with the characteristics of an item, such as its colour or size – *The article you are interested in comes in various sizes and colours; The new collection of cotton umbrellas will come in bright colours and cheerful patterns; That line of desks comes in several dimensions: please see attached specification sheet*

commerce: commercio

commercial bank: banca commerciale

commission: commissione

commodity: bene economico

COMPANY: società. This word can nearly always be substituted with the more general words *firm* or *concern*.

to be compelled: essere obbligato

COMPETITION: concorrenza *Note the expressions: **to meet / front / face the competition** (far fronte alla concorrenza); **to beat the competition:** battere la concorrenza

competitive: competitivo; **competitive advantage:** vantaggio competitivo

competitors: i concorrenti, la concorrenza

to complain: reclamare, lamentarsi

complaint: reclamo, lamentela

completion: esecuzione

to comply with: aderire, acconsentire a

to compromise: compromettere

concerning: riguardante

CONDITIONAL ON/ON CONDITION THAT:

subordinato (al fatto che) – *Our offer is conditional on the articles being still available when we receive the order; Our order is conditional on the goods being delivered by the end of April; Our offer is given on condition that the articles are still available when we receive the order; Our order is placed on condition that the goods are delivered by the end of April*

conditions: termini

to CONSIDER: considerare, pensare, esaminare, prendere in considerazione. *“To consider” is followed by the -ing form: *Have you considered importing the new range?; I’m considering asking them for a quotation.* Alternatives: **to think about / of + verb-ing; to have the intention of + verb-ing; to intend + to + verb** – *We are thinking about producing a new range of colours; Have you any intention of granting us a discount?; We do not intend to export to Africa yet.*

CONSIDERABLE: considerevole, notevole.

Also: **remarkable / substantial / large;**

***Be careful not to use “consistent” which actually means “coerente”** – *If we are satisfied with your offer, we may place considerable orders with you at once.*

consignee: destinatario della merce

CONSIGNMENT: invio, spedizione, partita di merce pronta per l’invio o inviata. Alternative: **shipment**

consignor: mittente della merce

consumer: consumatore

consumption: consumo

to CONTACT: contattare. Alternative: **to get in touch with** – *Have you contacted Mann &*

*Co. yet?; Yes, we got in touch with them this morning. *to contact for the first time: to approach – We are looking for new suppliers, so we are approaching all firms whose products might suit our needs.*

contract: contratto, appalto; **contract of sale:** contratto di vendita

corporation tax: imposta sulle società

to correspond to / with: corrispondere

cost accounting: analisi dei costi; **cost of living:** costo della vita

costs: costi

courier: corriere

CPT (carriage paid to): trasporto pagato fino a

crash: crac, tracollo

to crash: fallire, crollare

crate: cassa

credit: credito; **credit limit:** fido; **credit note:** nota di accredito; **extension of credit:** dilazione; **in credit:** a credito (in attivo); **on credit:** su credito

to credit: accreditare

creditor: creditore

creditworthy: solvibile

current: corrente, attuale

currently: attualmente

customs duties: dazi doganali

to cut: diminuire, abbassare

CWO (cash with order): pagamento all'ordine

DAF (delivered at frontier): reso frontiera

to damage: danneggiare

DDP (delivered duty paid): reso sdoganato

DDU (delivered duty unpaid): reso non sdoganato

deadline: scadenza

deal: affare, transazione commerciale

to deal: trattare, commerciare; **to deal in:** trattare (un prodotto); **to deal with:** trattare (con ditta o persona)

to DEBIT: addebitare. Note that “to debit” as well as its alternative “to charge” can have a double construction: **to debit / to charge** (a

person, an account, a firm) **with** (an amount, the expenses, a cost) or **to debit / to charge** (the amount, the expenses, a cost) **to** (a person, a firm, an account) – *We shall debit you with the expenses of the special packing you have requested; We shall debit the expenses of the special packing you have requested to you*

debit note: nota di addebito

in debit: a debito

debtor: debitore

to decline: rifiutare, respingere

decline phase: fase di declino

decrease: ribasso, diminuzione

to decrease: diminuire, abbassare

to deduct: detrarre

defective: difettoso

deferement: proroga, dilazione

delay: ritardo

to delay: ritardare

to deliver: consegnare

delivery: consegna

delivery note: bolla di consegna

DEMAND (for): vs REQUEST (for) vs ENQUIRY (about/for) vs QUERY (on/about)

DEMAND: richiesta del mercato.

***Mind the preposition “the demand for something”** – *It seems that demand for the new model is rather keen*

REQUEST (for): richiesta su qualcosa di specifico – *We have a request for top-quality grape-fruit. But: There is no request for grapefruit on the market*

ENQUIRY (about / for): richiesta di informazioni – *Thank you for your enquiry about our synthetic rubbers*

