

# THE COMPANY

## YOUR POSITION IN THE COMPANY

Look at the presentation, and replace the words in brackets by one of the words hereunder.



- a) Seasonal worker
- e) Colleague
- i) Apprentice
- m) Self-employed
- b) Head
- f) Senior executive
- j) Out worker
- n) Trainee
- c) Temporary worker
- g) Moonlighter
- k) Junior executive
- o) Casual worker
- d) Skilled worker
- h) Guest worker
- l) Unskilled worker
- p) Supervisor

Welcome to our company. I would like to introduce you to some of the staff. Let's start in the offices, and then we'll move on to the factory floor. First of all, this is Peter, he's Head of Research, one of our (1) (upper grade managers) ..... ; he is assisted by John, who is a (2) (lower grade manager) ..... Here is another of our (3) (co-workers) ....., Rachel, who is (4) (at the top of) ..... the Finance Department. As we go past the I.T. (Information Technology) area, you'll probably see Sally, who looks after all our computers and information systems. She doesn't directly work for us but is (5) (works for herself) ....., and highly efficient! With her is her young (6) (someone being trained in a vocational area) ....., who is learning fast.

Now, let's move on to the workshops. First of all, I'd like you to meet our (7) (overseer) ....., Michael, who manages everyone here.

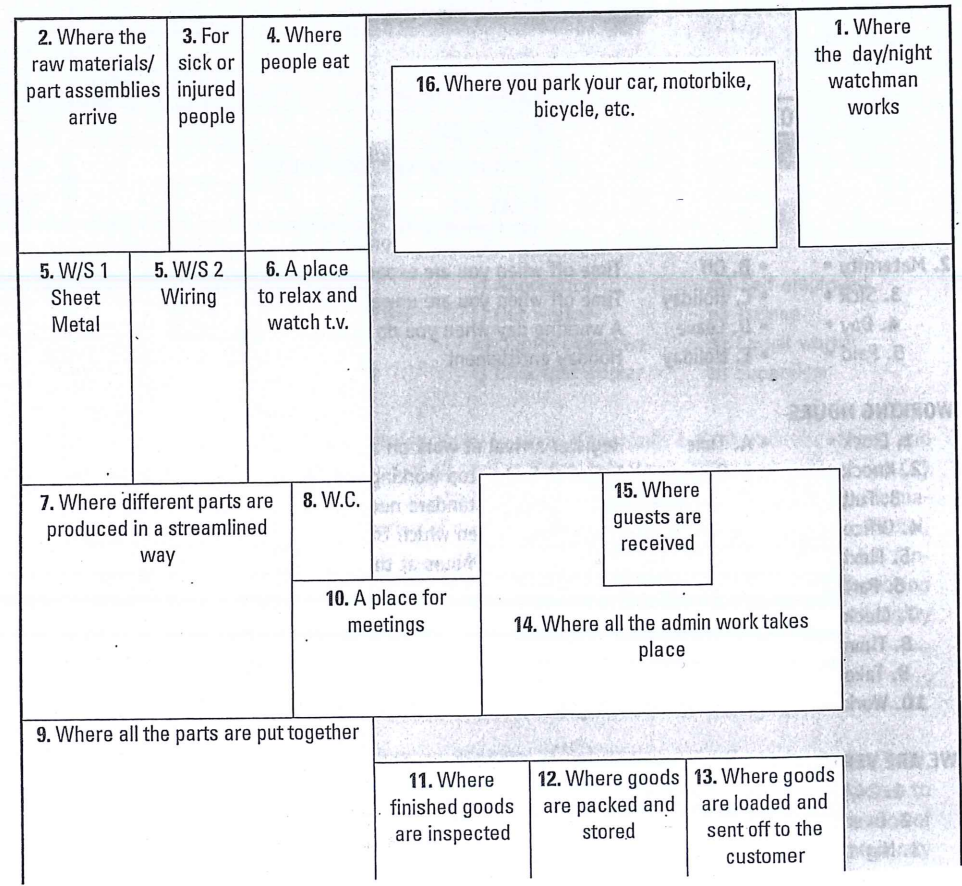
Bob is a (8) (someone who has had training for his job) ....., and his workmate is Jo, who is an (9) (someone who has had no training for their job) ....., but who hopes to get some training in the near future on the assembly line. Manpower in the factor also includes a lot of people who come when we need more manpower, when we have to call on (10) (a short-term temporary labourer who is entitled to leave and other benefits) ..... In the summer, when we

## OPTIMISING PLANT LAYOUT

Put the different departments into the right place in the factory.

