

**OFPPT**

**ROYAUME DU MAROC**

**مكتب التكوين المهني وإنعاش الشغل**

**Office de la Formation Professionnelle et de la Promotion du Travail  
DIRECTION RECHERCHE ET INGENIERIE DE FORMATION**

**RESUME THEORIQUE  
&  
GUIDE DE TRAVAUX PRATIQUES**

**MODULE            ANGLAIS COMMERCIAL**

**SECTEUR : TERTIAIRE**

**SPECIALITE : OPERATEUR DE VENTE ET SERVICES  
CLIENTELE OFFSHORE**

**NIVEAU : FORMATION QUALIFIANTE**



**ISTA.ma**  
**Un portail au service**  
**de la formation professionnelle**

### **Le Portail <http://www.ista.ma>**

Que vous soyez étudiants, stagiaires, professionnels de terrain, formateurs, ou que vous soyez tout simplement intéressé(e) par les questions relatives aux formations professionnelles, aux métiers, <http://www.ista.ma> vous propose un contenu mis à jour en permanence et richement illustré avec un suivi quotidien de l'actualité, et une variété de ressources documentaires, de supports de formation, et de documents en ligne ( supports de cours, mémoires, exposés, rapports de stage ... ) .

Le site propose aussi une multitude de conseils et des renseignements très utiles sur tout ce qui concerne la recherche d'un emploi ou d'un stage : offres d'emploi, offres de stage, comment rédiger sa lettre de motivation, comment faire son CV, comment se préparer à l'entretien d'embauche, etc.

Les forums <http://forum.ista.ma> sont mis à votre disposition, pour faire part de vos expériences, réagir à l'actualité, poser des questionnements, susciter des réponses. N'hésitez pas à interagir avec tout ceci et à apporter votre pierre à l'édifice.

### **Notre Concept**

Le portail <http://www.ista.ma> est basé sur un concept de gratuité intégrale du contenu & un modèle collaboratif qui favorise la culture d'échange et le sens du partage entre les membres de la communauté ista.

### **Notre Mission**

Diffusion du savoir & capitalisation des expériences.

### **Notre Devise**

Partageons notre savoir

### **Notre Ambition**

Devenir la plate-forme leader dans le domaine de la Formation Professionnelle.

### **Notre Défi**

Convaincre de plus en plus de personnes pour rejoindre notre communauté et accepter de partager leur savoir avec les autres membres.

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**Révision linguistique**

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**Validation**

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## ***SUMMARY***

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## Preface

This unit aims primarily the trainees in the tertiary and offshoring dies, it's an entirely new work as it intends to support the technical learning by providing the necessary background in business English.

To keep the unit within the context of tertiary learning, the unit threats the essential functions of business English communication within the company, like telephoning and reporting information, describing and analysing companies trends, writing business letters....

A list of irregular verbs and a business glossary have been listed at the end of the unit to help trainees working as they can use the English/French glossary or the French/English one.

It is recommended to reach the real aim of this unit, to let trainees communicate in English so that at every step of the unit incite them to speak, to discuss and to express their point of view. We invite all the interested readers to give us their feedback concerning any side of the unit ( the presentation, the structure, the contents.....)

**NB:** It is recommended to practice English listening activities , this is why check that the unit is attached with a CD audio for telephoning dialogues.

# I MEETING PEOPLE

<b>Objective</b>	to meet foreign, contacts and get to know them
<b>Tasks:</b>	<ul style="list-style-type: none"><li>- to introduce yourself to other people</li><li>- to describe jobs and responsibilities</li><li>- to ask questions about foreign companies</li><li>- to read and write a personal profile</li></ul>

1) Do you know the other people in the class? Introduce yourself to everyone.

Good morning. My name is..... and I work for / in

2) Distinguish between a formal and informal situation

3) Works in groups. Practise making introductions, introduce:

- Two people in a formal situation
- Two people in an informal situation
- Yourself at a company reception desk
- Yourself to a new colleague
- Yourself to a foreign visitor you are meeting at an airport

- Use the following expressions:

May I introduce you to...?                      This is...

How do you do?                                      How do you do?

Do you know ...?                                      This is...

Hello/Hi    Nice to meet you

Good morning . My name is..... I have an appointment to see ....

I don't think we've met . I'm...

## **LANGUAGE WORK**

### **Getting information:**

1- Four people are visiting your institute today. look at their business cards and ask and answer questions about them.

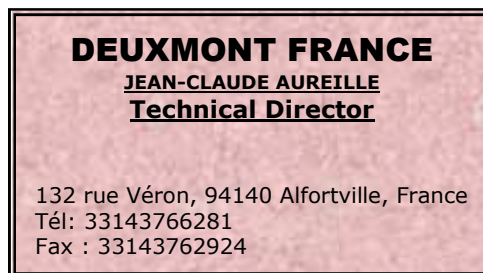
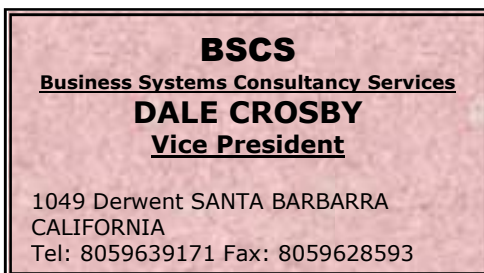
What's his/her name?

What nationality is he/she?

Who does he/she work for?

Where does he/she work?

What's his/her position in the company?



1- Here are some answers, but what are the questions:

- How do you do?
- José Perez.
- J.O.S.E
- I'm Spanish
- No, I'm single
- IBM
- They produce and sell computers
- The financial department
- I'm an auditor
- English, Spanish and Italian.

### **Describing Jobs:**

1- Study the words in bold type in these sentences.

I'm **a** financial controller ( **a/an** +job)

**An** engineer

I work **for** ATT ( **for**+ employer)

I'm **in** marketing ( **in**+ type of work)

**The** chemicals

**Chemicals**

Complete this conversation. Use a,an,for, and in

A what do you do for living?

B I'm.....computers

A really? Who do you work.....?

B Olivetti. I'm .....product manager. What about you?

A I work .....Balfour Beatty .

B so you're .....the construction business?

A yes I'm .....engineer

2- complete these sentences about yourself.

- I'm a/an.....

- I study in.....

- I'd like to work for.....

\* Countries and nationalities:

1- Toshiba is a **Japanese** ( nationality) company. The headquarters are in **Japan** ( country)

What about these companies:

1- Honda

6- L'Oréal

2- IBM

7- Roll-Royce

3- Olivetti

8- Nestlé

4- Ericsson

9- Siemens

5- Norsk Hydro

10-Philips



2- complete the chart:

Country	Nationality
Japan	
The USA	
	Italian
Sweden	
	Norwegian
France	
	British
Switzerland	
Germany	
The Netherlands	

**Speaking:**

Work in twos or threes. You are participants at an international conference .Toss a coin to move.

- heads : move one square
- Tails: move two squares

Follow the instructions on each square and start a conversation. The first person to finish is the winner.

You see an old friend. Greet him/her	Name three countries which begin with the letter "B"	Ask another person where they come from	Introduce two people to one another	Ask another person about their family
Ask another person about their company	<div style="text-align: center;"> <h2>THE CONFERENCE GAME</h2>  </div>			Name two countries where you bow when you meet someone
Name four countries you want to visit in holiday				Ask another person about their hobbies and interests
Ask another person at the conference what their job is				Exchange business cards with another participant
Introduce yourself to another person at the conference				Say "thank you" in three different languages
You arrive at the conference hotel. Go to the reception desk and register			It's time to go home. Say goodbye to your new friend	Ask another person about the department or division they work in.

### **Speaking:**

Interview a partner about learning objectives:

1. Why do we want to learn English?
2. Who do they want to communicate with in English?
3. what do they want to practice most: reading, writing, listening , or speaking?
4. How many hours a week can they spend studying English?
5. what equipment and materials do they have to help them learning?
6. what equipment and materials do they want to buy?

## **II**

## **TELEPHONING**

<b>Objective</b>	To make contact and exchange information over the phone
<b>Tasks</b>	<ul style="list-style-type: none"><li>- To spell and note down key words and numbers in a telephone message</li><li>- To make, agree to, and refuse requests</li><li>- To respond to new situations and say what action you will take</li><li>- To write business letters confirming telephone calls.</li></ul>

### **Starting calls:**

Study these phrases for starting calls.

#### **IDENTIFYING WHO IS SPEAKING**

This is Paul Henig.

Paul Henig speaking.

Is that Julia Gardini?

#### **SAYING WHO YOU WANT TO SPEAK TO**

Could I speak to .....?

Can I

I'd like to speak to.....

Extension 596, please.

Supply the missing words in these conversations.

- 1 Ms Brunet Sales Department, good morning.  
Mr Keller .....Helena Steiner, please?  
Ms Brunet Hold on. I'll get her.
- 2 Mrs Steiner Hello, Sales.  
Mr Keller .....Helena Steiner, please.  
Mrs Steiner .....
- 3 Switchboard Curtis Holdings.  
Mr Keller .....293, please  
Miss Delmont Accounts Department.  
Mr Keller .....Jean Delmont?  
Miss Delmont yes, ..... How can I help you, Mr Keller?

### **Transferring information**

1. Notice these different ways of saying telephone and fax numbers.

91430	<i>nine one four three zero</i>	( American English)
	<i>nine one four three oh</i>	( British English)
6687	<i>six six eight seven</i>	( American English)
	<i>double six eight seven</i>	( British English)

Exchange your personal end home numbers with a partner.

2. Work with a partner. Take it in turns to dictate telephone numbers and write them down.

29508-47766-966015-01525372245-03916600721

#### ***PRONUNCIATION NOTE***

*In phone and fax numbers, English speakers normally group the numbers in threes, not in twos as in common elsewhere in Europe.  
914306- nine one four, three oh six not nine one, four three, oh six.*

3. When you transfer information by phone, try not to leave long silences or pauses. These phrases will help you.

Starting	Ready?	Go ahead
Continuing	Have you got that?	Got that.
Finishing	Anything else?	That's all.
Checking	Could you read that back to me?	Could I read that back to you?

Work with a partner. Take it in turns to give each other messages and write them down.

One person dictates and the other write down.

Phone Paul Carter  
Tomorrow morning  
(03) 408-441932

Fax exhibition dates  
to vera in são Paulo  
, 0055 11 223-3181

Send 200 pieces, ref no.  
306/AJ  
To the Siena factory

## Requests

1. we use these phrases to ask other people to do things.

Can you...?

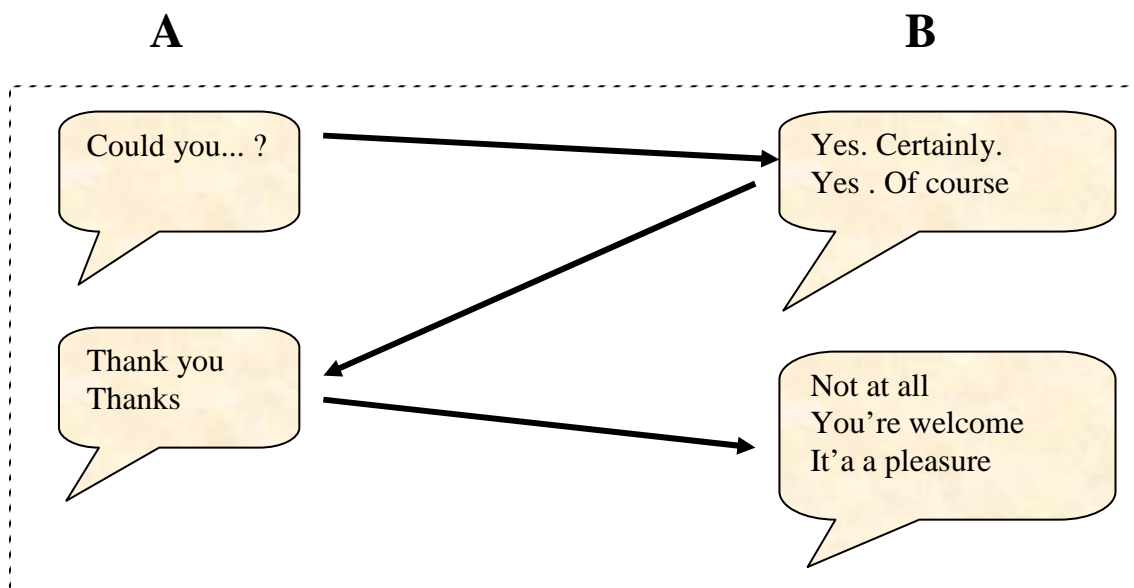
Could you...?

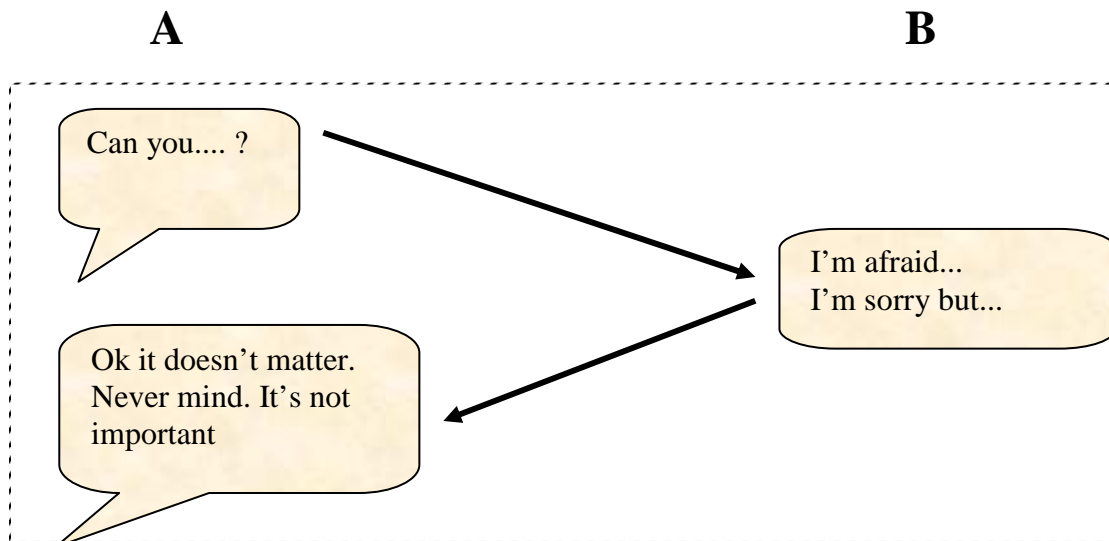
Would you....?

You're on the phone. What do you say in these situations?

- you can't hear the other person;
- you want them to repeat something;
- they are speaking to fast.
- you want them to spell a word.
- You want them to transfer to the Finance department.

2. We can reply to request like this.





Practise these expressions with a colleague. Ask them to:

- spell their surname for you.
- Tell you the time
- Tell you're their computer password
- Give you a lift home tonight.
- Lend you their dictionary
- Lend you some money.

**VOCABULARY NOTE:**

Put lend or borrow in these questions.

Could I .....some money?

Could you.....some money?

Notice we lend to someone and we borrow from someone. So when we lend, we give; and when we borrow, we take.

3. we use these phrases to ask if it's ok to do things.

Asking

Can I .....?

Could you.....?

\* informal

Saying yes

Yes, please do.

of course

\* yeah, go ahead

\*\* Help yourself.

\*\* inviting someone to take something

saying no

I'm afraid.....

I'm sorry but...

Practice with a colleague. You are in their office and you want to:

- use their phone
- smoke
- look at their copy of the production plan
- copy a file on their computer
- borrow their copy of the Economist
- borrow their car

4. who makes these request: a customer ( C) or supplier ( S)?

- can I place an order?
- May I have your name and company name?
- Could you tell me the delivery address?
- Can you deliver next Monday?
- Could I have an address for the invoice?
- Could you tell me how much it will cost?
- May I have a discount?
- Would you confirm this order in writing?

Work with a partner. Make up a conversation between a customer and a supplier. Use as many request as you can.

5. work in pairs. One person sell computers. The other is a foreign customer who phones.

Answer his inquiries about your computer the NC-200. he will ask about.

- your prices
- delivery times
- the guarantee
- discounts
- your terms of payment

Invent your answers. You can agree to or refuse his request.