QUERY (on / about) = domanda, quesito, richiesta di spiegazioni – *We have received a query about the quotation we sent last Monday to Chapman & Hill*

department store: grande magazzino

deposit: deposito

to deposit: depositare

to depreciate: deprezzare, ammortizzare

DEQ (delivered ex quay): reso banchina
DES (delivered ex ship): reso ex ship
to deteriorate: deteriorare, peggiorare
deteriorated: deteriorato
to diminish: diminuire, abbassare
diploma: diploma; **(to get/to obtain a diploma in):** diplomarsi in
direct debit: addebito diretto
direct tax: imposta diretta
to disappoint: deludere
to be disappointed: essere/rimanere deluso
disappointment: delusione, disappunto
to discontinue: sospendere (la produzione)
DISCOUNT: sconto, riduzione, ribasso.
 *Note: **to allow / to grant: a discount / a 10% discount / a discount of 10%**
to discount: scontare
dispatch: spedizione
DISPATCH: spedire. Alternative: **to send (general) to forward / to ship** (originally by sea only, it has now a wider meaning)
to diversify: diversificare
dividend: dividendo
division of labour: divisione del lavoro
documentary credit: lettera di credito
domestic: interno, nazionale
down-market: mediocre, medio; **down turn:** ribasso, flessione
draft: tratta; **to accept a draft:** accettare una tratta; **to dishonour a draft:** disonorare, non pagare una tratta; **to endorse a draft:** girare una tratta; **to issue a draft:** emettere tratta; **to protest a draft:** protestare una tratta
to DRAW sbdy's attention to sthg: attirare l'attenzione di qualcuno. Also: **to call your attention to sthg.** Note: **to pay / give attention to sthg**
to draw (a draft) on: spiccare tratta
to draw up: redigere
drawee: trattario
drawer: traente
due: previsto, atteso, pagabile, in scadenza
in due time: in tempo utile

to fall due: scadere
to be due (to be due for payment): scadere (per il pagamento)
due to: dovuto a, a causa di
dumping: esportazione sotto costo
durable goods: beni durevoli

to earn: guadagnare
economic: economico
economical: economico
economies of scale: economie di scala
economist: economista
to economise: risparmiare
efficiency: efficienza
efficient: efficiente
to employ: assumere / impiegare
employee: dipendente
employer: datore di lavoro
employment: occupazione, impiego
to enclose: allegare
to endorse: girare, sottoscrivere, testimoniare
endorsing: girata
to enquire: chiedere informazioni
enquiry: richiesta di informazioni
to ensure: assicurare, dare per certo
to enter: registrare, scrivere, mettere in elenco
entry: registrazione; **book entry:** scrittura contabile
entrepreneur: imprenditore
to ENTRUST: affidare. Note the double construction of this verb: **to entrust somebody with something; to entrust something to somebody** – *They will entrust us with the maintenance of the whole plan if our service proves perfect* – *The complete maintenance of the plant will be entrusted to us if our service proves perfect*
error: errore
to ESTABLISH: fondare, stabilire, istituire. Alternatives: *To start mutually profitable business relationships; To do business with you to our mutual advantage; To enter into business connections with you*
estimate: preventivo

to estimate: calcolare, valutare
to examine: esaminare
excess (in excess): in eccesso, in più
exchange rate: tasso di cambio
execution: esecuzione (di un ordine)
to expect: aspettarsi, credere
expected: previsto, atteso
expenditure: spesa
expenses: spese, rimborso spese
to expire: scadere
expiry date: data di scadenza
export: esportazione
extension of credit: estensione di credito
extra: ulteriore
EXW – ex works: franco fabbrica

factors of production: fattori della produzione
factoring: cessione di credito da recuperare
factory: fabbrica
to fail payment: non pagare

FAIRLY vs RATHER: the choice between the two adverbs depends on the degree of emphasis required. **Fairly:** discretamente – *It has been fairly (not too) difficult to convince him to buy the whole lot.* **Rather:** piuttosto – *It has been rather (quite, very) difficult to convince him*

to FAIL vs to MISS: **to fail:** mancare, fare a meno. – *We shall not fail to inform you.* **To miss:** mancare, lasciarsi sfuggire. – *We trust you will not miss this unrepeatable opportunity*

fall: ribasso, calo, diminuzione
to fall: diminuire
FAS – free alongside ship: franco sottobordo
faulty: difettoso
FCA – free carrier: franco vettore
to FEEL: sentire, pensare, credere. We find this verb in the expression: **we feel that ...**, a formal expression whose synonym forms are: **we believe / think that ...**

file: raccolta, archivio, dossier
to file: archiviare, schedare
finance manager: responsabile finanziario
financial year: anno fiscale

finally: da ultimo, infine
finished goods: prodotti finiti
fire / sack: licenziare, congedare
fixed charges: spese fisse; **fixed exchange rate:** cambio fisso
to float (a company): lanciare (una società) in borsa
flotation: lancio (in borsa);
floating exchange rate: cambio flottante;
floating policy: polizza flottante
floor: livello minimo
FOB – free on board: franco bordo
following: a seguito di
to be forced: essere obbligato
foodstuffs: generi alimentari
foreign exchange: valuta estera; **foreign trade:** commercio con l'estero
to forward: spedire
forwarding agent: spedizioniere
franchise: autorizzazione al franchising
franchisee: il concessionario del franchising
franchisor: chi concede il franchising
free market economy: economia di mercato
free of charge: gratis
free sample: campione gratuito
friendly takeover: rilevamento amichevole
fulfilment: esecuzione di un ordine
full-time: a tempo pieno
to fund: finanziare
funds: fondi
to furnish: fornire
further: ulteriore; **further to:** in seguito a
futures market: mercato a termine