### On the Premises

- a) Rest area, b) Car park c) Assembly line d) Delivery area (Receiving) e) Meeting room f) Workshops
- g) Quality control h) Packaging and warehousing i) Toilets j) Reception k) Caretaker's lodge
- l) Dispatch / Shipping m) Production line n) Sick room o) Staff canteen p) Administration offices



# ADMINISTRATIVE DEPARTMENT

## FINANCIAL STATEMENTS

Put a word from the list into the right place in the following 3 financial statements.  
 Words can be used more than once, for example, Assets = 6 times, Revenue = twice.

- Balance Sheet (1)
- Income Statement (1)
- Operating Expenses (2)
- Assets (6)
- Net Income (1)
- Revenue (2)
- Cash Flow Statement (1)
- Liabilities (6)

<b>CREATIVE COMPANY</b>	
(1) _____ at 31 <sup>st</sup> January 20.... Or a Snapshot of a company's financial situation on a particular date	\$'000,000
<b>Tangible &amp; Intangible (2)</b> _____	
<b>CURRENT (2)</b> _____	
Cash & Cash Equivalents	1,612
Short Term Investments	199
Receivables	1,234
Inventories	1,001
Prepaid Expenses and Other	1,504
<b>TOTAL CURRENT (2)</b> _____	<b>5,550</b>
<b>LONG TERM (2)</b> _____	
Long Term Investments	7,411
Property, Plant & Equipment	3,902
Intangible Assets, Goodwill & I.P.	1,800
Accumulated Depreciation (or Amortisation)	N/A
Other Assets	N/A
<b>TOTAL (2)</b> _____	<b>18,663</b>
(3) _____	
<b>CURRENT (3)</b> _____	
Accounts Payable	4,211
Short Term Debt	3,009
Other Current (3) _____	N/A
<b>TOTAL CURRENT (3)</b> _____	<b>7,220</b>
<b>LONG TERM (3)</b> _____	
Long Term Debt	721
Other Liabilities (including Provision for Bad Debts)	934
<b>TOTAL (3)</b> _____	<b>8,875</b>
<b>TOTAL STOCKHOLDER EQUITY</b>	<b>9,788</b>
<b>NET (2)</b> _____	<b>7,988</b>

## CORPORATE FINANCE

Find the synonym.

- Production cost per unit item • Fixed costs • Wind up • Currency exchange rate • Person hour
- Costing • Cash in hand • General expense • Cash inflow and outflow • Year-to-Date • Arrears
- Operating expenses • To show a shortfall • Rate of return • Prediction • Operating profit margin
- Revenue = expenses • Insolvency • Outgoings

### Overall expenses

Overheads.....  
Running costs .....  
Expenditure .....  
Man-hour.....  
Miscellaneous expense.....

### Money matters

Ready cash .....  
Debt .....  
Rate of exchange.....  
Cash flow.....

### On the spreadsheet

Forecast .....  
YTD.....  
Break-even point .....  
Unit cost .....  
Yield .....  
Cost analysis.....  
Operating margin.....

### Going under

Bankruptcy .....  
Liquidate .....  
To show a loss .....

Do you know what a SWOT analysis is?

## TAXATION

Select the right word for the definition.