**Speaking:**

Sit back to back with a partner and act out this telephone calls.

Call :

Your company's new price list are still at the printers. You expect them to arrive today. A customer calls with a request. Write down the details.

## Telephone: language

**NB: This section is very suitable for offshoring dies:**

### Introduction

A lot of people find it difficult to make phone calls in a foreign language – and that's understandable. You can't see the person you are talking to, their voice might be unclear, and you might find it difficult to find the right words.

Multi-word verbs

One thing you can do to improve your telephone skills is to learn some of the multi-word verbs that are commonly used in telephone conversations. Most of them are featured in this module. **Hold on** means 'wait' – and **hang on** means 'wait' too. Be careful not to confuse **hang on** with **hang up**! **Hang up** means 'finish the call by breaking the connection' – in other words: 'put the phone down.'

Another phrasal verb with the same meaning as **hang up** is **ring off**. The *opposite* of **hang up** / **ring off** is **ring up** – if you **ring somebody up**, you make a phone call. And if you **pick up** the phone, (or **pick the phone up**) you answer a call when the phone rings.

"Hang on a second..."

If you are talking to a receptionist, secretary or switchboard operator, they may ask you to **hang on** while they **put you through** – **put through** means to connect your call to another telephone. With this verb, the object (you, me, him, her etc.) goes in the middle of the verb: **put you through**.

But if you can't **get through to** (contact on the phone) the person you want to talk to, you might be able to leave a message asking them to **call you back**. **Call back** means to return a phone call – and if you use an object (you, me, him, her etc.), it goes in the middle of the verb: **call you back**.

### Level of formality

Another thing to think about when talking on the telephone is **formality**. It's important to use the right **level of formality** – if you are too formal, people might find it difficult to feel comfortable when they talk to you. On the other hand, if you are too informal, people might think you are rude!

Generally speaking, if you are talking to someone in a business context, you should use **could**, **can**, **may** or **would** when you make a request: '**Could I speak to Jason Roberts, please?**' '**Can I take a message?**' '**Would next Wednesday be okay?**'. You should also use **please** and **thank you** or **thanks very much** whenever you ask for, or receive, help or information.

It's important to show politeness by using words like **would**, **could**, **please**, **thank you** etc. But it's also okay to use some of the features of informal/spoken English - short forms, phrasal verbs and words like **okay** and **bye** - in other words - everyday English! So phrases like **I'm off to a conference...**, **no problem**, **bye!** and **hang on a moment** and **I'll put you through** are perfectly acceptable, as long as the overall tone of the conversation is polite.

One last tip - it's better to ask for help or clarification when you're having a telephone conversation, than to pretend you understand something that you didn't. It's perfectly acceptable to use phrases like '**Could you repeat that, please?**' '**Could you speak a little more slowly, please?**' and '**would you mind spelling that for me please?**' Using phrases like these will help make sure that you have a successful phone call, and may save you from lots of problems later on. You could always say that **the line's very bad today** if you can't hear very well. And it's also a good idea to practise words, phrases and vocabulary before you make the call!



## Telephone: connecting

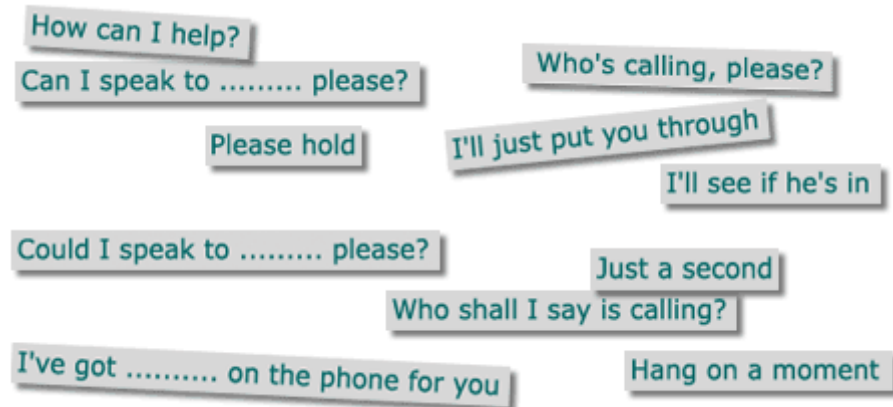
### Introduction

This section features phrases you might hear when you telephone a company hoping to talk to someone.

### Think

Imagine you are calling a company and want to speak to someone who works there. Can you think of any phrases you might use, or that you might hear?

After you've thought of five, here are some phrases



### Listen

Now listen to two conversations. In the first conversation Richard Davies is calling the marketing department of a company and wants to be put through to Rosalind Wilson. In the second conversation Mike Andrews wants to talk to Jason Roberts in the marketing department. As you listen, see if you can hear some of the phrases above.

 [Telephone: connecting](#)

### Check understanding

Check your understanding by reading the scripts below:

Michelle: Hello, you've reached the marketing department. How can I help?

Male: Yes can I speak to Rosalind Wilson, please?

Michelle: Who's calling please?

Male: It's Richard Davies here

Michelle: Certainly. Please hold and I'll put you through.

Male: Thank you.

Michelle: Hello, marketing. How can I help?

Male: Could I speak to Jason Roberts please?

Michelle: Certainly. Who shall I say is calling?

Male: My name's Mike Andrews.

Michelle: Just a second - I'll see if he's in. Hello, Jason, I've got Mike Andrews on the phone for you ... OK - I'll put him through. Hang on a moment; I'm just putting you through.

## Telephone: messages

### Introduction

In this section we'll learn some phrases you might hear if the person you wish to speak to is busy.

**Imagine you work as a receptionist and you receive a call for someone who isn't there. What might the caller say, and what would you say in reply?**

After you've thought of some phrases, here are some phrases.



### Listen

Now listen to a telephone conversation between the finance department of a company and Jennifer McAndrews. Jennifer wants to talk to Adrian Hopwood but he's not available so she has to leave a message. As you listen, see if you can hear some of the phrases above.

 [Telephone: messages](#)

### Check understanding

Check your understanding by reading the scripts below:

Claire: Hello, finance department

Female: Hello, can I speak to Adrian Hopwood, please?

Claire: I'm afraid he's in a meeting at the moment. Can I help?

Female: No I need to talk to Mr Hopwood, I think. What time will he be out of the meeting?

Claire: In about an hour. Can you call back later?

Female: Okay, I'll do that.

Claire: Or can I take a message?

Female: Actually, would you mind? Could you tell him that Jennifer McAndrews called and that I'm in the office all day if he could call me back.

Claire: Can I take your number, please?

Female: Yes, it's 5556872.

Claire: 5556872. Okay, I'll make sure he gets the message.

Female: Thanks very much for your help, bye!

Claire: Goodbye!

## Telephone: wrong number

### Introduction

If you dial the wrong number it can be confusing and embarrassing. But how do you find out that you've made a mistake? And how can you check to be sure?

### Think

Imagine you've dialled the wrong number. What might the person who answers your call say? What would you say in reply?

After you've thought of five phrases, Here are some phrases .

You must have the wrong number

Is that not 556 8790?

No it's 555 8790

Sorry about that

I must have dialled the wrong number

Can I help you?

I'm sorry, you've got the wrong number

I'll try and put you through

His direct number is...

Sorry to have troubled you

### Listen

Now listen to two more telephone conversations. Both conversations contain phrases you might hear if you dial a wrong number. As you listen, see if you can hear some of the phrases above.

 [Telephone: wrong number](#)

### Check understanding

Check your understanding by reading the scripts below:

Male: Hello, this is the press office.

Michelle: Rachel Allsop please.

Male: I'm sorry, You must have the wrong number. There's no-one of that name here.

Michelle: Oh. Can I check the number I've got.... is that not 5568790?

Male: No, it's 5558790.

Michelle: Oh sorry about that. I must have dialled the wrong number.

Male: No problem! Bye!

Male: Hello, press office, can I help you?

Ruth: Hello. Paul Richards, please.

Male: I'm sorry, you've got the wrong number, but he does work here. I'll try and put you through. In future his direct number is 5558770.

Ruth: Did I not dial that?

Male: No you rang 5558790.

Ruth: Oh, sorry to have troubled you.

Male: No problem. Hang on a moment and I'll put you through to Paul's extension.

Ruth: Thanks.

## Telephone: appointments

### Introduction

Making an appointment can be complicated if two people are very busy. How do you find a time that is convenient for both of you?

### Think

Once again, imagine you are making a telephone call. This time you are arranging an appointment to see someone. What phrases might you use or hear?

After you've thought of five, here are some phrases

Can I speak to ... please?

I'm afraid he's in a meeting

I'd like to arrange an appointment

I'll just look in the diary

When's convenient for you?

Would next Wednesday be Okay?

He's free in the afternoon after about three

I could make it after four

So shall we say 4.15 next Wednesday?

### Listen

Now listen to someone making a business appointment over the telephone.



[Telephone: appointments](#)

### Check understanding

Check your understanding by reading the script below:

Michelle: Mr Hibberd's office!

Peter: Hello, can I speak to Brian Hibberd, please?

Michelle: I'm afraid he's in a meeting until lunchtime. Can I take a message?

Peter: Well, I'd like to arrange an appointment to see him, please. It's Peter Jefferson here.

Michelle: Could you hold on for a minute, Mr Jefferson. I'll just look in the diary. So when's convenient for you?

Peter: Some time next week if possible. I gather he's away the following week.

Michelle: Yes, that's right, he's on holiday for a fortnight.

Peter: Well, I need to see him before he goes away. So would next Wednesday be okay?

Michelle: Wednesday ... let me see ... he's out of the office all morning. But he's free in the afternoon, after about three.

Peter: Three o'clock is difficult. But I could make it after four.

Michelle: So shall we say 4.15 next Wednesday, in Mr Hibberd's office?

Peter: Yes, that sounds fine. Thanks very much.

Michelle: Okay, then. Bye.

## Telephone: flights

### Introduction

Modern business often involves international travel. When booking a flight, what questions do you need to ask?

### Think

Imagine you are booking a flight and a hotel over the phone. What words and expressions do you use? After you've thought of five, here are some phrases.

I'd like to enquire about flights

Could you tell me about the flight availability?

Do you want to go economy, business or first class?

How many of you will be travelling?

Does that include airport tax?

No, tax is another \$70 on top of that

Can I book that, then?

I'd like to book a hotel room

Could you check if the hotel has any rooms free?

Is there a discount rate?

Do you mind if I book that provisionally?

I'll call you back later to confirm

### Listen

Next you are going to hear a telephone conversation in which someone is booking a flight and then a hotel.

 [Telephone: flights](#)

### Check your understanding

Check your understanding by reading the script below:

**Dolores:** Hello! Dolores speaking...

**Tim:** Ah yes, hello. I'd like to enquire about flights to Hong Kong from Kennedy Airport in New York, please. I'm off to a conference at the end of the month - Thursday 22nd until Tuesday 27th. Could you tell me about the flight availability and prices?

**Dolores:** Certainly. Do you want to go economy, business or first class?

**Tim:** Well, I'd like to go first class, but unfortunately I'll have to go economy - company rules, you see.

**Dolores:** Yes, sure, I understand. How many of you will be travelling?

**Tim:** Ah, it's just me.

**Dolores:** Okay, so that's one seat ... economy ... New York - Kennedy to Hong Kong Airport.

**Tim:** And how much will that be?

**Dolores:** Let me see ... to qualify for the discount rate, you need to stay over a Saturday, which you are doing ... Yes, that'll be \$830.

**Tim:** Right, and does that include airport tax?

**Dolores:** No, tax is another \$70 on top of that.

**Tim:** Okay. Can I book that, then?

**Dolores:** Certainly.

**Dolores:** Can I help you with anything else?

**Tim:** Yes, I'd like to book a hotel room too, for the full five nights. Could you check if the Regency Hotel has any rooms free?

**Dolores:** Yes, they do.

**Tim:** And is there a discount rate for conference delegates?

**Dolores:** Yes, there is. I think it's 10% but I can check that for you.

**Tim:** Okay, do you mind if I book it provisionally for now and I'll call you back later to confirm? I just need to check one or two details.

**Dolores:** That's fine, sir. Can I help you with anything else?

**Tim:** No, that's all for now. As I said, I'll call you back.

**Writing:**

1. We often write letters to confirm phone calls. Most business letters and faxes contain a lot of standard phrases. Notice how some standard phrases are used in this letter.

**FOTOTECHNIQUE**

31, rue de Constantine 16102 Cognac Cédex  
Téléfax: 45 39 16 11 Télex: 790 962F Tél : 46 39 29 24

Mary Thatcher  
Sales Manager  
Galaxy Computer Supplies  
221 Hills Road  
Cambridge CB 2 2RW

27 October 2004

START

Dear Ms Thatcher

With reference to our telephone conversation today, \_\_\_\_\_ REFERENCE  
I am writing to confirm our order for: \_\_\_\_\_ REASON FOR WRITING  
10 x photoconductors ref. No.76905 A/K.

REQUEST

I would be grateful if you could deliver them as soon as possible.

Thank you for your help. \_\_\_\_\_ CLOSING REMARKS

FINISH

Yours sincerely,

Cristophe Terrien  
Cristophe Terrien  
Director-Procurement

2. Use this list of standard phrases to complete the letters opposite.

The start

Dear sir or madam, \*

The finish

yours faithfully,\*

Dear Mr Sloan, **	Yours sincerely, **
Mrs Sloan, **	Best wishes, ***
Miss Sloan, **	American English
Ms Sloan, **	Sincerely yours,
Dear Mary-Lynn ***	Yours truly,

\* suitable if you don't know the name of the person you are writing to  
\*\* suitable if you know their name  
\*\*\* suitable if the person is a close business contact or friend

The reference:

With reference to      Your advertisement in the Reporter,.....  
                                 Your letter if 25<sup>th</sup> April,...  
                                 Your phone call today,...

The reason of writing

I am writing to      enquire about...  
                                 Apologize for...  
                                 Confirm...

Requesting

Could you possibly...?  
I would be grateful if you could...?

Agreeing to requests

I would be delighted to ....

Giving bad news

Unfortunately ...  
I'm afraid that...

Enclosing documents

I am enclosing...  
please find enclosed...

Close letters with a friendly phrase or reference to future contact.

Closing remarks

Thank you for your help.  
Please contact us again if      we can help in any way  
                                 There any problems  
                                 You have any questions.

Reference to future contact

I look forward to      hearing from you soon  
                                 meeting you next Tuesday.  
                                 seeing you next week.

**PRACTICE**



## GEO ORT LTD

COMMERCE WAY LEIGHTON BUZZARD BEDFORSHIRE LU7 3BW  
TEL: 01525 72245 Fax/ 01525 72611

Dear Mr Cochet,

-----your phone call today,  
-----or not sending you our price  
list. -----, it is still at the  
printers.

However, -----a copy of the old list with the new prices  
pencilled in.

-----  
-----

*Jacqueline Scott*

Jacqueline Scott

## GEO ORT LTD

COMMERCE WAY LEIGHTON BUZZARD BEDFORSHIRE LU7 3BW  
TEL: 01525 72245 Fax/ 01525 72611

Dear Mary,

-----your phone call yesterday,  
-----to confirm that  
-----come and speak at the GMB  
Congress in Manchester on July 13<sup>th</sup>.

-----send me a map showing how to get  
to queen Marys Hall?

-----  
-----.

Jacky

Jacqueline Scott

\* Indicate the name of each step in the letter.

## BUSINESS LETTER WRITING

Vitaplan ltd.  
38 Bank Street  
London SW1 4KD

20<sup>th</sup> November 20..

Mr J. Maréchal  
Directeur Commercial  
SOMAREX  
6 RUE DE Paris  
78000 Versailles

Dear Mr Maréchal,

Your name has been given to us by business colleagues in France, as an efficient market research agency specialising in providing advice to UK companies hoping to export to France. As you will see from the enclosed brochures and reports, ours is a medium-sized family business with a range of products for the health food market.

Our immediate objective is to obtain first-hand information on the French market for these products in general and for the breakfast cereal segment in particular. We would like a thorough report on market size, competition and so on. The report should be ready within six months.

Please contact us rapidly if you feel able to handle such a survey so that we can meet to discuss the brief in detail as soon as possible.