GLAD: essere lieto. We find it in the expression: **we should be glad...**, whose alternative forms are: **we should be happy / pleased / grateful**

to go down: diminuire; **to go up:** aumentare
GOODS: merce, beni. *Always plural. It: **merce.** Alternative: **merchandise** – *The goods you enquired about are in stock; The goods were sent to them by air*

goal: obiettivo
going concern: impresa ben avviata, impresa in attivo

to be a graduate in / of (to have a degree in):
essere laureato in

to graduate: laurearsi

to be grateful: essere grati

gross domestic product (GDP): prodotto interno lordo; **gross national product (GNP):** prodotto nazionale lordo; **gross profit:** utile lordo

to grow: crescere

growth: crescita; **growth phase:** fase di crescita

guarantee / warranty: garanzia

to hand over: consegnare

to have a good credit rating: essere solvibile

headhunter: cacciatore di teste

headquarters: sede, ufficio centrale

to hedge: ridurre il rischio di fluttuazione di prezzo

HELPFUL: di aiuto. We can find it in expressions such as: **it might be helpful to us** – *We should be glad if you could send us a pattern book showing the full range of weights and colours, along with any information that you think might be helpful to us.* Alternatives: **might be of help to us / might help us...**

to highlight: sottolineare

to hire: assumere, noleggiare

hire purchase: acquisto rateale

hold up: ritardo

to hold up: ritardare

home (domestic) trade: commercio interno

hostile takeover: acquisizione ostile

human resources manager: direttore delle risorse umane

import: importazione

to import: importare

in compliance with: in conformità a

in time: in tempo

to include: includere

incentive: incentivo

income, revenue: entrate

income tax: imposta sul reddito

inconvenience: inconveniente

to be inconvenienced: essere infastiditi

increase: aumento, incremento

to increase: aumentare, incrementare

to incur: incorrere in

indemnity: indennizzo

inflation: inflazione; **inflation rate:** tasso d'inflazione

to INFORM: informare. Alternatives: **to advise / to let sbdy know** – *Kindly state your terms of sale and inform us whether prompt delivery could be arranged*

INFORMATION: informazione. *A collective word used in the singular only. If you need to use it as a countable noun: *a piece of information* – *Let me give you a good piece of information; He will never disclose such a piece of information*

Note:

to ask for

to have

to request

to require

to give

to provide

to furnish

to supply

} information

to supply information on / about something/someone

inherit: ereditare

insolvent: insolvente

insurance: assicurazione; **insurance cover:** copertura assicurativa; **insurance policy:** polizza assicurativa

to insure: assicurare, assicurarsi

insured: assicurato

insurer: assicuratore

to be interested in: essere interessato

internal audit: controllo interno, revisione interna

International Monetary Fund (IMF): Fondo Monetario Internazionale

interview: colloquio di lavoro

interviewee: intervistato

interviewer: intervistatore

intrinsic value: valore intrinseco

inventory, stock: inventario

to invest: investire

investor: investitore

invisible goods: partite invisibili

invoice: fattura

issue: emissione

item: articolo

job: lavoro, impiego; **job application:** domanda di lavoro; **job description:** descrizione del lavoro; **job security:** sicurezza del posto di lavoro; **job-sharing:** condivisione del lavoro

junk bond: obbligazioni a rischio

KINDLY: gentilmente, cortesemente. *Alternative: please – Kindly let us have your most favourable quotation*

to label: contrassegnare

labour: lavoro; **labour relations:** relazioni industriali

last: ultimo, scorso; **at last:** alla fine, finalmente; **lastly:** infine

late: in ritardo

LATEST: l'ultimo, il più recente. **Do not confuse it with "last" = ultimo, scorso, passato – Please send us your latest price list; We had a meeting with him last Saturday. Note: at the latest = al più tardi – We must receive the goods by Christmas at the latest*

launch: lanciare (in borsa)

to lay off: mandare in cassa integrazione

leaflet: foglio illustrativo

legal step: azione legale

to lend: prestare

lender: prestatore

to let (someone) know: informare (qualcuno)

letter of credit: lettera di credito

leverage: rapporto d'indebitamento

leveraged buyout: acquisizione con capitale da terzi

liability: responsabilità; **liability (balance sheet):** passivo

licencing: compravendita di brevetti e tecnologie

licensee: concessionario di brevetti e tecnologie

licencor: chi concede brevetti e tecnologie

to limit: limitare, contenere

limited partnership: società in accomandita semplice (S.a.s.)

line: linea, gamma

liner: nave di linea

to liquidate: liquidare

literature: materiale pubblicitario

to load: caricare

load: carico

loan: prestito

to lobby: pressare

lobbying: pressione di gruppi d'interesse

long-term: a lungo termine / lunga scadenza

to look forward to: restare in attesa di

to look into (the matter): esaminare (la questione)

loophole: scappatoia, espediente

loss: perdita; **at a loss:** in perdita; **partial**

loss: perdita parziale; **total loss:** perdita totale; **profit and loss:** profitti e perdite;

to suffer a loss: subire una perdita

lot: partita di merce

to lower: diminuire, abbassare

maintenance: manutenzione

to make sure: accertarsi, assicurarsi

to manage (also to run): gestire

managing director: amministratore delegato

to manufacture: produrre

manufacturer: produttore

market capitalisation: capitalizzazione di borsa; **market economy:** economia di mercato;

market forces: forze di mercato; **market price:** prezzo di mercato;

market research: ricerca di mercato;

market share: quota di mercato; **market**

value: valore di mercato

to market: commercializzare

to match: corrispondere

to mature: maturare

maturity (of a loan): scadenza; **maturity**

stage/phase: fase di scadenza

medium term: a medio termine

to MEET: this verb has a wide range of applications in the commercial language. Examine the following:

TO MEET	the requirements	soddisfare le esigenze
	the demand	far fronte alla richiesta
	the delivery	rispettare la consegna
	a draft	pagare una tratta
	the competition	far fronte alla concorrenza
	a claim	accettare un reclamo
	a request	accogliere una richiesta
	an expense	sostenere una spesa
	with engagements	far fronte agli impegni
	(with) the approval	incontrare l'approvazione
	with a loss	subire una perdita
	one's obligations	far fronte ai propri impegni

Also: **to meet:** incontrare, riunirsi; **meeting:** riunione, assemblea

merchant bank: banca d'affari

to merge: fondersi, unirsi

merger: fusione

missing: mancante

to be missing: essere mancante

to mistake: sbagliare; **to make a mistake:** sbagliare

mistake: errore

mixed economy: economia mista

monetary policy: politica monetaria

money: denaro; **money supply:** offerta di moneta

MONTH: = mese. **Of this month:** corrente mese – *With reference to your letter of this month (Ref....)*. **Of last month:** ultimo scorso

mortgage: mutuo

to motivate: stimolare, incoraggiare

multinational: multinazionale

to multiply: moltiplicare

namely: cioè

need: bisogno, richiesta

to negotiate: negoziare, contrattare

negotiation: contrattazione

net assets: attivo netto

niche: nicchia

not later than: entro

to note: notare, rendersi conto

to notice: notare, accorgersi

number / figure: numero, cifra

objective: obiettivo

to oblige: obbligare

to be obliged: essere obbligato

to obtain a diploma / qualification in: ottenere un diploma / qualifica in

to OCCUR: accadere, succedere, avvenire, verificarsi. This verb is usually linked with words like “damage”, “inconvenience”, “misunderstanding”, “oversight”, “accident” and others having a negative meaning – *Serious damage has occurred to the consignment owing to insufficient packing; We trust this inconvenient will not occur again in the future*

off by: in meno di

old-age pension: pensione di anzianità

on condition that: a condizione che

on time: puntualmente

open account: conto aperto

ORDER: ordine. The Italian “fare un ordine” is translated: **to place an order with a supplier; to pass an order to a supplier** – *We placed a large order with Messrs Cox & Smith; We passed Messrs Cox & Smith a large order; We passed a large order to Messrs Cox & Smith*

to carry out / execute / fulfil an order: eseguire un ordine

to process / make up an order: preparare un ordine

outlet: punto vendita

to output: produrre

output: produzione

to outsource: subappaltare

outstanding: insoluto; **outstanding account:** conto non ancora regolato

over-the-counter: mercato ristretto

to overcharge: far pagare di più, sovraccaricare

overdraft: fido
to be overdrawn: essere scoperto
overdue: scaduto, in ritardo
to be overdue: essere scaduto
overhead(s): spesa generale
overloaded with: sovraccarico di
oversight: svista
to overvalue: sopravvalutare
to owe: dovere, essere debitore
OWING TO: a causa di. Alternatives: **because of; on account of** – *Owing to the lack of demand for art. n. 76, we no longer manufacture it; They have not passed us an order because of our inability to deliver immediately; On account of our high prices, many customers are turning to other suppliers*
to own: possedere
ownership: possesso
P/E (price earnings ratio): utile per azione
packing, packaging: imballaggio, confezione
patent: brevetto
PATTERN BOOK: campionario. A book the pages of which are pieces of fabric; it is the usual set of samples in the textile trade.
 Also: **sample collection:** campione
pay: paga, retribuzione, stipendio; **pay rise:** aumento di stipendio
to pay: pagare, liquidare
payee: beneficiario
payment: pagamento; **to accept payment:** accettare un pagamento; **advance payment:** pagamento in anticipo; **cash payment:** pagamento in contanti; **deferred payment:** pagamento differito; **to effect / make payment:** effettuare un pagamento; **payment in full:** pagamento totale; **payment by instalments:** pagamento a rate; **to receive payment:** ricevere un pagamento; **to refuse payment:** rifiutare un pagamento; **to stop payment:** bloccare un pagamento
to peak: raggiungere il livello massimo
pegged: sostenuto, stabilizzato
PER: per / a - day = daily: quotidiano; per / a