- A local tax on business.  
a) Corporate tax                      b) Cooperation tax                      c) Professional tax
- Tax people have to pay on their wages or salaries, and unearned income.  
a) Revenue tax                      b) Salary tax                      c) Income tax
- Tax imposed in some countries for a personal fortune.  
a) Wealth tax                      b) Richness tax                      c) Fortune tax
- Tax on profits from the sale of an asset.  
a) Asset tax                      b) Capital gains tax                      c) Asset gains tax
- Tax imposed on residential land.  
a) Real estate tax                      b) Residence tax                      c) Land tax
- A tax added at each stage of production or final stage which adds value.  
a) Consumer tax                      b) Value added tax                      c) Consumption tax
- Federal body for collecting most taxes.  
a) Internal Revenue Service                      b) Federal Revenue Service                      c) Federal Tax Service
- A country offering very favourable tax laws for foreigners.  
a) Tax heaven                      b) Tax haven                      c) Tax paradise
- A financial year for calculating yearly business statements.  
a) Calculation year                      b) Financial statement year                      c) Fiscal year
- Money back from the government when too much tax has been paid.  
a) Tax rebate                      b) Tax return                      c) Tax reimbursement
- A form to fill out to declare your taxes.  
a) Tax form                      b) Tax declaration                      c) Tax return
- An unclear tax law which enables people to pay less tax.  
a) Tax reduction                      b) Tax loophole                      c) Ambiguous tax
- Deliberate and illegal failure to pay tax.  
a) Tax evasion                      b) Tax default                      c) Fiscal fraud
- Legally minimizing the amount of tax to be paid.  
a) Creative taxing                      b) Minimal taxing                      c) Tax avoidance
- A system by which tax on wages / salaries is retained at source.  
a) W.R.A.S.                      b) P.A.Y.E.                      c) S.R.A.S.

**D. YOU'VE GOT THE JOB!**

Complete each sentence using the phrases below.

- you the position of Junior Consultant
- basis according to the contracts signed
- description and the terms and conditions of employment
- 25<sup>th</sup> January, 2010
- days a calendar month will accumulate as from your starting date
- Ms. Hopeful,
- to increase their monthly revenue
- please do not hesitate to contact my office
- period followed by a permanent full-time contract

- shall provide a relocation allowance
- coming to the interview in Los Angeles last week
- a starting salary of \$5,050 per month
- in-house training and computer-based training programs
- your proficiency level
- 10 hours a day multiplied by the number of working days in a month

Dear \_\_\_\_\_

Thank you for \_\_\_\_\_ . We would like to offer \_\_\_\_\_ , commencing \_\_\_\_\_

You will have a statutory 6-month probationary \_\_\_\_\_

The rewards package includes \_\_\_\_\_ , to be increased according to \_\_\_\_\_ . You will also be paid commission on a percentage \_\_\_\_\_ , and there is a payment by results scheme which enables you and your future colleagues \_\_\_\_\_

The contracted hours of work are the equivalent of \_\_\_\_\_ . Your leave entitlement (or paid leave) of 2 \_\_\_\_\_

Because you will be moving to the States, we \_\_\_\_\_

Career prospects and advancement are encouraged and we shall help you on the path to success with \_\_\_\_\_

Please find enclosed a job \_\_\_\_\_ , as well as the agreement for you to return signed, after reading attentively.

Should you require any further information, \_\_\_\_\_

Yours sincerely, James Jobaffer, H.R. Manager

## 5 CONFUSING WORDS

Make the right choice (you may have to put the verb in the right tense).

1. **Actually/currently:** a) I ..... think you ought to take some time off.  
b) They are ..... working on a new design.
2. **Advice/advise:** a) The lawyer ..... us to read the small print.  
b) You should listen to his .....
3. **Assure / ensure / insure:** a) To ..... product quality, we have added self-inspection.  
b) Be sure to ..... your valuables. c) Let me ..... you that I will be on time.
4. **Control / inspect / check:** a) Could you just ..... these goods before dispatch?  
b) Each item is carefully ..... before it leaves the assembly line.  
c) Overall quality ..... is part of our company policy.
5. **Beside / besides:** a) ..... me who thinks we should lay off 10 direct workers?  
b) Why don't we put the scanner ..... the desktop?

## STOCK MANAGEMENT / STORAGE TIPS FOR THE WAREHOUSEMAN / STOCK KEEPER

Put the following words into the right gap.