Yours sincerely,

P. Simpson

P. Simpson  
Marketing Manager

*A possible letter*

SOMAREX  
6 rue de Paris  
78000 Versailles

26<sup>th</sup> November 20..

Mr P. Simpson  
Vitaplan Ltd  
38 Bank Street  
London SW1 4KD

Dear Mr Simpson,

We thank you for your letter of 20<sup>th</sup> November in which you express your confidence in our company and are pleased to confirm that your proposal does indeed interest us.

Our market research agency already has great experience in the field you mention, since we have been working for 12 years on the food sector and have already carried out three market surveys for English firms. In order to discuss the finer details of the survey you require, may I suggest a meeting, perhaps at your head office in London, at some time between 5<sup>th</sup> and 7<sup>th</sup> December. Please confirm the convenient time and date as soon as possible with my secretary Mme Dubois (extension 459).

As far as the report is concerned, we should be able to provide an initial documentary survey indicating market trends, potential competitors and health regulations within a fortnight. A more detailed survey on consumer habits and possible retail outlets would take somewhat longer- between four and six months – but we feel confident that we can meet the deadline you suggested without undue difficulty.

Looking forward to our future collaboration, I hope to hear from you soon.

Yours sincerely,

(Signature)

J Maréchal  
Sales manager

## The business letter

### Instructions

1. There is no such thing as 'business English'. In the past business letters were full of such meaningless phrases as 'esteemed inquiry', 'I enclose herewith', 'We have perused', 'I beg to acknowledge', 'your earliest convenience', 'I hope I may be favoured' etc. You may very occasionally come across bad letters written today which contain phrases of this sort. Never attempt to imitate this style of writing. Your language should be simple and clear.
2. THE HEADING This differs in one important detail from the personal letter. The name and address of the person you are writing to must be included beneath your own address but against the *left*-hand margin. This is called the 'Inside Address' and should be exactly the same as the one which be appear in the envelope. If you writing to a man, his name should appear as 'Mr E. Jones' or 'E. Jones Esq.' (Esquire). This latter form of address is in general use and is usually preferable. When writing to ladies the usual title is used :  
i.e. : 'Mrs J. Robinson' or 'Miss J. Robinson'.

Very often you will not know the name of the person who will read your letter. In this case you may address your letter directly to the company concerned: e.g. Jones, Brown an Co., Ltd., ('Co.' and 'Ltd' are the usual abbreviations for 'Company' and 'Limited'.) When you are writing to a particular person in a Company or other organization and do not know his or her name, your letter may be addressed to 'The Manager', 'The Director', 'The Principal', 'The Headmaster', 'The Secretary', etc? as the case may be.

In business letters the 'Block Style' of address is becoming more common and should be preferred.

3. THE SALUTATION If the person you are writing to is known to you, you may begin 'Dear Mr-', 'Dear Mrs', 'etc. In all other instances, you should begin 'dear Sir', ' Dear Sirs', or 'Madam', 'Gentlemen' or 'Sirs' as the case may be.

4. THE BODY A business letter usually has four main parts:

Reference

Information

Purpose

Conclusion

(a) *Reference* you should begin your letter by referring to a letter you have received, an advertisement you have seen etc., or to an event which has prompted you to write.

Here are a few usual phrases:

Thank you for your letter of June 3<sup>rd</sup>.

Many thanks for your letter of April 24<sup>th</sup>.

In your letter of May 22<sup>nd</sup> you inquire about....

It was a great pleasure to receive your letter of June 22<sup>nd</sup> that...

In replay to your inquiry of Oct. 21<sup>st</sup>, I regret that ...

I read your advertisement in last Monday's issue of 'The Commercial Gazette' and ...

You may remember that I visited you last year when I was in ...

I was surprised to learn that ...

I recently attended Hanover Fair and ...

I recently called on your agent in this country to ask about ... but he was unable to help me.

(b) *Information* In the second paragraph it is sometimes necessary to supply more detailed information, which is related to the 'Reference'.

(c) *Purpose* Here you must give the reason why you are writing your letter. You should state clearly what you want. Take care to answer closely the question that has been set.

(d) *Conclusion* as in the 'personal letter' it is customary to 'round the letter off' with some polite remark.

Here are a few useful phrases:

I am looking forward to hearing from you soon.

I sincerely hope you will be able to help me in this matter.

I enclose the sample of the material you require.

I do hope I am not putting you to too much trouble.

I shall not act until I have received instructions from you.

I would greatly appreciate an early reply.

I enclose a cheque for 25 \$ to cover costs.

Would you please let me know as soon as possible whether you would be willing to ...

I would suggest that you come and see me in person on ...

I would suggest that you come and see me in person on ...

Please accept my apologies for the trouble this mistake has caused you.

5. *The subscription* Where a letter is beginning. Dear Sir/Sirs/Madam, you must end with the words 'Yours faithfully'. When, however, you address a person by name – even if you barely know him – you must conclude with the words 'Yours sincerely'.

6. *THE SIGNATURE* Sign your name clearly in full in the way you wish it to appear on the envelope which will be addressed to you in reply to your letter.

## II

## COMPANIES

<b>Objective</b>	To discuss the business activities of companies
<b>Tasks</b>	<ul style="list-style-type: none"><li>- To describe a company</li><li>- To exchange numerical information</li><li>- To give a presentation of a company</li></ul>

### LANGUAGE WORK

#### Company profiles

Look at these two different ways of asking and answering questions with the verb “have”

A How many employees has Philips got?

B it's got 250,000.

A Has it got any factories in Slovenia?

B No, it hasn't.

A How many subsidiaries does Philips have?

B it has over 120.

A Does it have a subsidiary in the UK?

B yes it does.

Work with a partner. Ask and answer questions about these companies.

#### **Aussedat rey Group ( paper)**

9 industrial sites in France and 1 in Spain.  
1 distribution company in France and 1 in Holland  
7 European sales subsidiaries.  
1 wood supply subsidiary.

#### **ANA (airline)**

123 aircraft in the fleet.  
119 scheduled routes.  
163 affiliates and subsidiaries.  
41 hotels with 12 overseas.

#### **ABB ( electrical engineering)**

206,000 employees  
1300 companies.  
Over 5,000 profit centres.  
11 joint ventures in china.

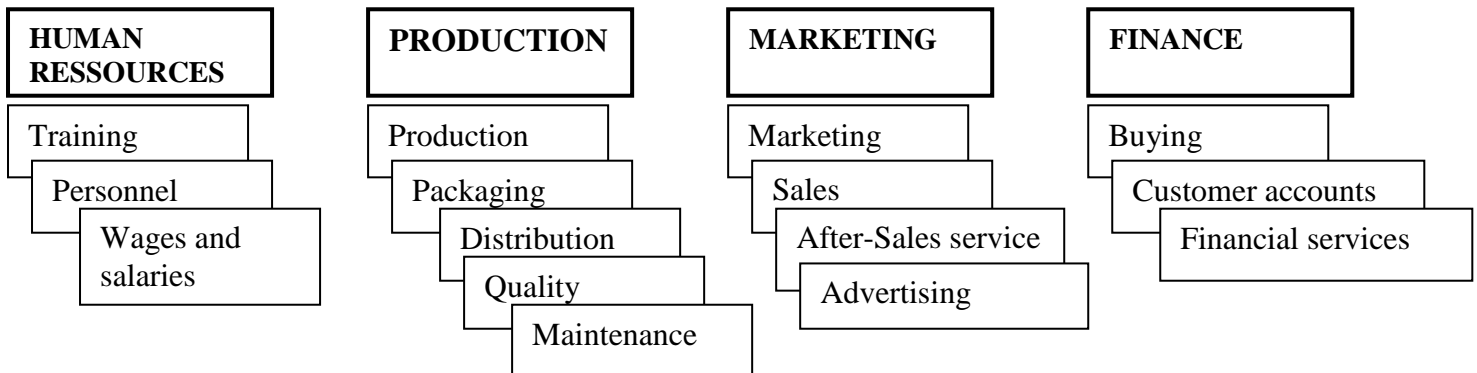
#### **Pirelli (tyres and cables)**

2 core businesses : tyres and cables  
78 factories  
over 41,000 employees.  
2,000 research and development specialists

**Organizations:**

Study this organisation. Which department:

- a. put the products in boxes and crates?
- b. places ads in magazines?
- c. Pays the staff?
- d. Purchases supplies?
- e. Sells the products to customers?
- f. Plans how to sell new products?
- g. Services the machines and equipment?
- h. Arranges courses for the staff?
- i. Recruits new employees?
- j. Manufactures the products?
- k. Invoices customers?
- l. Look after customers ?
- m. Dispatches the products and send them to customers?
- n. Organizes control systems to prevent mistakes?
- o. Deals with taxation, investment, and cash management?



### Current activities

1. We use the present continuous tense to talk about actions that are going on at the moment. Complete these sentences using words from the box.

Wait	call	go	build	expand	develop	stay	get	spend
------	------	----	-------	--------	---------	------	-----	-------

- a. Philips are expanding their activities in China
- b. Our research department.....a new drug
- c. They .....;at the Dorchester Hotel.
- d. Someone .....for you in your office.
- e. We.....;a new factory in Barcelona
- f. I.....about order no. AJ/2496.
- g. These products..... near the end of their life cycle.
- h. The Dollar.....up.
- i. The IT department ..... a lot of money on new equipment at the moment.

#### **GRAMMAR NOTE**

We use the present simple tense to talk about regular activities.

The maintenance department services the equipment.

But we use the present continuous tense to talk about temporary activities.

The IT department is spending a lot of money at the moment.

2. what do you know about McDonald's? are these facts true or false? What do you think?
- a. three new McDonald's stores open every day.
  - b. McDonald's charge high prices.
  - c. McDonald's spend more on advertising than anyone else.
  - d. There is a hamburger university.
  - e. The company CEO has a computer in his office.
  - f. McDonald's prefer American managers to run overseas stores.

Now read this article and find out.



## SERVICE WITH A SMILE

Three new McDonald's stores open somewhere in the world each day. There are now over 14,000 McDonald's stores worldwide and sales are over \$23 billion. So how do they do it? What are the company's strengths?

### VALUE

McDonald's keep prices low. They concentrate, on increasing market share.

### ADVERTISING

McDonald's spend \$1.4 billion annually on marketing, more than any other company in the world.

### TRAINING

Every employee receives at least two or three days' training and all managers attend regular courses. The company even has its own Hamburger university in Oakbrook Illinois.

### FACE-TO-FACE MEETINGS:

The company headquarters don't have an e-mail system and there's no computer in the CEO's office but ideas still fly around. There are regular meetings between people in the same region and people in the same line of work.

### CLOSE RELATIONSHIP WITH SUPPLIERS:

McDonald's work closely with their suppliers to make sure they can meet the McDonald's specifications.

### CULTURAL SENSITIVITY

Before they enter a new country's market, they research the culture thoroughly . and they employ local staff if they can.

### CUSTOMER SERVICE:

The restaurants are clean, the service is quick and every McDonald's burger comes with a smile.

3. work in a groups ( max 4 persons), prepare a similar presentation of a company of your choice ( use sources like economic newspapers, internet, TV magazines...)

examples: Boeing-Adidas-Richbond-IBM.....

( follow the indications below)

## **Speaking**

- To prepare to make a short presentation about a company to the class. Write notes first.  
Don't write sentences-just write key words and numbers concerning:

- Products/services
- Main customers
- Locations ( factories, branches, etc...)
- Size ( Number f employees/turnover)
- Main strength
- Current projects
- Other information

- Now decide on the structure of your presentation. These phrases will help you order the information;

### The introduction

I'd like to tell you about ...

### Ordering information

I'll begin with.....

Now I'll            move on to....

Turn to .....

### Checking understanding

Is that clear?

Are you with me ?

Ok so far?

### Finishing

Are there any questions?

thank you very much.

Use your notes to give the presentation and answer questions from colleagues.

**It is essential to use the following business plan.**

## **BUSINESS PLAN FOR A SMALL BUSINESS PRESENTATION**

### Objectives:

- To play the elements of a business plan to a small business
- To practice a prepared presentation of a business plan in English
- To practice impromptu questioning and answering
- To develop listening skills

### Project requirements

- Student may work alone or in groups of 2 or 3 students.
- Each group will select an actual small business or a small business case study for their project.
- Each student will prepare a five minute presentation describing their business, summarizing selected elements of the business plan, and requesting a specific investment amount. For students working individually, the classroom presentation will be a minimum of ten minutes; for groups of three, presentations will be a minimum of fifteen minutes.
- Students may use overheads for their presentations; copies of overheads material should be provided for other students and the teacher.
- Other students will serve as a panel of financial investors. At the end of each session, the student panel will be expected to question the presenters about the details of their proposed small business. With the presented information and the responses to the questions, the panel will allocate an investment pool of dollars among the proposed projects.
- Students should take notes during the classroom presentations. Material from some of the cases may be included in the first unit test on December 20<sup>th</sup>.

Business Plan  
Suggested Outline

Title Page\*  
Executive Summary\*  
Table of Contents\*  
Problem Statements\*  
Business Descriptions\*  
Objectives\*  
Product Plan  
Marketing Plan  
Manufacturing Plan  
Financial Projections  
(Sales Revenue Forecast\*  
Profit and loss forecast\*  
Capital Spending Plan\*  
Cash Flow Forecast\*)  
Future Trends  
Business Risks  
Personnel Plan  
Appendix:  
Principals, CV and Accomplishments\*  
Supporting Documents\*

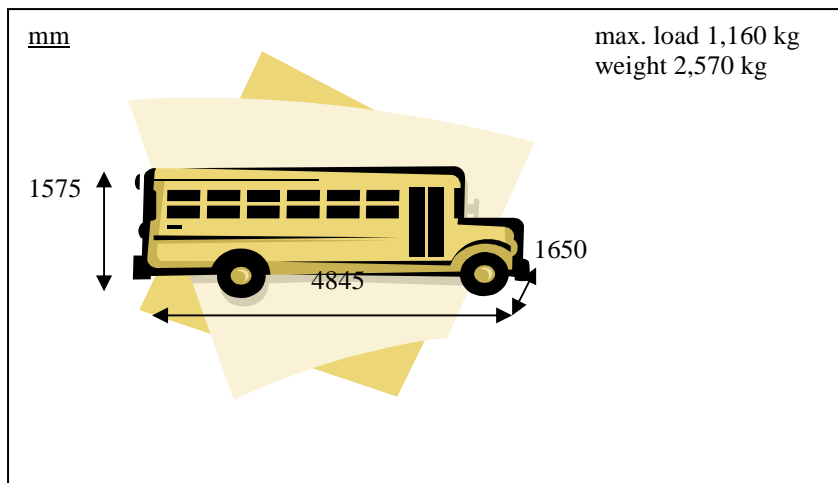
\* Suggested Outline for a short Plan

( for more practice see the example of business plan : Antoinette's Dress Shop ( Annex))

### Size and dimension

1. Study these ways of describing dimension. Then cover them up, look at the diagram opposite , and try to remember them.

How long is it?	Its 484.5cm long	The length is 484.5 cm.
How wide is it?	It's 165.0 cm wide.	The width is 165.0 cm.
How high is it?	It's 157.5 cm high	The height is 157.5 cm.
How heavy is it?	It weighs 2,570 kg.	
How much does it weigh ?	the weight is 2,570 kg.	
How much can it carry?	It can carry 1,160 kg.	
What's the maximum load?	It's 1,160 kg	



## **IV**

## **REPORTING**

<b>Objective</b>	To report on past actions
<b>Tasks</b>	<ul style="list-style-type: none"><li>- to talk about events in a company's history</li><li>- to deal with customers complaints</li></ul>

### **Company history**

### **LANGUAGE WORK**

## **THE HISTORY OF THE NISSAN MOTOR COMPANY**

<b>1925</b>	<b>1947</b>
Three small motor companies merge to form the Datsun Company	After World Wars II, Nissan begins car production again.
<b>1932</b>	<b>1958</b>
The company produces the first Datsun car .	A Datsun 210 wins the Australian rally
<b>1934</b>	<b>1966</b>
The owners rename the company "the Nissan Motor Company Ltd"	Nissan sets up its first foreign manufacturing operation in Mexico.
<b>1935</b>	<b>1980</b>
Nissan opens the Yokohama plant	The National Space Development Agency in Japan send a rocket into space, with solid-fuel rocket boosters designed and produced by Nissan.
<b>1936</b>	<b>1981</b>
Nissan introduces mass production methods.	Nissan makes an agreement with Volkswagen to produce the Santana in Japan
<b>1938</b>	<b>1992.1993.1994</b>
Nissan stops producing passenger cars and concentrate on truck manufacture.	In the UK, Nissan earns a Queen's Award for export achievement for three years running.