- week = weekly: settimanale; per / a - year = yearly: annualmente; per / a - month = monthly: mensile; per head: a testa
performance: rendimento, prestazione
personnel department: ufficio del personale
to place (an order): passare un ordine
plant: fabbrica, impianto
PLEASED, PLEASURE: essere lieto. *Note the two possible forms: **I have pleasure in + verb + ing; I have the pleasure of + verb + ing:** avere il piacere di – *We have pleasure in informing you that...; I have the pleasure of placing an order for...*
 But also: **to be pleased:** essere lieti – *We are pleased to inform you that...*
plus: più, oltre a
to point out: sottolineare, far notare
policy: politica
pollution: inquinamento
POSITION: lavoro. **To be in a position:** essere in grado – *We aren't in a position to quote lower prices; Are they in a position to deliver urgently?*
 ***But: mettere in grado: to ENABLE** – *That would enable us to effect immediate delivery; The samples we are submitting will enable you to appreciate the quality of our production*
post: lavoro
to postpone: ritardare
poverty: povertà
premises: locali, edificio
premium: premio (assicurativo)
to be PREPARED TO: essere disposto. Alternatives: **to be willing / ready / open** – *Please give us your best quotation and the terms on which you are prepared to supply us*
present: attuale
PRESENTLY: attualmente. Alternatives: **at present; currently.** *As the Italian translation of these words can be “attualmente”, be careful not to use the English adverb **actually** which means **effettivamente / in effetti / in realtà** – *We are presently overloaded with orders (in*

this moment); *Actually, we are overloaded with orders* (really, as a matter of fact)

president / chairman: presidente

press: stampa

to PREVENT: impedire. Note the construction used with this verb: **to prevent sbdy from verb + ing sthg** – *The present negative market situation will prevent us from ordering large quantities in the near future; The recent strikes are preventing all orders from being fulfilled as per schedule*

price: prezzo

principal: somma capitale

private limited company (Ltd): società a responsabilità limitata (S.r.l.)

proceeding (legal proceedings): azione legale

to produce: produrre

product: prodotto; **product life cycle:** ciclo di vita di un prodotto; **product line:** linea di prodotti; **product range:** gamma di prodotti

production manager: responsabile della produzione

profit: utile, profitto

profitability: redditività

profit and loss account: conto profitti e perdite

promotion: promozione

protectionism: protezionismo

to provide: fornire

proxy: delega, procura

public limited company (Plc): Società per Azioni (S.p.a.)

to purchase: comprare

purchase: acquisto

purchasing manager: direttore degli acquisti

put option: contratto a premio del venditore

to PUT ON THE MARKET: lanciare, avviare, introdurre. Alternatives: **to bring out / to introduce / to launch** – *We shall soon bring out a new range of colours; What about introducing an automatic model too?; In my opinion, it is not a suitable time to launch a new line*

to put up: aumentare, incrementare

to qualify (in): diplomarsi in

quality: qualità

quantity: quantità

query: richiesta di spiegazioni

to quote (a price): quotare, indicare

quotation, quote: quotazione, preventivo

quoted / listed company: società quotata in borsa

railway consignment note: lettera di vettura ferroviaria

to raise: aumentare

range: gamma, assortimento, linea

to range (from): variare (da)

rate: ritmo, tasso, prezzo, percentuale, tariffa

raw material: materia prima

to reach: pervenire, raggiungere

to be ready: essere disposto

real estate / property: immobili, bene

rebate: sconto

receipt: scontrino

on receipt of: al ricevimento di

to recover: recuperare

recruitment: reclutamento (di personale)

to recruit: assumere

to reduce: diminuire

reduction: sconto, ribasso, calo, diminuzione

redundant: licenziato, disoccupato

redundancy: licenziamento (per eccesso di personale)

to REFER to somebody: dare il nome di qualcuno, indicare come referente, rimandare, indirizzare/indirizzarsi, rivolgersi.

referee: chi dà referenze; **reference:** referenza, lettera di raccomandazione; **with reference**

to: in riferimento a; **for your reference:** come riferimento – *As for reference, you may refer to our bank...; For further information, please refer to our local agent*

refund: rimborso

to refund: risarcire, rimborsare

to refuse: rifiutare

regarding: riguardante

regret: dispiacere, rimpianto; **much to our**

regret: grande rincrescimento

to regret: rimpiangere, dispiacersi

to reimburse: rimborsare, risarcire

reimbursement: rimborso

to REJECT: rifiutare, respingere. Alternatives: **to refuse;** **to turn down** – *Unfortunately we cannot but refuse the damaged consignment; Your prices are too high and we are obliged to turn down your offer*

to remember: ricordarsi

to remind: ricordare, far ricordare

reminder: sollecito di pagamento

to remit: rimettere (somma di denaro)

remittance: rimessa, pagamento

rent: canone di affitto

to rent: affittare

to repay: ripagare, rimborsare

repayment: rimborso, ricompensa

to replace: sostituire

replacement: sostituzione

request: richiesta; **on request:** su richiesta

to request: richiedere

to grant / ask for / request a respite: concedere / chiedere una proroga

to REQUIRE: richiedere, volere, avere bisogno. It is the formal word for “to need” – *The goods you require are in stock; We are in a position to respect the required delivery date.* ***Be careful not to confuse it with the verbs:** **to ENQUIRE about:** chiedere informazioni, informarsi – *We wish to enquire about your production of lamps;* **to ASK for:** chiedere, in generale – *The product you ask for is in stock;* **to REQUEST:** richiedere, domandare – *As requested, we are sending you our new price list;* **REQUEST (for):** see DEMAND; **on request:** su richiesta

REQUIREMENTS: necessità, fabbisogno, esigenze. We can find it in the expression: **to meet / satisfy the requirements:** soddisfare le esigenze

RESEARCH: ricerca, studio, indagine. Alternatives: **survey / poll investigation.**

***All are commonly used in the singular:**

to carry out research, the research department – *A market research we have carried out has shown that the average Italian consumer is beginning to drink more beer.*