- reminder • delivery deadlines • stocklist (GB) / inventory (USA) • FIFO • out of stock • delivery delay
  - shortage • stocktaking • lead time • stock-in-hand
- a) Calculate the ..... to give a delivery date.
  - b) Check the customer's ..... for outgoing goods.
  - c) Warn customer of a .....
  - d) Use ..... (First in - first out) Management tools.
  - e) Take stock to avoid a ..... / lack of incoming goods.
  - f) Check the ..... in your warehouse.
  - g) Send a ..... to the supplier about the remainder of the order.
  - h) Re-order goods before being .....
  - i) Update your .....
  - j) Once a month / year, do the inventory / .....

## Management

### BUSINESS PLANNING

Find the synonym(s) and complete the speech with the words in the right-hand column.

profitability - in the short / medium / long run - half - cost effective - goal - anticipate - forecast - outcome - compulsory - second semester - target - guidelines - first quarter - aim - corporate strategy

1. Objective	
2. The first 3 months of the year	
3. The second six months of the year	
4. Result	
5. Guiding principle	
6. Prediction / projection	
7. Short / medium / long term	
8. Obligatory	
9. Company policy	
10. The ability to generate revenue	
11. Cost efficient	
12. Foresee or foreknow	

Ladies and gentlemen. Thank you for coming at such short notice. First please take a look at the f..... for the f..... q..... 20--. Our t..... is to make production more c..... e..... so that by the end of the s..... S..... of the year, we will have increased our p..... - to the delight of the shareholders of course. To this end, we have written up new g..... with both optional and c..... changes to be made by each department head.

The main change to our c..... s..... is to a..... any market changes way ahead of the competition, and thus become leaders in our market sector. Of course, in the short term this will involve a lot of extra work, but in the l..... r..... it means jobs and profits for everyone!!

**RUNNING A COMPANY**

Match the word to the definition – in the right column of course!

- Tackle a problem
- Fall short of forecasts
- Goodwill
- The pros and cons
- MBO (Management by objectives)
- Teamwork
- Ideas box
- Sensitive issue
- Leadership
- Be aware
- Shortfall in earnings
- Mediate

MANAGEMENT TOOLS	ROADS TO IMPROVEMENT	PROBLEMS TO BRING UP
Reward staff if results are close to objectives . 1. ....	An intangible asset – staff morale, a good reputation... 5. ....	A rather thorny problem, which might make waves. 9. ....
Team up with the right colleagues. 2. ....	A place to suggest initiatives anonymously. 6. ....	The upsides (for) and the downsides (against). 10. ....
Influence people to reach the right target. 3. ....	To undertake to find the solution to a quandary. 7. ....	Not making as much money as expected. 11. ....
Reconcile, resolve or settle differences. 4. ....	Be in the know of openings for the future. 8. ....	Anything which is not up to what was predicted. 12. ....

# THE PRODUCT

## WHICH WORD SHOULD I USE?

Match the word to the definition.

## Marketing & Advertising

- 1. Advertising •
- 2. Publicity •
- 3. Market research •
- 4. Marketing research •
- 5. Survey •
- 6. Opinion poll •
- 7. Market trend •
- 8. Market forecast •
- 9. Niche market •
- 10. Mass market •
- 11. A classified ad •
- 12. A spread •
- 13. A hoarding •
- 14. A poster •
- 15. A leaflet •
- 16. A booklet •
- 17. A coupon •
- 18. A voucher •
- A. A small ad
- B. Asks for opinions
- C. A small book, like a pamphlet
- D. Publicity you pay for
- E. A small, top-of-the-market sector
- F. One-page advertising (can be a throw-away)
- G. The study of how a product will sell
- H. What will exist in the future
- I. A large billboard for advertising
- J. What exists at the current time
- K. With this, you get a free sample
- L. A market available to everyone
- M. A full page or double page ad
- N. General research – media, economic climate, etc.
- O. You get something which has been pre-paid
- P. A large-format print for advertising
- Q. Asks for statistics, numbers to be analysed
- R. Publicity which is free

## 6 MORE CONFUSING WORDS

Same as always!