1. work in pairs. Ask and answer questions about the Nissan Motor Company.

- What happened in 1925?

Three small motor companies merged.

- What happened in 1947?

Nissan began car production again.

Regular verbs end -ed in the past simple tense. Irregular verbs have a special form. There is a table of irregular verbs on page

2. Ask and answer more questions about Nissan.

- where did the original three companies merge?

.....

For information on past simple tense see page 8

3. choose the correct verbs from the boxes to complete the passage.

Remember to use the past simple tense.

Be	sell	<del>establish</del>	grow	import	have	find	decide
	begin	become	achieve	be able to	have to	supply	
be	be	win	set up	launch	start		

### **THE HISTORY OF THE NISSAN IN THE UK**

Nissan established a small trading company in 1969. it..... cars from Japan and .....them in the UK. The company only .....0.2% of the market in 1970 but it ..... fast. By 1974 it .....the UK's leading car importer.

When the UK.....a major export market, Nissan.....to build an assembly plant. After a long search it .....a suitable site in Tyne and Wear. Cars .....rolling off the production line in 1986.

At first, the plant .....limit production because of the JAMA import restriction agreement. But by 1988 UK companies .....the majority of components and Nissan.....the target of 60% local content. The plant.....increase production.

In 1991 Nissan.....a new distribution company and it .....operations in January 1992 with a network of 150 dealers. By the end of the year there .....267. Nissan .....the Micra ( March) in 1993 and it .....the European Car of the Year Award. It ..... The first Japanese-badged car even to win.

### **Saying when**

1) Study the different prepositions we use with these times.

IN	ON	AT
1999	Saturday	5.30
August	2 May	Easter
Winter		the end of the ward
The afternoon		

Which preposition do we use with:

- |                      |                      |
|----------------------|----------------------|
| 1. dates?            | Religious festivals? |
| 2. months?           | Hours of the clock?  |
| 3. days of the week? | Parts of the day?    |
| 4. years?            | Points in time?      |
| 5. seasons?          |                      |

2) Put the right preposition with these times.

.....1969	.....Christmas
.....Thursday	.....Christmas day
.....19 January	.....the autumn ( Us: the fall)
.....January	.....the 1960s
.....midnight	.....the weekend
.....the morning	.....the turn of the century

### **Complaints**

\* When customers make complaints, it's important to ask questions to get all the facts you need.

Ask questions about these problems.

A You delivered the wrong quantity .

B Oh dear. What quantity did we deliver?

A 300. we ordered 3,000.

B I'm sorry about that.



- 1 you delivered the wrong quantity.  
( 300, we ordered 3,000)
- 2 you sent the order to the wrong address.  
( 30 South Road. We're at 40)
- 3 you invoiced us for the wrong amount.  
(£4,000 instead of \$4,000)
- 4 the goods came with the wrong accessories  
( plastic hooks. We wanted metal)
- 5 the cover was the wrong colour  
( black, we asked for green)
- 6 the handles were the wrong size.  
( 15 cm. we ordered 10 cm)
- 7 the goods arrived on the wrong day  
(Friday. We asked for Tuesday)
- 8 the case was no good  
( the glass was broken)

\* what possible reasons are there for these problems?

We're very short staff at the moment.

Our computer crashed and we lost a lot of data.

Think of some more excuses.

\* Here are some useful phrases for dealing with complaints. Complete the chart with phrases from the box.

- |  |
|--|
| <ol style="list-style-type: none"><li>a. I'll find out what happened and let you know</li><li>b. I'm afraid we're not responsible for damage in transit.</li><li>c. Would you like a refund?</li><li>d. I'll look into it straight away.</li><li>e. Would you like us to repair it?</li><li>f. We're very sorry about this but it's not our fault.</li></ol> |
|--|

DEALING WITH COMPLAINTS
MAKING OFFERS
Would you like a replacement?----- ----- -----
PROMISING ACTION
We'll send the rest immediately. ----- -----
REFUSING RESPONSIBILITY
We reserve the right to make small changes to products ----- -----

Can you think of any more phrases to add to the chart?

- Discuss these questions with a partner:
  - 1 what sort of complaints do you have to deal with?
  - 2 What advice would you give to someone who has to deal with complaints?

## SKILLLS WORK

### Reading

- 1 sometimes products don't sell well in a new market. Suggest what went wrong in these cases.

#### WHAT WENT WRONG?

- a- Western companies had problems selling refrigerators in Japan until they changed the design to make them quieter.
- b- In Saudi Arabia, newspaper adverts for an airline showed an attractive hostess serving champagne to happy passengers. A lot of passengers cancelled their flight reservations.
- c- An airline company called itself Emu, after the Australian bird. But Australians didn't want to use the airline.
- d- A TV commercial for a cleaning product showed a little girl cleaning up the mess her brother made . the commercial caused problems in Canada.

- e- Several European and American firms couldn't sell their product in Dubai when they ran their advertising campaign in Arabic.
- f- A soap powder ad had a picture of dirty clothes on the left, a box of soap in the middle and clean clothes on the right. The soap didn't sell well in the middle East.
- g- A company had problems when it tried to introduce instant coffee to the French market.
- h- A toothpaste manufacturer couldn't sell its product in parts of South-East Asia.
- i- An American golf ball manufacturer launched its product in Japan packed in boxes of four. It had to change the pack size.

2 here are the reasons for the problems, but they are in the wrong order. Number them from 1 to 9. How many did you get right?

- ☐ In the Japanese the word of "four" sounds like the word for death. Things don't sell well packed in fours.
- ☐ People thought the commercial was too sexist and reinforced old male/female stereotypes.
- ☐ Unveiled woman don't mix with men in Saudi Arabia and alcohol is illegal.
- ☐ 90% of the population came from Pakistan, India, Iran and elsewhere, so Arabic was the wrong language.
- ☐ The advertisers forgot that in that part of the world people usually read from right to left.
- ☐ The people in this area didn't want white teeth. They thought darkly-stained teeth were beautiful and they tried to blacken them.
- ☐ Japanese homes were small and sometimes walls were made of paper. it was important for the refrigerators to be quiet.
- ☐ Making "real" coffee was an important part of the French way of life. Instant coffee was too casual.
- ☐ The emu can't fly.

- 3 Look through the passage again and find the words below.
- two abbreviations for the word advertisement.
  - The word for people who advertise.
  - The word for an advertisement on television.

### **Speaking**

work in small groups, and prepare a business plan of a small project  
think of a project, for example:

- the launch of a new product
- a start up

1 what are the objectives or goals of the project?

2 list the tasks you performed to achieve those objectives.

## V

## SOCIALIZING

<b>Objective</b>	To hold social conversations with business contacts
<b>Tasks</b>	<ul style="list-style-type: none"><li>- To welcome an overseas visitor</li><li>- To order food at the business lunch</li><li>- To make, accept, and refuse offers</li></ul>

### Presentation

Imagine you are welcoming a visitor to your home town. Act out a similar conversation.  
Complete this dialogue first.

- A is this first visit to.....?
- B yes, ..... I'd love to see.....
- A then let me show you round tomorrow after the meeting.
- B that's very kind.....is there a good .....here ?
- A yes, there is. ....interested in sport ?
- B yes. I play .....and I go ..... what about you ?
- A I .....

### In the restaurant

Kevin and Paolo are ordering wine in a restaurant. Before you listen, read the conversation below and guess the missing words, Use one word per space.

Waiter The wine list, sir.

Kevin Thank you. Let's see. What .....of wine do you like, Paolo?

Paolo I.....white.

Kevin .....or dry?

Paolo Dry.

Kevin Then let's have the Chablis. It's usually very good.

Paolo How .....do you come here?

Kevin About once a month. (to the waiter) Excuse me.

Waiter Yes, sir?

Kevin We'll .....the Chablis, please. Number 63.

Paolo And I'd .....a bottle of mineral water too, please.

## **LANGUAGE WORK:**

Put these different foods into the right list.

Peas	lamb	porc	sole	salmon	duck	raspberries
Chicken	cauliflower	strawberries		beef	cherries	

Meat	Fish	Poultry	Vegetables	Fruit

Think of more word to add to each list. What is your favourite meal.

- work in small groups. Appoint someone as the waiter / waitress and give them your orders.

I'll have the cheese tart.

Salmon for me . what about you, Jhon?

I'd like the duck.

Garden soup, please. And I'd like Dover Sole to follow.

What do you suggest?

### **Offers**

1- Look at the words in bold type in these sentences .

Would you a like a biscuit? (a + single countable noun)

Would you like some juice? ( some + uncountable noun)

Would you like some grapes? ( some + plural countable noun)

take in turns to offer food and drink.

### **OFFERING**

Would you like a.....?

Some.....?

### **SAYING YES**

thanks

yes please.

I'd love one,

Some.

### **SAYING NO**

no, thanks.

It looks lovely, but.....

### **Interests And Routines**

Work in pairs. Find out about your partners interests.

What sort of books do you like?

Kind films

Type music

I like .... I don't like...

I love I hate....

Detective stories	Musicals	Jazz
Novels	Thrillers	Pop music
Biographies	Comedies	Classical music
History books	Westerns	Folk music
Science fiction	Horror films	Rock music
Others?	Others?	Others?

## MEETINGS

## Asking for opinions

- ☐ the government should spend less money on defence.
- ☐ We should have compulsory military service.
- ☐ There should be higher taxes on petrol.
- ☐ The government should invest in renewable forms of energy.
- ☐ There should be lower taxes on cigarettes.
- ☐ The government should spend more on education.
- ☐ We should have more police patrolling the streets.
- ☐ There should be tighter immigration controls.

- compare your opinions about the views above with a partner.

[illegible]

I think...	I agree because...
	I disagree because...

**Recommending actions:**

Recommend action in these situations . begin your sentences with

I think we should.....or I don't think we should .....

- 1     you have a machine that is old and often breaks down.  
2     Your market share is falling  
3     One of your suppliers often sends you invoices with several mistakes on them.  
4     The company's main warehouse is too small  
5     Your main competitors are cutting their prices by 20%.  
6     An employee is often absent from work. He says he's ill but you don't believe him.



## Making suggestions

### MAKING SUGGESTIONS

Why don't we...?

Shall we....?

We could...

### ACCEPTING

That's a good idea

Yes, let's do that.

Great

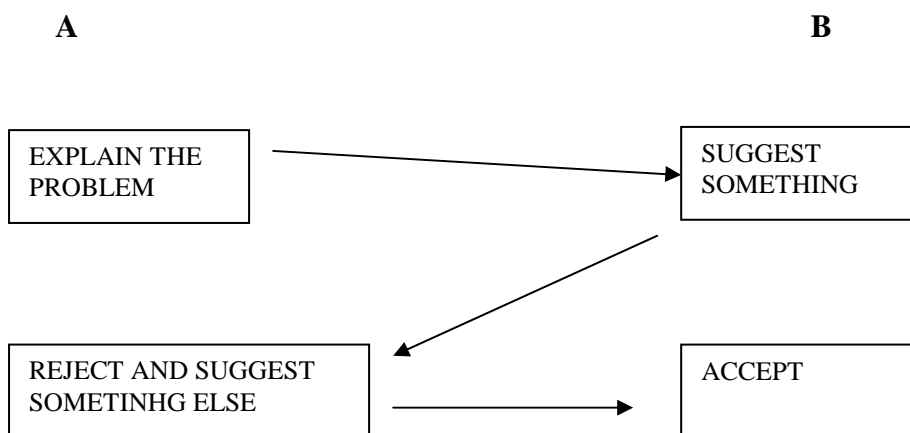
### REJECTING

yes, but...

That's a good idea but....

I'm not sure about that.

Practise the phrases with a colleague. Suggest solutions to the problems below. Follow this pattern.



- 1 you need to improve your staff's English. What can you do?
- 2 Your company's results show an unexpected \$ 500,000 profit on international currency deals. Suggest things to do with the money.
- 3 You need to think of a name for your new brand of toothpaste. Suggest some alternatives.
- 4 You work for a bank. You want to attract more young customers. Aged between 15 and 18. how can you do it?
- 5 Your company was founded 100 years ago. You want to mark the occasion. Suggest ways to celebrate.

## Justifying decisions:

- 1 we use *going* to talk about things we plan to do in the future.

*It takes five hours to drive to Budapest so I'm going to fly.*

Complete these sentences in a similar way. Use *going to* or *not going to* and the words in brackets.

- 1 they've got one meeting in Madrid on Tuesday afternoon and another on Wednesday morning so they.....(hotel overnight)
- 2 his flight left late, so he..... ( on time)

- 3 I've got my car with me so I.....( a drink)
- 4 She can't attend the meeting so she ..... ( her assistant instead)
- 5 Sales are down so you.....(good results this year)
- 6 The last time we parked there we got a ticket so we ..... ( somewhere else)

### **Speaking**

1 your company must reduce its running cost by 1.000.000 DHS. How are you going to save the money? Look at the proposals and decide.

Estimated savings

- 1 cut the research and development budget:

by 5%	400.000
by 10%	800.000
- 2 cut the staff training budget:

by 10%	200.000
by 20%	400.000
- 3 cut the advertising budget:

by 10%	350.000
by 20%	700.000
- 4 stop all donations to charity 100.000
- 5 make the company security staff redundant and outsource the work: 150.000
- 6 close the company health centre: 100.000
- 7 cancel the plans to buy:

new production machinery:	200.000
new computer equipment	150.000

- Hold a meeting with some colleagues. Discuss the proposals one by one and decide what to do.

If you decide to make a cut , decide who is responsible for taking action, and when by.

Who is going to be responsible for this?

Can you deal with that?

Could ypu take care of this?

How soon can you do it?

Good. Can we discuss this again next Monday, then?

## **VII** **MAKING ARRANGEMENTS**

<b>Objective</b>	To make and change arrangement
<b>Tasks</b>	<ul style="list-style-type: none"><li>- to explain future plans and arrangements</li><li>- to fix a time and place for a meeting</li><li>- to write a fax message arranging a visit</li><li>- to arrange a schedule for a visit</li></ul>

### **Timetable, plans, and arrangements**

1 We often use the present simple tense to talk about timetable. Work with a partner asking and answering questions.

A when does the London train leave?

B it leaves at 11.20.

The London train	Leave	11.20.a.m
	Arrive	3.45 p.m
The meeting	Start	p.m
	finish	5.15 p.m
The bank	Open	9.30 a.m
	Close	3.30 p.m

2 now look at the conference programme and ask about

- the Regional Performance Reports
- shuttle buses to the airport
- Mange Tout Restaurant
- The Roof-Top Barbecue
- Highlights hairdressers.
- Coach tours of the city.

<b>IAMT CONFERENCE</b> Programme for July 22nd		<b>SHTTLEBUSES TO THE AIRPORT</b> Riverside Hotel offers a regular daily service to Heathrow and Gatwick. Coaches leave from the main entrance at 7.00, 10.00, 13.00,16.00 and 19.00 <i>Please allow 60 minutes for your journey to Heathrow and 90 minutes for Gatwick.</i>	
9.30 am	Regional Performance Reports: germany Italy Scandinavia Marlborough Room Conference Suite 6 <sup>th</sup> floor	<b>MANGE TOUT RESTAURANT FRENCH CUISNE</b>  <b>Lunch</b> <u>12 noon-2.30 p.m</u> <b>Dinner</b> <u>7.00 p.m – 11.00 p.m</u> The restaurant is located in the Florence Arcade on the Ground Floor: patrons are kindly requested to reserve a table in advance to avoid disappointment. (0175) 248260	<b>HIGHLIGHTS UNISEX HAIRDRESSERS</b> <b>9.45.a.m 6.30 p.m</b> <b>Florence Arcade Riverside Hotel</b> <b>01751-248197</b> <b>No appointment necessary</b>
12.30 p.m	lunch Swithins Restaurant 3 <sup>rd</sup> Floor.		
2.30 p.m	Regional Performance Reports: The USA Haugary Spain Marlborough Room Conference Suite 6 <sup>th</sup> floor	<b>COACH TOURS OF THE CITY</b> Twice daily tours 10.30-12.30;2.30-4.30 £8 adult £5 child Please book at reception	
8.00 p.m	Roof-Top Barbecue with the ‘Hill		
Midnight	Runners jazz Quartel’ Riverside Hotel Roof Garden		

Look at the itinerary below. Ask and answer questions about Mr Gruber’s schedule.