Research and development (R&D): studio e sviluppo

to RESPOND: rispondere, reagire – *I wonder how our customers will respond to such a price increase; If the market responds positively, we shall be able to lower the selling price*

RESPONSE: risposta – *Consumers aren't ready to welcome that line, their response to it has been really weak so far*

responsible: responsabile

to be responsible for: essere responsabile di;

to be responsible to someone: riportare a qualcuno

resource: risorsa

to resume: riprendere (la produzione)

retail: dettaglio; **retail bank:** banca di raccolta; **retail trade:** vendita al dettaglio

retailer: dettagliante

to retire: andare in pensione

retirement: pensionamento

to return: restituire

rights issue: sottoscrizione riservata agli azionisti

rise: aumento

to rise: aumentare

to risk: rischiare

risk: rischio

roll-on roll-off: nave traghetto con caricamento e scaricamento diretto

salary: stipendio, salario

sale or return: in conto vendita

sales force: personale di vendita; **sales manager:** direttore delle vendite; **sales promotion:** promozione vendite; **sales representative (rep):** venditore, rappresentante; **sales target:** obiettivo di vendite; **sales terms:** clausole di vendita

sample: campione

to our / your satisfaction: di nostro / vostro gradimento

satisfactory: soddisfacente

to save: risparmiare

saving bank: cassa di risparmio

scarcity: scarsità

scratched: segnato, graffiato

to secure: assicurarsi, procurarsi

securities: titoli, valori, azioni

to see that: provvedere, fare in modo che

SELECTION: assortimento. Alternative: **choice; assortment.** – *We own a renowned chain of luxury hotels on the East Coast and we are thinking of offering the customers of our restaurants a good selection of first-rate Italian wines*

self-employed: lavoratore autonomo

seller: venditore

to send: spedire; **to send back:** restituire;

separately: separatamente

services: servizi

set of samples: campionario

to settle: pagare, saldare

settlement: saldo, pagamento; **full settlement:** saldo completo; **partial settlement:** saldo parziale

share: azione

shareholder: azionista

to ship: spedire

shipment: spedizione

shipping agent: spedizioniere; **shipping charges:** spese d'imbarco; **shipping expenses:** spese d'imbarco

short list: lista ristretta

short-term: breve scadenza

shortage: carenza, scarsità

sight draft: tratta a vista

skill: capacità, abilità

skilled: specializzato, qualificato

to SLOW DOWN: rallentare. Alternatives: **to slacken; to reduce** – *Demand has slowed down, so we have to reduce production; We regret having to inform you that we have been obliged to slow down the pace of deliveries*

smashed: sfasciato

social security: previdenza sociale

sold out: esaurito

sole trader: ditta individuale

solvent: solvente

solvency: solvibilità

to be sorry: essere dispiaciuto

to specify: indicare, stabilire

specimen: campione

staff: personale

stake: quota, partecipazione, investimento

standard of living: tenore di vita

standing order: ordine fisso, ordine permanente

starting from: a partire da

to state: indicare, stabilire

statement of account: estratto conto

steady: regolare, costante

to stimulate: stimolare

STOCK: partita, rifornimento, merce in magazzino, provvista di merce. ***Note the following:** **available from stock:** disponibile dal magazzino; **to be in stock:** (essere) pronto in magazzino; **stocks:** riserve, scorte, rimanenze, giacenze; **to clear a stock:** liquidare le rimanenze; **to take stock:** fare l'inventario; **to keep stocks:** tenere delle riserve; **overstocked (with):** sovraccarico (di merci); **from stock:** dal magazzino; **to be out of stock:** essere esaurito; **to run out of stock:** esaurire; **to stock:** rifornire; **to be well stocked:** ben rifornito; **to stock up:** fare provvista, fare una scorta – *We advise you to stock up while the goods are available; We have been stocking dozens of shops; with these articles; We don't usually stock such old-fashioned models; Do you stock plastic tables and chairs?*

stock exchange: borsa valori / titoli; **stockbroker:** agente di cambio

to STOCK: rifornire, rifornirsi, approvvigionarsi, tenere in magazzino

to STRESS: sottolineare. Alternatives: **to emphasise; to point out.** ***Be careful not to translate the latter with "to underline" in this context.**

to study: esaminare, studiare

sub-contractor: subappaltatore
subject: soggetto, argomento, tema
to be subject to: essere condizionato a
to submit: sottoporre, presentare
subordinate: subordinato
subsidiary: filiale, società controllata
to supervise: sorvegliare, sovrintendere
SUPPLIER: fornitore. **Instead of saying “we supply”, it is more commonly found “we are suppliers of...”**
 More examples:
 WE IMPORT = we are importers of...
 WE EXPORT = we are exporters of...
 WE MANUFACTURE = we are manufacturers of...
 WE PRODUCE = we are producers of...
 WE DEAL = we are dealers in...
SUPPLIES: **forniture**, ma anche **provviste, scorte, rifornimenti**. – *When shall we receive new supplies of carbon paper?; Have you got a good supply of model T40 in stock?*
To be in short supply: scarseggiare – *We are in short supply of printed cottons; the supply:* l’offerta; **supply and demand:** domanda e offerta – *As the demand has exceeded the supply, the price of this article has gone up*
to SUPPLY (WITH): fornire, approvvigionare.
 Also: **to furnish with; to provide with** – *We are now planning to provide a number of our filling stations with a truckwash system.*
 ***Mind the preposition “with”** – *We are well supplied with fashionable cottons; We have been supplying them with all the latest products for a long time.* ***When the indirect object is not expressed “with” is omitted** – *Please supply details about your copiers*
surplus: eccesso, avanzo; **in surplus:** in eccesso, in più
to surrender: consegnare
sustainable growth: crescita sostenibile
to swap: scambiare
switch card: bancomat