- 1. **Downside / underside:** a) The ..... of each piece is carefully finished.  
b) The ..... of the situation is the extra work it implies.
- 2. **Hard / hardly:** a) We ..... have time to get them finished before the deadline.  
b) Could you please work ..... to finish on time?
- 3. **Lay down / lie down:** a) They ..... the rules for working hours.  
b) My company is so caring – there is even a place to ..... and rest!
- 4. **Raise / rise:** a) The C.E.O. from the States is coming, please ..... to the occasion.  
b) Oh no! They're going to ..... taxes again!
- 5. **Remind / remember:** a) ..... me about the meeting, won't you?  
b) ..... to fill in the form overleaf.
- 6. **Wins / earns:** a) He ..... 24,000 dollars a month.  
b) He ..... 200,000 dollars on the lottery.

## HATEFUL HOMONYMS

Try your luck.

- 1. **Facts / fax:** a) Did you get the ..... I sent yesterday?  
b) Have you got the ..... right?
- 2. **Leased / least:** a) At ..... you could have waited for me!  
b) He has ..... the premises for 3 years.
- 3. **Principal / principle:** a) The ..... is that happy operatives are efficient.  
b) The ..... idea is to get everyone motivated.
- 4. **Right / write:** a) Have you got the ..... or wrong answer?  
b) Have you got time to ..... to the supplier?
- 5. **Stationary / stationery:** a) There's no more paper! Who orders the .....?  
b) I don't know how those soldiers stay ..... for so long.
- 6. **By / bye / buy:** a) ..... for now!  
b) ..... the way, did you know that...?  
c) ..... now and pay in 3 months!

**NEW TECHNOLOGY BUZZWORDS**

Choose the right word out of the three choices.

- 1. The manipulation of individual atoms and molecules (e.g. for high performance tennis rackets!).  
a) Atomtechnology                      b) Molecology                      c) Nanotechnology
- 2. A very thin fibre made of glass, particularly used in bundles for transmitting images.  
a) Glass fibre                      b) Optical fibre                      c) Bundle fibre
- 3. The transmission of television or radio programs which the end user receives via a dish.  
a) Dish broadcasting                      b) Satellite broadcasting                      c) Transmission broadcasting
- 4. RFID (e.g. automatic tollbooths where you don't have to stop).  
a) Radio for identification                      b) Radio for impatient drivers                      c) Radio frequency identification
- 5. Identification using a person's unique features (for now fingerprint, voice, iris or face).  
a) Biometric identification                      b) Body identification                      c) Individual identification
- 6. A tiny piece of silicon with an electronic circuit (e.g. for smart cards and motherboards).  
a) A flea                      b) A chip                      c) A ship

**EQUIPMENT FOR THE LAB**

Link the word in the list to the reason below.

- |                      |                         |   |                                   |
|----------------------|-------------------------|---|-----------------------------------|
| 1. Apparel dispenser | 6. Chemical cabinets    | 11. Microscope                                    | 14. Heating and cooling equipment |
| 2. Glove dispensers  | 7. Fume hoods           | 12. Test tube (with stopper) and test tube holder |                                   |
| 3. Eye goggles       | 8. Emergency sprinklers | 13. Thermometer                                   |                                   |
| 4. Laboratory bench  | 9. Stools               |   |                                   |
| 5. Cabinets          | 10. Scales              |   |                                   |

**CORPORATE CUSTOMERS**

Fit the right word into the gap

- |              |                 |                       |            |
|--------------|-----------------|-----------------------|------------|
| Trade secret | Trade magazines | Prospective customers | Trademarks |
| Faulty goods | Trade fair      | Transactions          | Supplier   |
| Proposals    | Put in a tender | Trade discount        | Complaints |

I was looking for a (1) S\_\_\_\_\_. The first thing I did was to look through the (2) T\_\_\_\_\_ and then I went to the (3) T\_\_\_\_\_ F\_\_\_\_\_ in London to see what was on offer. I found just what I wanted. Two different (4) T\_\_\_\_\_, and suggested they (5) P\_\_\_\_\_ I\_\_\_\_\_ a T\_\_\_\_\_. I asked them to explain their manufacturing process, but they said it was a (6) T\_\_\_\_\_ S\_\_\_\_\_. Another important factor was the number of (7) C\_\_\_\_\_ for (8) F\_\_\_\_\_ G\_\_\_\_\_ they averaged on a yearly basis. Times are hard, and everyone was looking for (9) P\_\_\_\_\_ C\_\_\_\_\_, so I reckoned I would be able to negotiate a (10) T\_\_\_\_\_ D\_\_\_\_\_. A few days later I got both (11) P\_\_\_\_\_, chose the best one and began our business (12) T\_\_\_\_\_.