- A when is h arriving?
- B at nine o’clock.
- A what’s he doing first?
- B he’s meeting the Overseas Sales manager in the conference room.

**ITINERARY FOR THE VISIT OF MR H.GRIBER TO THE LEYTONSTONE FACTORY**

25 JULY

9.00	Arrival
9.05-9.45	Meeting with the Overseas Sales Manager ( conference room)
9.45-10.15	Coffee with the Marketing Director and Finance Director
10.15-10.45	Company presentation video
10.45-11-45	demonstration of the N4 prototype
11.45-12.40	Meeting with the Managing Director and Marketing Director ( Boardroom)
12.40-2.30	Lunch with the Overseas Sales manager ( Saraceno Restaurant)
2.30-3.30	Tour of Leytonstone factory
3.30-4.00	Final discussion with the Overseas Sales manager.
4.00	car to terminal 2, Heathrow Airport
6.00	Flight to Frankfurt, LH 1607

We often use the present continuous tense to talk about future plans and arrangements. For more information, see page 5

\* Complete these sentences with words from the box.

Make	cancel	be late for	have	postpone
------	--------	-------------	------	----------

- 1 my name is George Rawlings and I .....an appointment to see Mrs Bernejo at 2.30.
- 2 She's always very punctual so I don't want to .....our appointment.
- 3 I'd like to .....; an appointment to see the manager.
- 4 Mr cottage is ill so we need to..... His appointments.
- 5 I'm sorry to be a nuisance but could we .....our appointment until next week?

**Invitations:**

- 1 you are entertaining a foreign visitor from your parent company. ask if they want to:
- come to the monthly marketing meeting.
  - Give a talk at the meeting
  - Meet the production manager
  - See the new packaging machinery.
  - Come to a party.

Use the phrases in the table opposite.

**INVITING**

**SAYING YES**

**SAYING NO**

Would you like to.....?

Thank you. I'd like that.

I'd love to but .....

That would be lovely

I'm sorry, but...

Compare the phrases with the ones above. Which are more informal?

**INVITING**

**SAYING YES**

**SAYING NO**

Do you feel like.....-ing?

That's a good idea

well, actually

How about.....-ing?

Yeah, great.

I'm afraid...

**FIXING A TIME:**

- 1 Study these phrases for fixing a time.

**Suggesting a time**

Can you make 2o'clock on Thursday?  
manage

How about

Are you free on the 26<sup>th</sup>?  
at 3.30?

**SAYING YES**

**SAYING NO**

Yes, that suits me.

I'm afraid

I can't make it.

Yes, I'm free.

manage

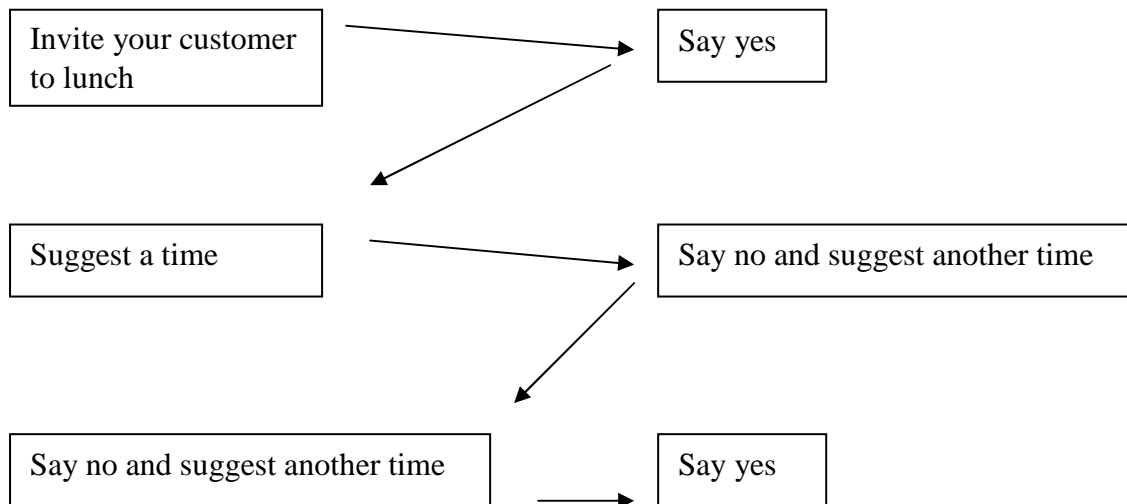
Yes, that's fine

I'm tied up.

Practise the phrases in pairs. Use the pattern below.

**SALES PERSON**

**CUSTOMER**



Now practice again. The sales person should invite the customer to

- visit a local tourist spot.
- Come to dinner.

## **SKILLS WORK**

### **Writing**

1 read this fax. What is it about?

**NIHON INFORMALINK KK**

**Informalink BLDG, 2-4-8 KANAMECHO, TOSHIMA-KU, TOKYO 171**

**TELEPHONE: (6) 5995 3801/4 TELEFAX: (6) 5995 3919**

To : Darworth Enterprises  
From: Masahiro Nakagawa  
Date: 10 June

Attention : Janet Jeffries  
re: my inspection visit  
Pages including this one: 1

Thank you for your fax or 1 june.

I will be arriving on flight no.JL 401 at terminal 3 Heathrow on 16<sup>th</sup> june. Could you book hotel accommodation for three nights in the city centre? Also , I would be grateful if you could arrange a meeting with Data link for me on June 17<sup>th</sup> if possible.

I look forward to seeing you on the 16 th.

Kind regards.

Masahiro Nakagawa

Masahiro Nakagawa

Compare the style and layout of this fax with the letters on page 42 . How is it similar and how is it different?

2 faxes and letters are very similar. But information about the receiver appears at the top of the fax message so there is often no greeting. Also people often say regards or Kind regards at the end.

Practice writing some faxes. You are Janet Jefferies. Write a fax in reply to Nakagawa's fax. (Work in pairs, one person in the group should write and the others should dictate and check spellings)

Thank him for his fax. Tell him you will meet him at the Heathrow at 16.35 on June. As requested, you booked a single room for him in the Dorchester Hotel for two nights. Check this is OK. ( if his wife is coming too, you need to check the booking).

You also arranged his meeting with Data link for June 17<sup>th</sup>. Say you'll see him next week, send your regards and sign the message from 'Janet Jefferies'.

### **Speaking**



Work with a partner . you are visiting your UK subsidiary for three days next week. You have to lunch-time appointments but also you want to arrange meetings with the people on this list.

<b><u>NAMES</u></b>	<b><u>TIME NEEDED FOR MEETING</u></b>
Mrs Carne	3 hours ( must see her on Monday morning)
Mr Ghandi	2 hours
Miss Carley	3 hours
Mr Barnes	4 hours ( factory tour)
Ms Lyon	2 hours ( Wednesday if possible)

Phone your colleague in the UK and arrange your schedule. Pencil in the times

<b>MONDAY 21</b>	<b>TUESDAY 22</b>	<b>WEDNESDAY 23</b>
9-10 am	9-10 am	9-10 am
10-11 am	10-11 am	10-11 am
11-12 am	11-12 am	11-12 am
12-1 pm } lunch with Dave	12-1 pm } Reception	12-1 pm
1-2 pm } Czernovicz	1-2 pm } Barbican Centre	1-2 pm
2-3 pm ( Barclays bank)	2-3 pm	2-3 pm
3-4 pm	3-4 pm	3-4 pm
4-5 pm	4-5 pm	4-5 pm

## **VIII** **DESCRIBING TRENDS**

<b>Objective</b>	To describe and discuss figures and graphs
<b>Tasks</b>	- To describe changes in a company's finances - To analyse the reasons for rises or falls

**Rises and falls:**

- 1 Discuss these figures with a colleague. One person should use the information on the left and the other should use the information on the right. Use these verbs.

Increase	decrease
Rise	fall
Go up	go down

A our market share fell by 1% last year.

B Yes, but on the other hand our turnover increased by 8 %

Our market share	-1%	Our turnover	+8%
Distribution costs	+18%	Prices of raw materials	-4%
The number of new contracts	-6%	Spending on research and development	+9%
Earnings from investments	-3%	Debts to our suppliers	-4%
The number of employees	-4%	Productivity	+6%
Sales on the EC	-2%	Sales to south America	+5%
Wages	+8%	Our staff turnover	-20%
Spending on training	+15%	Customer complaints	-16%

**Pronunciation:**

The spelling of English words is often different from their pronunciation. We sometimes write letters we don't pronounce. For example, debt is pronounced/det/. The 'b' is silent.

How do we pronounce these English words? Cross out the silent letters like this: debt

write	listen	half
know	high	scientist
answer	sign	chemist
receipt	business	psychiatrist

**Describing changes:**

1 complete these tables

Verb (action)	Noun (thing)
To rise	A rise
To fall	.....
To increase	.....
To decrease	.....
To improve	.....
To recover	.....

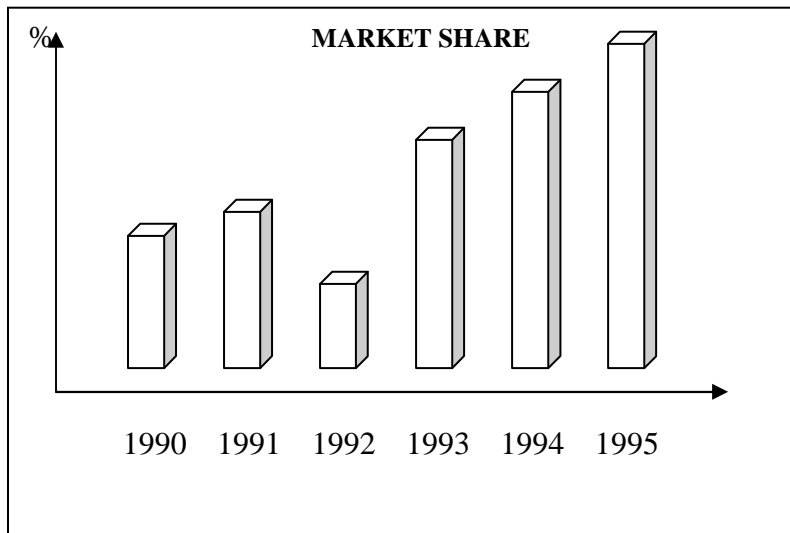
Now complete this table.

Adjective ( describes a noun)	Adverb ( describes a verb)
Slight	Slightly
Sharp	.....
Dramatic	.....
Steady	.....

Which adjective describes:

- 1 a sudden, very large change?
- 2 A sudden large change?
- 3 A very small change?
- 4 A regular change ( not sudden)?

2 study the graph and use each adjective once to complete the description.



we had a -----increase in market share in 1991, followed by a -----fall in 1992, when we sold a brand. But a successful new brand launched in 1993 meant there was a ----- recovery that year, and a -----increase in 1994 and 1995 too.

**Reading:**

1 what do you know about the Coca Cola Company?

Do you know the story of:

- the inventor of coke?
- The famous coca Cola Contour bottle?
- The secret formula?
- Coke and World War II?
- ‘New Coke’?

## THE STORY OF COKE

Dr John Styth Pemberton make it in his backyard, took it to his local pharmacy, and he put it on sale at 5 cents a glass. Hand-painted signs saying 'Coca-Cola' appeared outside the store and inside signs invited customers to 'drink'. But sales didn't take off. In the first year they averaged just 9 drinks a day.

He thought it would never be very successful and he steadily sold his shares in the business to different partners. In 1888, just before he died, he sold his last shares to Asa G. Candler, a businessman from Atlanta.

He distributed thousands of coupons for a complementary glass of Coca-Cola and he promoted the drink with souvenir fans, calendars, clocks, and novelties ten times their 1888 level.

Coca-Cola had to develop a bottling system and set up plants. The first bottling plant opened in Vicksburg in 1894 and over the next 25 years, the number of plants rose from two to over a thousand.

Other soft drink companies tried to imitate the Coca-Cola taste so the company kept the drink's package. In 1916, they introduced the first bottle with the famous Coca-Cola shape.

Then the United States joined the war, and the company President gave an order 'to see that every man in uniform gets a bottle of Coca-Cola for 5 cents, wherever he is and what ever the cost to the company'. As result, Coca-Cola shipped 64 bottling plants abroad during the war. And when the war finished, they were ready to conquer the world .

From the mid 1940s until 1960, the number of countries with bottling plants nearly doubled.

This was the first change in the secret formula since 1886. in pre-launch tests, consumers preferred the new taste. But the tests couldn't measure their feelings for the brand. Coca-Cola had a special place in their hearts and they didn't want a change. For the first time in history, sales of Coca-Cola fell. The company responded quickly and marketed the original formula again as Coca-Cola Classic. Sales climbed back up, and continued to grow.

And if you're not sure what's the world top selling soft drink is by now; 'Coke is it'

2. the first sentence in each paragraph of this article is missing. They are all listed below. read the article and decide where each sentence goes.

- Asa Candler had a talent for marketing
- In the 1980s, in the USA only, the company launched a new taste for coke.
- In 1941, there were bottling plants in 44 countries.
- Coca-Cola was invented in Atlanta, Georgia on may 8, 1886.
- So today million of people all over the world are drinking coke.
- The huge increase in the popularity of the drinks led to problems meeting demand.
- Dr Pemberton didn't see the potential of his new drink.

Notice how the sentences introduce the topic of the paragraphs.

3. work with a colleague . ask and answer questions about the story of Coca-Cola. Use these words.

Who...?when....? why.....?where.....?what.....?how.....?

### **Talking about quantity**

1- Are these nouns countable ( C), uncountable (U), or the both ( U/C)

- |                                      |                                    |                                     |
|--------------------------------------|------------------------------------|-------------------------------------|
| <input type="checkbox"/> Information | <input type="checkbox"/> advice    | <input type="checkbox"/> equipment  |
| <input type="checkbox"/> fact        | <input type="checkbox"/> job       | <input type="checkbox"/> furniture  |
| <input type="checkbox"/> research    | <input type="checkbox"/> work      | <input type="checkbox"/> paper      |
| <input type="checkbox"/> money       | <input type="checkbox"/> man       | <input type="checkbox"/> newspaper  |
| <input type="checkbox"/> dollar      | <input type="checkbox"/> person    | <input type="checkbox"/> news       |
| <input type="checkbox"/> suggestion  | <input type="checkbox"/> machinery | <input type="checkbox"/> time       |
| <input type="checkbox"/> help        | <input type="checkbox"/> machine   | <input type="checkbox"/> experience |

2- complete these sentences . use much with uncountable nouns and many with countable nouns.

- How -----equipment do you need?
- I'm afraid I can't give you -----information about that.
- There aren't'-----machines working today.
- We haven't got -----money left.
- How-----yen are there to the dollar?
- How -----people were their at the meeting ?
- Are there -----jobs left to do?
- I haven't done-----work today.
- How -----times have you been to England?
- How -----time can I spend on this projects?

### **Giving advice:**

We use you'd better....to give strong advice, for example:

A I've received some faulty parts from one of our suppliers. What shall I do?

B you'd better not accept them. You'd better send them back.

Work with one or two colleagues. Take it in turns to give each other advice. Say you'd better .....and you'd better not.....

- 1 there's a mistake on this invoice e. what shall I do?
- 2 They want me to sign a contract but I don't understand the small print. What shall I do?
- 3 I've received a bad reference for one of the candidates for the new sales job. What shall I do?
- 4 I'm planning to go on holiday next week but four of my staff are off sick. What shall I do?
- 5 I have to give a presentation in five minutes and I can't find my notes. What shall I do?
- 6 My English is not good enough to negotiate the deal and the translator hasn't arrived. What shall I do?

### **Pronunciation:** contraction

1 we contract a lot of small words in spoken English.