tactics: tattiche
to TAKE ADVANTAGE = approfittare di. Al-

ternatives: **to avail oneself of; to profit by; to take advantage of** – *An immediate order will enable you to profit by / take advantage of / avail yourselves of our temporarily low prices*
to take up: accettare
to takeover: acquisire, comprare
takeover: assorbimento, acquisizione; **takeover bid:** offerta di assorbimento
tariff: tariffa
to tax: tassare
tax: tassa, imposta; **tax-deductable:** detraibile;
tax evasion: evasione fiscale; **tax haven:** paradiso fiscale; **tax loss:** perdita fiscale;
tax shelter: scudo fiscale
taxation: prelievo fiscale
team: gruppo
TERMS: condizioni, termini. ***Note the following expressions:** **to grant / to allow / to give** favourable terms; **to state terms:** indicare, stabilire le condizioni; **to agree to terms:** essere d’accordo sulle condizioni; **by the terms of the contract:** secondo i termini del contratto; **to supply on certain terms:** rifornire a determinate condizioni; **on usual terms:** alle solite condizioni; **easy terms:** facilitazioni; **to give good terms:** concedere buone condizioni; **on / under these terms:** a queste condizioni
testimonial: attestato
to thank: ringraziare
that is: cioè
till: cassa
time policy: polizza a tempo
together with: insieme con
top management: alta dirigenza
total cost(s): costo globale
trade: commercio; **trade barriers:** barriere commerciali; **trade fair:** fiera; **trade mark:** marchio commerciale
trader: commerciante, operatore
trainee / apprentice: apprendista
training: formazione
tramp ship: nave da carico libera
transport: trasporto

transportation: trasporto

Treasury bill: buoni del tesoro (B.O.T.)

Treasury bond: certificato di credito del tesoro (C.C.T.)

trial: collaudo, prova; **trial order:** ordine di prova

trough: depressione, ristagno

to TRUST: confidare, sperare. Alternatives: **to hope / feel confident** – *We trust you will grant us more than the usual trade discount*

to turn down: rifiutare, respingere

turnover: giro d'affari, fatturato

to underline: sottolineare

UNDER SEPARATE COVER: in plico separato. Alternatives: **by separate mail, separately**

to UNDERSTAND: to be understood: resta inteso. Alternative: **to learn / to hear** – *We understand from one of our business associates, Mr W. S. Raleigh, that you produce top-quality wines.*

to undervalue: sottovalutare

to underwrite: sottoscrivere

underwriter: assicuratore

uneconomical: anti-economico

unemployed: disoccupato

unemployment: disoccupazione

unique selling position: proposta di vendita unica

unit cost: costo unitario

unlimited liability: responsabilità illimitata

unlimited partnership: società a nome collettivo (S.n.c.)

to unload: scaricare

up-market: selettivo, d'élite

upturn: ripresa, rialzo

user: utente

utilities: imprese d'utilità pubblica

Value Added Tax (VAT): imposta sul valore aggiunto (IVA)

valued policy: polizza valutata

vending machine: distributore automatico

venture capital: capitale a rischio

vessel: nave

visible goods: partite visibili; **visible trade:** scambio visibile

to vote: votare

wage(s): salario, retribuzione

warehouse: magazzino

waste products: prodotti di scarto

to waste: sprecare

wealth: ricchezza, patrimonio

welfare / wellbeing: benessere

WHETHER: se, nel caso in cui. It is used instead of "if" when it is followed by a sentence proposing a choice between two aspects of a matter – *I don't know whether I'll write that letter (or not); Ask Mr Griggs whether he will fly or come by train (or not); Please inform us whether the goods are in stock (or not)*

WITH REFERENCE TO: facendo seguito a. Alternatives: **further to your (visit / letter); following (up) our recent (meeting / telephone conversation)**

w.p.m. (words per minute): parole al minuto

wholesale: vendita all'ingrosso

wholesaler: grossista

to be willing: essere disposto

with effect from: a partire da

to withdraw: prelevare

withdrawal: prelievo

WITHIN: entro. Note that with a quantity of time (two weeks, three months, four days, etc.) "within" is used. When a precise period of time is involved (the end of June, next Friday, mid-April, Christmas etc.) you have to use "by", which can be substituted by "not later than"

with reference to: in riferimento a

with regard to: per quanto riguarda

work: lavoro

workforce: forza di lavoro

working capital: capitale d'esercizio

working conditions: condizioni di lavoro

yield: rendimento

APPENDIX 2

Irregular verbs list

IRREGULAR VERBS LIST

As a reference for you, see if you can put the Italian translation next to the English verb.