We'll need your help . we'll=we will

There's a lot of competition . there's = there is

What words are contracted in these sentences? Write the words out in full.

- there aren't many machines working today.
  - It won't be a problem.
  - You'd better speak to your lawyer.
  - I'd like to speak to the manager.
  - I've done a lot of work today.
  - He hasn't got much money left.
  - He's finished the job.
  - She's waiting for you in Susan's office.
- 2 what words can we contract in these sentences?
- he will call you when he has got the information.
  - We have been very busy so I have not had much time today.
  - I am not in the office next week but I would like to arrange a meeting with you the week after.
  - You had better not sign the contract until they have checked it.
  - She does not know what it is like.

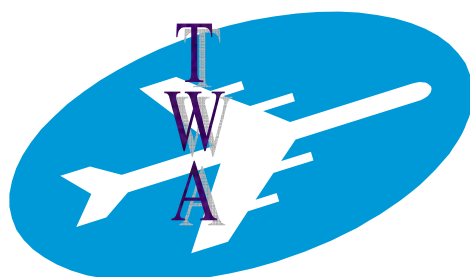
## IX

## BUSINESS TRAVEL

<b>Objective</b>	To discuss changes to present arrangements
<b>Tasks</b>	<ul style="list-style-type: none"> <li>- to make travel enquiries</li> <li>- to discuss arrangements</li> </ul>

### LANGUAGE WORK

#### Air travel



*" I have to ring my office "*

*" what's the taxi fare to the city centre ? "*

*"who won last night ball game ? "*

*" what's the code for Cleveland Ohio ? "*

*" is it to early for the bar ? "*

*" I have to be in Alaska by 8 tonight."*

*"can I go through to the departure lounge now?"*

*" is there anybody here to met Mrs Leroy ?"*

*"where can I get a bus into town ?"*

*" I can't find my boarding card"*

*" do they take travellers' cheques at the Duty Free ?"*

*" where is the Gents?"*

*" how long is the stopover ?"*

*" will the flight leave on time ?"*

*"am I in time ?"*

*" what star sign is the pilot?"*

*" I can't find a porter"*

*" where are all the trolleys ?"*

*" can I leave my luggage here over night?"*

*" is this ticket out of date?"*

*" where do I check in?"*

*" where can I rent a car?"*

*" can I reserve a hotel room in Denver, Colorado?"*

*" which gate are we boarding from?"*

*" I have to catch the shuttle at 7"*

*" do I have to declare my camera?"*

*" what's going on?"*

*" can you cancel my hotel reservation?"*

*" I think that's my plane taking off".*

*" please, somebody"*

### TWA

### HAVE

### THE

### ANSWERS.

We listened to travellers' questions at the airport and came up with an answer, in fact we came up with lots of answers – the TWA 'White Coats'.

'White Coats' are a team

of young men and women at our Heathrow and JFK terminals-all available to help with your problems.

So the next time you're waiting for one of our six daily flights to

the USA and your passport disappears or your colleague needs some elastic in a hurry, speak to the person in the white jacket with a red carnation in the buttonhole.



1 which airline is this advertisement for?

\* What special service are they advertising?

2 Look at the left hand column in the advertisement. Match the replies below to the correct problem.

- no, it opened ten minutes ago.
- No, but we've got a message for you.
- There's an airport limousine downstairs .
- The Cincinnati Reds.
- Around £50.
- Certainly. Go ahead
- I'll look up the best connection.
- 00 1 216.
- When did you last have it?
- There's a phone over there.

3 look at the centre column in the advertisement. Find words or phrases that mean:

- a person who flies planes
- a person who carries luggage
- a tax-free shop
- a short stay in a place between connecting flights.
- Baggage
- Things to carry baggage
- The men's toilet
- At the correct time
- Not late
- Expired ( no longer useful or valid)

4 look at the right-hand column in the advertisement. Find verbs or phrases that mean

- getting on the plane
- to tell a custom officer about something you are carrying
- leaving the ground ( a plane)
- to book
- the opposite of to book
- the opposite of to miss
- to hire

- to register for a flight
- happening
- help!

5 work with a partner . take it in turns to be travellers asking the questions and a “white coat” answering them.

### **Rules and regulations:**

1 Study the table below then use each verb once to complete the regulations.

Can possible

Can't/cannot impossible

Must necessary or

Have to obligatory

Don't have to not necessary

Mustn't prohibited or forbidden

- passengers-----make sure their luggage is clearly labelled.
- Passengers-----take a small bag onto the plane with them.
- Passengers-----carry dangerous articles such as compresses gases, weapons, explosives, or fireworks.
- Passengers-----check in 60 minutes before departure on international flights.
- Passengers ----- check in 60 minutes before departure on domestic flights-30 minutes is sufficient.
- The airline -----accept responsibility for delays due to bad weather.

2 notice the difference between mustn't and don't have to. Decide which to use in these sentences.

- they transfer our baggage to the next plane. We-----carry it.
- Passengers -----use portable telephones because they interfere with the planes' electronic equipment.
- Passengers-----smoke when the plane is taking off or landing.
- You-----take out travel insurance, but it's a good idea.
- This meeting is very important. We -----be late
- We've got plenty of time. You-----hurry.
- You-----return the car to the place you hired it. You can return it to another Hertz garage.
- If you haven't got an international licence, you -----drive

CDC TERTIAIRE

- You-----pay to drive on motorways in England.
- We can buy a ticket et the station. We -----book in advance.

**Future possibilities:**

1 match these two halves of these sentences.

- |   |   |
|---|---|
| ▪ if you keep the receipts,....                     | b- there no hovercraft flights.               |
| ▪ If I can't get a flight home, ....                | c- We'll refund your travel expenses.         |
| ▪ If it's 11 a.m in London, ...                     | d- She won't be able to change it.            |
| ▪ If they've caught the 2.30 from Paddington, ....  | e- How will you recognize him at the airport? |
| ▪ If you haven't got anything to declare, ...       | f- You'd better hurry up.                     |
| ▪ If you're travelling to Mozambique,...            | g- She'll be on the next one.                 |
| ▪ If the sea is rough,....                          | h- Go through the green door.                 |
| ▪ If she bought a discount ticket, ..               | i- They'll be here in half an hour            |
| ▪ If you're travelling from London to new York, ... | j- Put your watch back five hours             |
| ▪ If you have to be there by ten,...                | k- It's 8 .p.m in Tokyo                       |
| ▪ If you haven't met before,...                     | l- I'll have to stay overnight.               |
| ▪ If she wasn't on that flight,....                 |   |
| a- you must have a typhoid inoculation              |   |

(For more information on conditionals see page 20)

- 3 you are going on a very important business trip to negotiate a large contract with a new supplier. What will you do if
- you miss your flight?
  - You lose your luggage?
  - Your supplier is ill?
  - Your supplier can't speak English?
  - Your supplier invites you to lunch?
  - Your supplier's price is too high?

If I miss my flight , I'll catch the next one or I'll have to phone my supplier and explain.

<b>Objective</b>	Improving the reading ( pronunciation)
<b>Tasks</b>	<ul style="list-style-type: none"><li>- Reading</li><li>- Punctuation</li><li>- Vocabulary</li></ul>

## GLOBALISATION - SECTION 1

*The following text is a summary of a series of articles published in The Economist, in the "School's Brief" column, during the 3rd quarter of 1997.*

### Introduction

Advocates of globalisation essentially take the view that larger markets will lead to greater specialisation, a deeper division of labour and hence a better **allocation of resources**. This in turn will promote **economies of scale**, higher productivity and so faster economic growth.

The critics of globalisation stress that increased competition from the developing countries will lead to job destruction and downward pressure on wages in the industrialised world, especially for **low-skilled** or **unskilled** workers. They also state that financial markets erode the power of national governments to control economic policy, and can cause **havoc** via speculative attacks.

Still, there are many signs that globalisation remains restricted. Comparisons of trade among Canadian provinces or among American States indicate that domestic trade flows are still 20 times as great as **cross-border trade**.

Labour, in particular, is not internationally mobile, due to language and cultural barriers, differences in educational awards and professional qualifications etc.

Erecting barriers to trade or controlling capital flows is more difficult than in the past, especially given electronic communications, and the **digitisation** of service-sector products. Indeed, today's globalisation is being driven by telecommunications advances, eg: the cost of a 3-minute phone call between New York and London has fallen from \$300 (in 1996 dollars) in 1930 to \$1 now.

### Capital Markets

International capital flows have expanded dramatically. But, when measured in terms of **current account surpluses or deficits**, or when judged in terms of the imbalance between savings and investment, capital markets still appear to be remarkably closed. In the 1990s, for instance, only 10% of domestic investment in the emerging countries has been financed from abroad.

Similarly, **interest rate spreads** across bond prices exceed discounted exchange rate movements, suggesting that national markets retain national characteristics, while statistical analysis does not indicate that stock market fluctuations are greater today than they were when capital moves were limited.

Yet, capital market openness does affect the power of **fiscal and monetary policy**. In a closed economy, greater government spending and monetary expansion may increase output in the short term, but result in higher interest rates and higher inflation in the long term. In an open economy, the impact of policies depends on the exchange rate: with a fixed exchange rate fiscal policy is very effective and monetary policy is muted; with **floating exchange** rates monetary policy is very effective and fiscal policy muted.

That said, capital market mobility has limited government's choices in exchange rate policies. If governments want to pursue exchange rate stability, then monetary policy must be **geared** to this. This may lead to interest rate instability if investors move out of the currency.

Smaller countries, with less-sophisticated capital markets are also more vulnerable, as witnessed by Mexico in 1994 and Thailand in 1997. Such problems have led some smaller countries, like Chile, to maintain **foreign exchange controls** on short-term capital inflows.

### **Vocabulary :**

- allocation of resources - répartition des ressources
- economies of scale - économies d'échelle
- low-skilled or unskilled labour - travail peu qualifié ou travail non qualifié
- cross-border trade - échanges trans-frontalières
- digitisation - numérisation
- current account surplus or deficit - excédant ou déficit du compte courant
- interest rate spreads - écarts des taux d'intérêt
- bond prices - prix des obligations
- fiscal policy, monetary policy - politique budgétaire, politique monétaire
- floating exchange rate - taux de change flottant
- foreign exchange controls - contrôles des changes

### **Comprehension questions**

- 1) What are the main arguments for globalisation?
- 2) What are the main disadvantages of globalisation?
- 3) What indicates that national markets may still not be that open?
- 4) How do monetary and fiscal policies compare in floating exchange rate regimes?

## **GLOBALISATION - SECTION 2**

## **Migration**

Many of history's biggest population movements occurred under **duress**: the slave trade to the Americas; the "shipment" of between 10 and 40 million **indentured** workers ("coolies") from India and China throughout the world; the movement of 7 million Muslims from India to Pakistan and 7 million Hindus from Pakistan to India after the partition at independence.

Until 1914 there was very little **hindrance** to immigration, so that between the middle of the 19th Century and World War I, something like 60 million people left Europe for the Americas (with 40 million moving to the United States). The inter-war period saw the **implementation** of controls, both in immigration to America, and within Europe (as in Nazi Germany). After 1945, many European countries encouraged immigration to ease **labour shortages**, but this policy came to an end in the 1970s, with the rise of unemployment.

According to ILO figures, about 80 million people today live outside their country of birth, to which a further 20 million refugees should be added. Each year, roughly 1.5 million people emigrate permanently, with the USA remaining the world's largest destination.

Labour markets therefore remain predominantly national, the main exception being the market for certain types of high-skilled employees working for multi-national companies.

The direct impact of immigration and its impact on native populations is small, though difficult to measure. There may be some downward pressure on wages, but at the same time immigrants may move into jobs that native workers would not do. Once again, the impact on labour markets appears to be greater for low-skilled or unskilled labour.

## **Trade**

According to the theory of **comparative advantage** - set out by Ricardo - two countries have an interest in trading if their production costs vary, even if one country has an absolute advantage in producing all the goods available.

However, comparative advantage is often itself a product of history and not just natural resources or labour skills. This leaves some scope for government intervention in the form of "strategic trade policies", to promote specific sectors. The problem then becomes one of deciding which industries should be promoted and how.

## **Freight**

At the turn of the century, international trade was dominated by **raw materials**: in 1900, "crude materials and "crude food" made up 41% of US exports by value and 45% of imports. Over time, trade has shifted into goods whose weight is unrelated to their size, as technological advances (eg: composites, micro-electronics etc) make goods lighter.

At the same time, the cost of shipping has fallen greatly. On the one hand, the use of containers and multi-modal transport equipment and systems have substantially cut **handling costs** by dockers etc. On the other hand, deregulation of transport industries, which began notably in the United States during the 1970s, has simulated stronger competition, helping to bring down prices.

## **Vocabulary**

**duress, under duress** - contrainte, sous contrainte

**indentured worker** - travailleur lié par contrat

**hindrance** - empêchement, entrave

**implementation** - mise en oeuvre

**labour shortage** - pénurie de main d'oeuvre

**comparative advantage** - avantage comparatif

**raw material** - matière première

**handling costs** - coûts de manutention

## **Comprehension questions**

- 1) What has characterised history's largest population movements?
- 2) How can immigration before 1914 be described?
- 3) What characterises labour markets?
- 4) What contributes to comparative advantage?

## GLOBALISATION - SECTION 3

### Leading multinationals

Few companies, including many of the world's biggest are truly global, as the average MNC still produces more than two-thirds of its output in its **home country**.

Nevertheless, the most common explanation for MNCs' growth is provided by economies of scale, although the example of the aerospace suggests the causality is not simple, as this industry is dominated by one large US firm (Boeing) that produces domestically and a European consortium (Airbus) with production units spread across the continent. Also, economies of scale do not just involve actual production, but may equally include promotion and marketing, as demonstrated by Coca-Cola.

Firms are also driven to being multinational via **vertical integration**, as they seek to secure supplies on the one hand and product **outlets** on the other. Similarly, firms may be pushed to becoming international, to follow their clients.

At the same time, the nature of FDI is evolving. To be sure, about three fifths of such investments remain within the industrialised countries. But for the other two fifths, investment flows are increasingly into manufacturing installations in developing countries, and less and less into extractive or raw materials industries.

This has led to fears of jobs being "exported" to the developing countries. Here the evidence is mixed, as investments abroad are frequently accompanied by greater exports from home countries. Nevertheless, there is some evidence that the **relocation of production** hits certain industries in particular (such as textiles and electronics) and affects low-skilled labour.

### Conclusion

The rise of globalisation has partly been driven by **market forces**, with companies seeking to expand their overseas business, and being helped by technological developments. At the same time, governments have also acted to reinforce the workings of the market by pursuing domestic and international liberalisation. To some extent, the movement has also taken on its own dynamics, reducing the **scope** for government intervention in the economy.

However, the overall scale of the public sector in the industrialised countries has not changed dramatically. Though there has been pressure on holding down government spending, there is little evidence at the macroeconomic level to support the view that the "state has been rolled back" in the rich countries. Thus, for example, while top income tax rates have been **curbed**, overall tax takes in the industrialised economies have not come down significantly. This can partly be explained by the fact that labour or rather **tax-payers** continue to be relatively immobile.

Nor, ultimately has globalisation radically altered the constraints of monetary and fiscal policy. Greater capital mobility can actually give governments greater room for manoeuvre in conducting fiscal policy as they can draw on overseas resources, though the markets obviously sanction abuse of such borrowing. Similarly, monetary policy can still be used to regulate the domestic economy or the exchange rate, although it cannot successfully be used to do both simultaneously.

### Vocabulary

**home country** (host country) - pays d'origine (pays d'accueil)



**outlet** (retail outlet) - sortie, débouché (point de vente)  
**relocation of production** - délocalisation de la production  
**market forces** - les lois du marché  
**scope** - portée, étendue, domaine, envergure  
**income tax** - impôt sur les revenus  
**to curb** - maîtriser, freiner  
**tax-payer** - contribuable

### **Comprehension questions**

- 1) What is driving firms' search for global presence?
- 2) Where is most FDI concentrated?
- 3) How are governments encouraging globalisation?
- 4) What is the dilemma of monetary policy?

## **BUSINESS GLOSSARY**

## **English-French**

### A

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

automatic debiting (transfer) prélèvement automatique  
automatic teller machine (ATM) guichet (bancaire) automatique

### B

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

branch une agence, une succursale	clearing house la chambre de compensation
breakdown une ventilation (des coûts)	cold-storage unit une chambre froide
broke, to be être fauché	collateral une caution pour un prêt
broker un courtier	collection letter une lettre de recouvrement
brokerage fee un droit de courtage	company une société
brown paper papier 'kraft'	company, private (Ltd.) une société à responsabilité limitée (SARL)
browse, to feuilleter	company, public (Plc.) une société anonyme (SA)
bulk, in en grand volume, en vrac	complaint une plainte
bulky volumineux	comply with, to se conformer à
business connections les relations d'affaires	compulsory obligatoire
buyer, potential un acheteur éventuel	computer un ordinateur
C	computerize, to mettre sur ordinateur, informatiser
cancel an order, to annuler une commande	concern une entreprise
carrier le transporteur	consign expédier
case une caisse	consign goods, to expédier des marchandises
cash a cheque, to encaisser un chèque	consignee le consignataire, destinataire
cash book le livre de caisse	consignment note un bordereau d'expédition
cash on delivery (COD) paiement comptant à la livraison	consignor l'expéditeur
cash with order (CWO) paiement comptant à la commande	consultant un conseiller
cash, to toucher, encaisser	consumer un consommateur
cash, to be in être en fonds	consumerism la défense du consommateur
cash, to be out of être à court d'argent	consumption la consommation
chain of stores, a une chaîne de magasins	container, air-tight un conteneur hermétique
chair a meeting, to présider une réunion	containerization mise en conteneurs
charge interest, to percevoir des intérêts	containers, waterproof conteneurs étanches
charge to an account, to imputer à un compte (crédit)	contractor un entrepreneur
charges, freight frais de transport	convey, to acheminer, transporter
charter party (C/P) une charte partie	conveyance le transport
check up un bilan de santé	copywriter un rédacteur publicitaire
check, to contrôler	cost price prix de revient
cheque book carnet de chèques	costs, operating les coûts d'exploitation
cheque stub talon (de chèque)	costs, production coûts de production
cheque to bearer chèque au porteur	counterfoil un talon
cheque without cover chèque sans provisions	crate une caisse à claire-voie
cheque, certified chèque certifié	credit, to grant accorder du crédit
cheque, crossed un chèque barré	creditor un créancier
cheque, dud un chèque en bois	Custom House le bureau de douane
cheque, to cross a barrer un chèque	customer, prospective un client éventuel
cheque, to stop a faire opposition à un cheque	customs duties droits de douane
civil servant un fonctionnaire	customs entry déclaration en douane
clearing bank une banque de dépôts	customs officer un douanier

customs tariffs tarifs douaniers  
customs unions unions douanières  
cut price/rate à des prix réduits

**D**

damage les dégâts  
damage, in case of en cas d'avarie  
data processing l'informatique  
date of maturity date d'échéance  
debenture une obligation  
debit note note de débit  
debt une dette  
debt, to settle à régler une dette  
debtor un débiteur  
decision, to make à prendre une décision  
deeds des titres  
delivered at frontier (DAF) rendu à la frontière  
delivered duty paid (DDP) livré droits acquittés  
delivered duty unpaid (DDU) livré droits non acquittés  
delivery dates délais de livraison  
delivery note bon de livraison  
delivery, overdue une livraison retardée  
department un service  
department store un grand magasin  
department, legal le service contentieux  
department, records le service des archives  
department, staff le service du personnel  
deposit account un compte de dépôts  
deposit slip un bordereau de versement  
designer un concepteur publicitaire  
director un administrateur  
disclose, to révéler  
discount un escompte, une remise  
discount a bill, to escompter une traite  
discount rate le taux d'escompte  
discount, rate of taux d'escompte  
discount, to escompter  
discount, trade escompte d'usage  
dismiss, to licencier  
dismissal un licenciement (pour faute)  
dispatch, to expédier  
display, to présenter, exposer  
dispute (legal) un litige

draft une ébauche, une traite  
draft, documentary une traite documentaire  
draft, to back à avaliser une traite  
draughtsman un dessinateur industriel  
draw a bill, to tirer une traite  
drawback le 'drawback' (remboursement des droits d'importation)  
drawee le tiré  
drawer le tireur  
duplicate, in en double exemplaire  
dutiable, to be être soumis aux droits de douane  
duties, specific droits spécifiques  
duty paid dédouané  
duty, excise droit de régie, accises  
duty-free goods marchandises exemptes de droits, libres à l'entrée

**E-F**

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

**G**

general meeting l'assemblée générale  
general office le secrétariat général  
general partner associé gérant  
general partnership une société en nom collectif

Giro cheque chèque postal britannique  
goods, consumer biens de consommation  
goods, flawed marchandises présentant un défaut  
goods, to clear dédouaner les marchandises  
grade, to calibrer

grant a discount, to accorder une remise

## H

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

## I-J

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

item un article

item, defective un article défectueux

joint-stock company une société de capitaux

just-in-time stock control gestion de stock zéro

## K-L

keyboard un clavier (key une touche)

lawyer un juriste, un avocat

leaflet un dépliant

ledger, a un livre de comptes

Ledger, the le grand livre

lend money, to prêter de l'argent

letter of credit (L/C) une lettre de crédit

levy taxes, to prélever des taxes

liabilities le passif

liabilities, current dettes

liable to duty, to be être passible de droits

line un produit, un article

link un lien

list, packing une liste de colisage

litigation un litige

load, to charger

loan un prêt

loan, secured un prêt sur titres

loan, unsecured un prêt sans garantie

## M

mail-order business la vente par correspondance

manage, to administrer, diriger, gérer

management la direction

market a product, to distribuer un produit

mass production la production en série

maturity, to come to venir à échéance

means of conveyance moyens de transport

measures, non-tariff des mesures non tarifaires

memorandum of association (M/A) acte constitutif

merge, to fusionner

merger une fusion

middleman un intermédiaire

mishandle, to malmener

## N-O

network un réseau

notice of tender un appel d'offres

notice of transfer avis de virement

office automation la bureautique  
office equipment des machines de bureau  
office, registered le siège social  
one-man concern une entreprise individuelle  
order form un bon de commande  
order, money un mandat  
order, standing ordre de prélèvement automatique  
order, to commander  
order, to meet an exécuter une commande  
order, to place an passer une commande  
output production, rendement  
overcharged, to be être surfacturé  
overdraft un découvert  
overdraw, to tirer à découvert  
overheads les frais généraux  
owner un propriétaire  
**P**  
pack, to emballer (protection)  
package, to emballer, conditionner  
packer un manutentionnaire  
partner un associé  
partner, active un commandité, associé gérant  
partnership une société de personnes  
partnership, limited une société en commandite  
partnership, to enter into former une société en nom collectif  
passbook un livret d'épargne  
payee le bénéficiaire  
payment at sight un paiement à vue  
payment received pour acquit  
payroll le livre des salaires, les salaires  
place of issue lieu d'émission  
planning la planification  
port of discharge un port de destination, port d'arrivée  
port of loading port d'embarquement  
premises les locaux  
premium prime (d'assurance)  
pricelist une liste de tarifs  
prices, rock-bottom prix défient toute concurrence  
prices, slashed prix sacrifiés  
prices, unbeatable prix imbattables  
principal un commettant

printer imprimante  
producer un producteur  
profit un bénéfice  
profit margins marges bénéficiaires  
promissory note (P/N) billet à ordre  
prompt cash comptant d'usage  
prompt cash sale achat comptant  
prosecuted, to be être poursuivi  
protest un protêt  
provisions (of a contract) dispositions  
put in touch with someone, to be être mis en rapport avec quelqu'un  
**Q-R**  
quotation un devis, une cotation  
quote a price, to fournir un prix  
range une gamme  
rate, tapering un tarif dégressif  
real estate biens immobiliers  
rebate un rabais  
receipt un reçu (de paiement)  
receipt, railway un récépissé  
receipts les recettes  
receiver, official l'administrateur judiciaire  
red, to be in the être dans le rouge, avoir un découvert  
refund, to rembourser  
registered, to be être inscrit  
Registrar of Companies le registre des sociétés  
regulated, to be être régi  
rent le loyer  
rental une location  
representative un représentant  
request, to solliciter, prier  
require, to exiger  
retail outlet un point de vente  
retail trade le commerce de détail  
retire, to prendre sa retraite  
retirement la retraite  
roll on/roll off system le roulage  
**S**  
safe, a un coffre fort  
sale, clearance une vente liquidation  
sale, hire-purchase vente 'en leasing', location-vente

sales policy une politique de vente  
sales terms les conditions de vente  
salesman, travelling un voyageur de commerce  
sample un échantillon  
sample, by sur l'échantillon  
sample, up to conforme à l'échantillon  
save money, to économiser de l'argent  
secretary, executive une secrétaire de direction  
security, a un titre, une valeur  
send, to expédier  
settle a dispute, to régler un différend  
settle in cash, to régler en numéraire, en espèces  
shelf un rayonnage, une étagère  
ship, to expédier (des marchandises)  
shipment un envoi, une expédition  
shipper l'expéditeur, agent d'expédition  
shipping agent un agent maritime  
shipping company une compagnie maritime  
shipping department le service des expéditions  
shipping documents documents d'expédition  
shipping order une commande de l'étranger  
shipping, container le transport par cadres (conteneurs)  
shopkeeper un commerçant  
shop-soiled défraîchi  
sick leave congé de maladie  
sickness benefits assurance maladie  
silent partner (sleeping partner) un commanditaire,  
bailleur de fonds  
slash prices, to casser les prix  
software logiciels  
sort, to trier  
statement of affairs un bilan de faillite  
statement of invoices relevé de factures  
station, receiving la gare d'arrivée  
stationery la papeterie  
status le statut ou condition légal  
stock une valeur, une action  
stock control card une fiche de stock  
Stock Exchange la bourse des valeurs  
stock shortage rupture de stock  
stock, to take faire l'inventaire  
stock, unsaleable stock invendable

stockbroker un agent de change  
store magasin  
storekeeper magasinier  
strike une grève  
style la raison sociale  
subsidiary une filiale  
supplier un fournisseur  
supply someone with something, to fournir quelque  
chose à quelqu'un  
supply, money la masse monétaire  
survey une étude, une enquête  
T  
take over, to acheter, prendre la direction  
tax authorities les services fiscaux  
thrifty économe  
timber le bois de construction  
Trade Courts tribunaux de commerce  
trade, foreign le commerce extérieur  
trade, wholesale le commerce de gros  
trader un commerçant  
trader, sole un commerçant indépendant  
train, by goods en petite vitesse  
train, by passenger en grande vitesse  
trustee un administrateur  
turnover chiffre d'affaires  
type, by sur spécimen  
U-V  
undercharged, to be être sous-facturé  
underwriter un assureur (maritime)  
unless otherwise agreed sauf indications contraires  
utility bill une facture des services publics (gaz,  
électricité)  
valuable les objets de valeur  
Value Added Tax (VAT) Taxe sur la Valeur Ajoutée  
(TVA)  
vehicle, articulated un véhicule semi-remorque  
venture une entreprise  
W  
wagons, sealed des wagons scellés  
warehouse le magasin  
warehouse, bonded un magasin général de douane  
warehouseman un magasinier

warehousing l'entreposage  
warrant un warrant  
waybill une feuille de route, lettre de voiture  
wind up a company, to dissoudre une société  
withdraw money, to retirer de l'argent  
withdrawal un retrait  
withdrawal slip un bordereau de remboursement  
word processor un traitement de textes (TTX)  
worker, skilled un ouvrier qualifié  
wrap, to envelopper  
wrapping la couverture (de protection)  
writing, in par écrit

appareil de levage hoisting device  
appel d'offres notice of tender  
arriver à échéance to fall due  
article item  
article défectueux defective item  
assemblée générale general meeting  
  
associé partner  
associé gérant general partner  
assurance maladie sickness benefits  
assurance vieillesse old age insurance  
assurances insurance  
assuré, un an insured person  
assureur (maritime) underwriter  
avaliser une traite to back a draft  
avarie, en cas de in case of damage  
avis de virement notice of transfer  
avoir un solde créditeur to be in the black

## **B**

banque d'affaires merchant bank  
banque d'émission issuing bank  
banque d'outremer overseas bank  
banque de dépôts clearing bank  
barrer un chèque to cross a cheque  
bénéfice profit  
bénéficiaire the payee  
biens de consommation consumer goods  
biens immobiliers real estate  
bilan balance sheet  
bilan de faillite statement of affairs  
bilan de santé check up  
billet à ordre promissory note (P/N)  
bois de construction timber  
bon d'état bond  
bon de commande order form  
bon de livraison delivery note  
bordereau de remboursement withdrawal slip  
bordereau de versement deposit slip  
bordereau d'expédition consignment note  
bourse des valeurs Stock Exchange  
bureau de douane Custom House  
bureautique, la office automation

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## **French-English**

### **A**

accorder du crédit to grant credit  
accorder une remise to grant a discount  
accusé de réception de commande acknowledgement of order  
achat comptant prompt cash sale  
acheminer, transporter to convey  
acheter, prendre la direction to take over  
acheteur éventuel potential buyer  
acquit, pour payment received  
acte constitutif memorandum of association (M/A)  
actif assets  
actif circulant, de roulement current assets  
administrateur director  
administrateur judiciaire official receiver  
administrer, diriger, gérer to manage  
affaire a bargain  
agence de publicité advertising agency  
agence, succursale branch  
agent de change stockbroker  
agent en douane clearing agent  
agent exclusif sole agent  
agent maritime shipping agent  
aide-comptable bookkeeper  
annuler une commande to cancel an order



C

cahier des charges book of specifications  
caisse a case  
caisse à claire-voie a crate  
calibrer to grade  
carnet de chèques cheque book  
cas de force majeure, catastrophe naturelle act of God  
casser les prix to slash prices  
caution pour un prêt collateral  
chaîne de magasins a chain of stores  
chaîne de montage assembly line  
chambre de compensation clearing house  
chambre froide cold-storage unit  
charger to load  
charte partie charter party (C/P)  
chef magasinier head storekeeper  
chèque au porteur cheque to bearer  
chèque barré crossed cheque  
chèque certifié certified cheque  
chèque en bois dud cheque  
chèque postal britannique Giro cheque  
chèque sans provisions cheque without cover  
chiffre d'affaires turnover  
classement filing  
classer to file  
clavier keyboard (une touche a key)  
client éventuel prospective customer  
coffre fort a safe  
commande de l'étranger an indent  
commande de l'étranger shipping order  
commande, passer une to place an order  
commander to order  
commanditaire, bailleur de fonds silent partner (sleeping partner)  
commandité, associé gérant active partner  
commerçant shopkeeper/trader  
commerçant indépendant sole trader  
commerce de détail retail trade  
commerce de gros wholesale trade  
commerce extérieur foreign trade  
commerce intérieur home trade  
commettant the principal

commissaire aux comptes auditor  
commissaire priseur auctioneer  
commissionnaire, un commission agent  
compagnie d'assurance insurance company  
compagnie maritime shipping company  
comptabilité (les écritures) bookkeeping  
comptabilité en partie double double-entry bookkeeping  
comptabilité en partie simple single-entry bookkeeping  
comptable an accountant  
comptant d'usage prompt cash  
compte courant current account  
compte de dépôts deposit account  
concepteur publicitaire designer  
conditions de vente sales terms  
conforme à l'échantillon up to sample  
congé de maladie sick leave  
connaissance bill of lading (B/L)  
conseil d'administration board of directors  
conseiller, un a consultant  
consignataire, destinataire the consignee  
consommateur the consumer  
consommation consumption  
conteneur hermétique air-tight container  
conteneurs étanches waterproof containers  
conteneurs, mise en containerization  
contingents d'importation import quotas  
contremaître foreman  
contrôler to check  
corbeille à classement filing tray  
court d'argent, être à to be out of cash  
courtier broker  
coûts de production production costs  
coûts d'exploitation operating costs  
couverture (de protection) wrapping  
créancier creditor