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
arise	arose	arisen	
awake	awoke	awoken	
be	was/were	been	
bear	bore	born(e)	
beat	beat	beaten	
become	became	become	
begin	began	begun	
behold	beheld	beheld	
bend	bent	bent	
bet	bet	bet	
bid	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	broadcast	
build	built	built	
burn	burned / burnt	burned / burnt	
burst	burst	burst	
buy	bought	bought	
can	could	been able	
cast	cast	cast	
catch	caught	caught	
choose	chose	chosen	
clap	clapt / clapped	clapt / clapped	

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
cling	clung	clung	
clothe	clothed / clad	clothed / clad	
come	came	come	
cost	cost	cost	
creep	crept	crept	
cut	cut	cut	
deal	dealt	dealt	
dig	dug	dug	
dive	dived / dove	dived	
do	did	done	
draw	drew	drawn	
dream	dreamed / dreamt	dreamed / dreamt	
drink	drank	drunk	
drive	drove	driven	
dwell	dwelt	dwelt	
eat	ate	eaten	
fall	fell	fallen	
feed	fed	fed	
feel	felt	felt	
fight	fought	fought	
find	found	found	
fit	fit / fitted	fit / fitted	
flee	fled	fled	
fling	flung	flung	
fly	flew	flown	
forbid	forbade	forbidden	
forecast	forecast (ed)	forecast (ed)	
foresee	foresaw	foresaw	
foretell	foretold	foretold	
forget	forgot	forgotten	
forgive	forgave	forgiven	
forsake	forsook	forsaken	
freeze	froze	frozen	
get	got	got	
give	gave	given	
go	went	gone / been	

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
grind	ground	ground	
grow	grew	grown	
handwrite	handwrote	handwrote	
hang	hung / hanged	hung / hanged	
have	had	had	
hear	heard	heard	
hide	hid	hidden	
hit	hit	hit	
hold	held	held	
hurt	hurt	hurt	
inlay	inlaid	inlaid	
input	input / inputted	input / inputted	
interlay	interlaid	interlaid	
keep	kept	kept	
kneel	knelt	knelt	
knit	knit / knitted	knit / knitted	
know	knew	known	
lay	laid	laid	
lead	led	led	
lean	leant	leant	
leap	lept	lept	
learn	learnt / learned	learnt / learned	
leave	left	left	
lend	lent	lent	
let	let	let	
lie	lay	lain	
light	lit	lit	
lose	lost	lost	
make	made	made	
mean	meant	meant	
meet	met	met	
melt	melted	melted / molten	
mislead	misled	misled	
mistake	mistook	mistaken	
misunderstand	misunderstood	misunderstood	
must	had to	had to	

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
overdraw	overdrew	overdrawn	
overhear	overheard	overheard	
overtake	overtook	overtaken	
pay	paid	paid	
preset	preset	preset	
prove	proved	proven	
put	put	put	
quit	quit	quit	
read	read	read	
rid	rid / rided	rid / rided	
ride	rode	ridden	
ring	rang	rung	
rise	rose	risen	
run	ran	run	
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	shaven	
shear	sheared / shored	sheared / shorn	
shed	shed	shed	
shine	shone	shone	
shoot	shot	shot	
show	showed	shown	
shrink	shrank	shrunk	
shut	shut	shut	
sing	sang	sung	
sink	sank	sunk	
sit	sat	sat	
slay	slew	slain	
sleep	slept	slept	
slide	slid	slid	

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
slink	slunk	slunk	
slit	slit	slit	
smell	smelled / smelt	smelled / smelt	
sneak	sneaked / snuck	sneaked / snuck	
sow	sowed	sown	
speak	spoke	spoken	
speed	sped / speeded	sped / speeded	
spell	spelt / spelled	spelt / spelled	
spend	spent	spent	
spill	spilled / spilt	spilled / spilt	
spin	span / spun	spun	
spit	spat / spit	spat / spit	
split	split	split	
spoil	spoiled / spoilt	spoiled / spoilt	
spread	spread	spread	
spring	sprang	sprung	
stand	stood	stood	
steal	stole	stolen	
stick	stuck	stuck	
sting	stung	stung	
stink	stank	stunk	
stride	strode / strided	stridden	
strike	struck	struck	
string	strung	strung	
strip	stript / stripped	stript / stripped	
strive	strove	striven	
sublet	sublet	sublet	
sunburn	sunburnt / sunburned	sunburnt / sunburned	
swear	swore	swore	
sweat	sweat / sweated	sweat / sweated	
sweep	swept	swept	
swell	swelled	swollen	
swim	swam	swum	
swing	swung	swung	
take	took	taken	
teach	taught	taught	

INFINITIVE	SIMPLE PAST	PAST PARTICIPLE	ITALIAN
tear	tore	torn	
tell	told	told	
think	thought	thought	
thrive	thrived / throve	thrived / throve	
throw	threw	thrown	
thrust	thrust	thrust	
tread	trod	trodden	
undergo	underwent	undergone	
understand	understood	understood	
undertake	undertook	undertaken	
upset	upset	upset	
vex	vexed / vext	vexed / vext	
wake	woke	woken	
wear	wore	worn	
weave	wove	woven	
wed	wedded / wed	wedded / wed	
weep	wept	wept	
wet	wet / wetted	wet / wetted	
win	won	won	
wind	wound	wound	
withdraw	withdrew	withdrawn	
withhold	withheld	withheld	
withstand	withstood	withstood	
wring	wrung	wrung	
write	wrote	written	