D

date d'échéance date of maturity  
débiteur debtor  
déclaration en douane customs entry  
découvert, un an overdraft  
dédouaner les marchandises to clear goods  
défense du consommateur consumerism

défraîchi shop-soiled	entrepreneur contractor
dégâts damage	entreprise concern, venture
délais de livraison delivery dates	entreprise adjudicataire ou soumissionnaire a bidder,
demande de renseignements inquiry/enquiry	bidding company
dépliant, un a leaflet	entreprise individuelle one-man concern
déposer le bilan to file a petition in bankruptcy	envelopper to wrap
dessinateur industriel draughtsman	envoi, expédition a shipment
dette debt (dettes current liabilities)	équiper informatique hardware
devis, cotation quotation	escompte d'usage trade discount
direction, la the management	escompte/remise a discount
dispositions provisions (of a contract)	escompter to discount
dissoudre une société to wind up a company	escompter une traite to discount a bill
distribuer un produit to market a product	établir un document to issue a document
documents d'expédition shipping documents	établir une facture to make out an invoice
douanier, le customs officer	étude, enquête survey
double exemplaire, en in duplicate	exécuter une commande to meet an order
drawback (remboursement des droits d'importation)	exercice financier financial year
drawback	exiger to require
droit de courtage brokerage fee	expédier (des marchandises) to
droit de régie, accises excise duty	ship/consign/dispatch/send (goods)
droits de douane customs duties	expéditeur, agent d'expédition shipper/consignor
droits de douane, être soumis aux to be dutiable	F
droits spécifiques specific duties	facture invoice
E	facture consulaire consular invoice
ébauche, traite draft	facture des services publics (gaz, électricité) utility bill
échantillon a sample	facture pro-forma pro-forma invoice
échantillon, sur le by sample	failli, un a bankrupt
échéance, venir à to come to maturity	faillite, une a bankruptcy (faire faillite to go bankrupt)
économe thrifty	fauché, être to be broke
économiser de l'argent to save money	feuille de route, lettre de voiture waybill
écrit, par in writing	feuilleter to browse
écritures comptables bookkeeping entries	fiche de stock stock control card
écritures, passer les to enter in the book	filiale a subsidiary
effet de commerce instrument of trade	fonctionnaire, un a civil servant
emballer (protection) to pack	fonds, être en to be in cash
emballer, conditionner to package	former une société en nom collectif to enter into
emprunteur a borrower	partnership
encaisser un chèque to cash a cheque	fournir quelque chose à quelqu'un to supply someone
enchères, vente aux auction sale	with something
endosseur the endorser	fournir un prix to quote a price
enregistrer une commande to book an order	fournisseur a supplier
entreposage warehousing	frais de transport charges, freight

frais généraux overheads  
franco free of charge  
franco transporteur free carrier (FRC)  
fret aérien airborne freight  
fret maritime seaborne freight  
fusion a merger  
fusionner to merge  
**G**  
gamme range  
gare d'arrivée receiving station  
gestion de stock zéro just-in-time stock control  
grand livre, le the Ledger  
grand magasin department store  
grève strike  
guichet (bancaire) automatique automatic teller machine (ATM)  
**H-I**  
huissier bailiff  
immobilisations fixed assets  
imprimante a printer  
imputer à un compte (crédit) to charge to an account  
informatique data processing  
informatiser, mettre sur ordinateur to computerize  
inscrit, être to be registered  
insolvabilité insolvency  
interdire to ban  
intermédiaire, un a middleman  
inventaire, faire le to take stock  
**J-L**  
juriste, avocat lawyer  
légalement tenu, être to be bound by law  
lettre de change bill of exchange (B/E)  
lettre de crédit letter of credit (L/C)  
lettre de recouvrement collection letter  
lettre de transport aérien (LTA) air waybill  
licenciement (pour faute) dismissal  
licencier to dismiss  
lien link  
lieu d'émission place of issue  
liste de colisage packing list  
liste de tarifs pricelist  
litige legal dispute, litigation, lawsuit

livraison retardée overdue delivery  
livre de caisse cash book  
livre de comptes a ledger  
livre des effets à payer accounts payable book  
livre des effets à recevoir accounts receivable book  
livre des salaires, les salaires the payroll  
livré droits acquittés delivered duty paid (DDP)  
livré droits non acquittés delivered duty unpaid (DDU)  
livret d'épargne passbook  
location rental  
locaux premises  
logiciel(s) software  
loyer rent  
  
**M**  
machine à adresser addressing machine  
machines de bureau office equipment  
magasin store, warehouse  
magasin de vente directe d'usine factory outlet  
magasin général de douane bonded warehouse  
magasinier storekeeper, warehouseman  
malmener to mishandle  
mandat money order  
manier avec soin handle with care  
manutention, opérations de handling operations  
manutentionnaire packer  
marchandises exemptes de droits, libres à l'entrée duty-free goods  
marchandises présentant un défaut flawed goods  
marges bénéficiaires profit margins  
masse monétaire money supply  
mesures non tarifaires non-tariff measures  
meuble de classement filing cabinet  
moyens de transport means of conveyance  
**N-O**  
nomination appointment  
note de débit debit note  
objets de valeur valuables

obligation debenture  
obligatoire compulsory  
offre, soumission a bid  
opposition à un cheque, faire to stop a cheque  
ordinateur a computer  
ordre du jour agenda  
organigramme flow chart  
ouvrier qualifié skilled worker

P

paiement à vue payment at sight  
paiement comptant à la commande cash with order (CWO)  
paiement comptant à la livraison cash on delivery (COD)  
papeterie stationery  
papier 'kraft' brown paper  
passible de droits, être to be liable to duty  
passif, le liabilities  
percevoir des intérêts to charge interest  
plainte complaint  
plan comptable accounting system  
planification planning  
point de vente retail outlet  
police d'assurance insurance policy  
politique de vente sales policy  
port de destination, port d'arrivée port of discharge  
port d'embarquement port of loading  
poursuivi, être to be prosecuted  
pousser les gens à acheter to induce people to buy  
prélèvement automatique automatic debiting (transfer)  
prélèvement automatique, ordre de standing order  
prélever des taxes to levy taxes  
prendre sa retraite to retire  
prendre une décision to make a decision  
présenter, exposer (un produit) to display  
présider une réunion to chair a meeting  
prêt a loan  
prêt sans garantie an unsecured loan  
prêt sur titres a secured loan  
prêter de l'argent to lend money  
prime (d'assurance) a premium  
prime bonus

prix de revient cost price  
prix de soldes bargain prices  
prix défient toute concurrence rock-bottom prices  
prix départ usine ex-works (EXW)  
prix ex magasin ex-warehouse (EXW)  
prix imbattables unbeatable prices  
prix réduits, à des cut price/rate  
prix sacrifiés slashed prices  
producteur, un a producer  
production en série mass production  
production, rendement output  
produit, article line/product  
produits alimentaires foodstuffs  
propriétaire, le the owner  
protêt protest  
publicité mensongère deceptive advertising  
publicité, la advertising (une publicité, un annonce an advertisement)

R

rabais rebate  
raison sociale style  
rapport avec quelqu'un, être mis en to be put in touch with someone  
rayonnage, étagère shelf  
récépissé receipt, acknowledgement  
recettes receipts  
reconnaissance de dette an IOU  
reçu (de paiement) receipt  
rédacteur publicitaire copywriter  
régé, être to be regulated  
registre des sociétés Registrar of Companies  
régler en numéraire/en espèces to settle in cash  
régler un différend to settle a dispute  
régler une dette to settle a debt  
relations d'affaires business connections  
relevé de factures statement of invoices  
rembourser to refund  
remplir un document to fill in a document  
rendu à la frontière delivered at frontier (DAF)  
représentant, un an agent/representative  
réseau network  
retirer de l'argent to withdraw money

retrait, un a withdrawal  
retraite, la retirement  
révéler to disclose  
risques du propriétaire, aux at owner's risk (OR)  
risques du transporteur, aux at carrier's risk (CR)  
rouge, être dans le/avoir un découvert to be in the red  
roulage roll on/roll off system  
rupture de stock stock shortage  
**S**  
sauf indications contraires unless otherwise agreed  
se conformer à to comply with  
se renseigner to inquire/enquire about  
secrétaire de direction executive secretary  
secrétariat général general office  
service department  
service après-vente after-sales service  
service comptable accounts department  
service contentieux legal department  
service de comptabilité bookkeeping/accounts department  
service des archives records department  
service des expéditions shipping department  
service du personnel staff department  
service publicité advertising department  
services fiscaux tax authorities  
siège social head office, registered office  
société company  
société à responsabilité limitée (SARL) private company (Ltd.)  
société anonyme (SA) public company (Plc.)  
société de capitaux joint-stock company  
société de personnes partnership  
société en commandite limited partnership  
société en nom collectif general partnership  
solde balance  
soldes, vente en bargain sale  
solliciter, prier to request  
sous condition on approval  
sous douane in bond  
sous-facturé, être to be undercharged  
spécimen, sur by type  
statut ou condition légal status

statuts de la société articles of partnership (A/P), of association (A/A)  
stock invendable unsaleable stock  
subir une perte to incur a loss  
supports publicitaires, médias advertising media  
surfacturé, être to be overcharged  
**T**  
talon counterfoil (talon de chèque cheque stub)  
tarif dégressif tapering rate  
tarifs douaniers customs tariffs  
taux d'escompte rate of discount  
Taxe sur la Valeur Ajoutée (TVA) Value Added Tax (VAT)  
tenir les livres to keep the books  
tenir une réunion to hold a meeting  
tiré, le the drawee  
tirer à découvert to overdraw  
tirer une traite to draw a bill  
tireur, le the drawer  
titre, valeur a security (titres deeds)  
titulaire, porteur (d'un document) holder  
toucher, encaisser to cash  
traite de complaisance accommodation bill  
traite documentaire documentary draft  
traitement de textes (TTX) word processing, a word processor  
trajet haul  
transitaire, le the forwarding agent  
transport conveyance/transport  
transport maritime sea freight  
transport par cadres (conteneurs) container shipping  
transport routier road haulage  
transporter par la route to haul  
transporteur carrier  
tribunaux de commerce Trade Courts  
trier to sort  
**U-W**  
unions douanières customs unions  
valeur, action stock  
véhicule semi-remorque articulated vehicle  
vente 'en leasing', location-vente hire-purchase sale  
vente liquidation clearance sale

vente par correspondance mail-order business  
ventilation (des coûts) breakdown  
vérification, sur on inspection  
vérifier/apurer les comptes to audit the accounts  
vitesse, en grande by passenger train  
vitesse, en petite by goods train  
vol flight  
volumineux bulky  
voyageur de commerce travelling salesman  
vrac, en in bulk  
wagons scellés sealed wagons  
warrant warrant

to awake	awoke	awoken	(se) réveiller
to bear	bore	borne	supporter
to beat	beat	beaten	battre
to become	became	become	devenir
to begin	began	begun	commencer
to bend	bent	bent	(se) courber
to bet	bet	bet	parier
to bid	bid	bid	offrir (un prix)
to bind	bound	bound	lier, relier
to bite	bit	bitten	mordre
to bleed	bled	bled	saigner
to blow	blew	blown	souffler
to break	broke	broken	casser
to breed	bred	bred	élever (du bétail)
to bring	brought	brought	apporter
to build	built	built	construire
to burn	burnt	burnt	brûler
to burst	burst	burst	éclater
to buy	bought	bought	acheter
to cast	cast	cast	jeter
to catch	caught	caught	attraper
to choose	chose	chosen	choisir
to cling	clung	clung	s'accrocher
to come	came	come	venir
to cost	cost	cost	coûter
to creep	crept	crept	ramper
to cut	cut	cut	couper
to deal	dealt	dealt	distribuer
to dig	dug	dug	creuser
to do	did	done	faire
to draw	drew	drawn	dessiner
to dream	dreamt	dreamt	rêver
to drink	drank	drunk	boire
to drive	drove	driven	conduire
to dwell	dwelt	dwelt	habiter
to eat	ate	eaten	manger
to fall	fell	fallen	tomber
to feed	fed	fed	nourrir
to feel	felt	felt	sentir, éprouver
to fight	fought	fought	combattre
to find	found	found	trouver
to flee	fled	fled	s'enfuir
to fling	flung	flung	jeter violemment
to fly	flew	flown	voler
to forbid	forbade	forbidden	interdire
to forget	forgot	forgotten	oublier
to forgive	forgave	forgiven	pardonner
to freeze	froze	frozen	geler
to get	got	got	obtenir
to give	gave	given	donner
to go	went	gone	aller
to grind	ground	ground	moudre
to grow	grew	grown	grandir
to hang	hung	hung	pendre, accrocher
to have	had	had	avoir
to hear	heard	heard	entendre
to hide	hid	hidden	(se) cacher
to hit	hit	hit	frapper, atteindre

to hold	held	held	tenir
to hurt	hurt	hurt	blessé
to keep	kept	kept	garder
to kneel	knelt	knelt	s'agenouiller
to know	knew	known	savoir, connaître
to lay	laid	laid	poser à plat
to lead	led	led	mener
to lean	leant	leant	s'appuyer
to leap	leapt	leapt	sauter
to learn	learnt	learnt	apprendre
to leave	left	left	laisser, quitter
to lend	lent	lent	prêter
to let	let	let	permettre, louer
to lie	lay	lain	être étendu
to light	lit	lit	allumer
to lose	lost	lost	perdre
to make	made	made	faire, fabriquer
to mean	meant	meant	signifier
to meet	met	met	(se) rencontrer
to pay	paid	paid	payer
to put	put	put	mettre
to quit	quit	quit	cesser (de)
to read	read	read	lire
to rid	rid	rid	débarrasser
to ride	rode	ridden	chevaucher
to ring	rang	rung	sonner
to rise	rose	risen	s'élever, se lever
to run	ran	run	courir
to saw	sawed	sawn	scier
to say	said	said	dire
to see	saw	seen	voir
to seek	sought	sought	chercher
to sell	sold	sold	vendre
to send	sent	sent	envoyer
to set	set	set	fixer
to sew	sewed	sewn	coudre
to shake	shook	shaken	secouer
to shear	sheared	shorn	tondre (des moutons)
to shed	shed	shed	verser (des larmes)
to shine	shone	shone	briller
to shoe	shod	shod	ferrer, chausser
to shoot	shot	shot	tirer
to show	showed	shown	montrer
to shrink	shrank	shrunk	rétrécir
to shut	shut	shut	fermer
to sing	sang	sung	chanter
to sink	sank	sunk	couler
to sit	sat	sat	être assis
to sleep	slept	slept	dormir
to slide	slid	slid	glisser
to sling	slung	slung	lancer (avec force)
to slink	slunk	slunk	aller furtivement
to slit	slit	slit	fendre, inciser
to smell	smelt	smelt	sentir (odorat)
to sow	sowed	sown	semer
to speak	spoke	spoken	parler
to speed	sped	sped	aller à toute vitesse
to spell	spelt	spelt	épeler



to spend	spent	spent	dépenser
to spill	spilt	spilt	renverser (un liquide)
to spit	spat	spat	cracher
to split	split	split	fendre
to spoil	spoilt	spoilt	gâcher, gâter
to spread	spread	spread	répandre
to spring	sprang	sprung	jaillir, bondir
to stand	stood	stood	être debout
to steal	stole	stolen	voler, dérober
to stick	stuck	stuck	coller
to sting	stung	stung	piquer
to stink	stank	stunk	puer
to stride	strode	stridden	marcher à grands pas
to strike	struck	struck	frapper
to string	strung	strung	enfiler, tendre (une corde)
to strive	strove	striven	s'efforcer
to swear	swore	sworn	jurer
to sweep	swept	swept	balayer
to swell	swelled	swollen	enfler
to swim	swam	swum	nager
to swing	swung	swung	se balancer
to take	took	taken	prendre
to teach	taught	taught	enseigner
to tear	tore	torn	déchirer
to tell	told	told	dire, raconter
to think	thought	thought	penser
to throw	threw	thrown	jeter
to thrust	thrust	thrust	enfoncer
to tread	trod	trodden	fouler aux pieds
to understand	understood	understood	comprendre
to wake	woke	woken	(se) réveiller
to wear	wore	worn	porter (des vêtements)
to weave	wove	woven	tisser
to weep	wept	wept	pleurer
to win	won	won	gagner
to wind	wound	wound	enrouler
to wring	wrung	wrung	tordre
to write	wrote	written	écrire

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