# ASSORTED BUSINESS ACTIVITIES

## MAKE HAY WHILE THE SUN SHINES

Put the words below into the correct box.

- Outbuildings • Deforestation • Plow • Chainsaw • Cereal • A flock of sheep • Tractor • Barren land
- Stock • Farmer • Organic • Cattle breeding • Fruit • Rodents • Drought • Poultry • Market • A tea plantation
- Shed • Trailer • Sow • Vegetables • Landowner • A timber forest • Weeds • Farm labourer
- A litter of pigs • Vintner • Farmhand • Combine harvester • Seafarming • Pollution • Fertilize • Farm manager
- Harvest • A lumber mill • Tropical crops • Dairy • Forest ranger • Crops • Silo • Thoroughbred horses
- Fell • Beekeeper • Woodcutter • Mushrooms • Farmyard • Market gardening • Season • Plant
- Bad crop rotation • Vineyard • Barn

People	Working the land	Farm machinery	Farm buildings
Produce	Livestock	Fieldwork for a bumper crop	Forest exploitation
Problems which reduce crop yield			

## B. A VISIT TO COUNTINGHOUSE COFFER BANK

Read the story and put the appropriate word in the gap.

- Savings account
- Maturity date
- Counterfoil / stub
- Bank statement
- Foreign currency
- ATM
- Teller
- Branch manager
- Mortgage repayment
- Exchange rate
- Home banking
- Current account
- Coins and notes
- Cheque / check book
- PIN

Yesterday, I went to see the (1. Person who runs the branch of the bank) ..... at my local bank. I had received a (2. Printed document giving the state of my account) ..... telling me I had an overdraft on my (3. The account I use regularly) ..... - in other words my bank balance was negative - and that I was going to pay high interest. When I arrived the manager was busy, so I spoke to the (4. person who works behind the counter) ..... who told me that I had money in my (5. Account to save money) ..... so I should make a transfer. →

→ I didn't want an argument so I took money out of my deposit account and put it into my current account. Then I decided to withdraw some money from the (6. *Cash dispenser*) ..... I took out my bank card, but of course I had forgotten my (7. *Personal Identification Number*) ..... so it didn't work. As I was at the bank, I decided to cash a cheque instead. Oh dear – where had I put my (8. *Book with detachable blank cheques*) .....? Of course, at the bottom of my handbag! So I wrote out a cheque and filled in the (9. *Part of the cheque to keep as a record*) ....., and handed it over to the teller. He gave me the money in (10. *Metal pieces and bits of paper representing money*) ..... I also had some money in a (11. *Foreign exchange*) ..... to deposit on my account. I asked the teller what the (12. *The rate of exchanging from one currency to another*) ..... was. "Not very good, I'm afraid," he said. That didn't surprise me - up until then, it hadn't been my lucky day!

Then I waited to see the manager – I needed to ask for two things: I wanted to take out a (13. *Credit for buying property*) ..... to buy a new house, and I needed a (14. *Credit for personal purchases*) ..... to pay for my son's wedding.

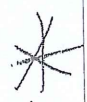
But luck can change.... After lengthy discussions, the manager agreed to both my requests. The (15. *The monthly payment to payback money borrowed*) ..... for the house would be over 10 years. He told me that I had invested some money and that the (16. *The date by which the obligation had to be repaid*) ..... was next month - now that was good news!

Finally, he asked if I had a computer and an Internet connection. I gave a positive answer so he politely suggested that I try (17. *Banking through the Internet*) .....

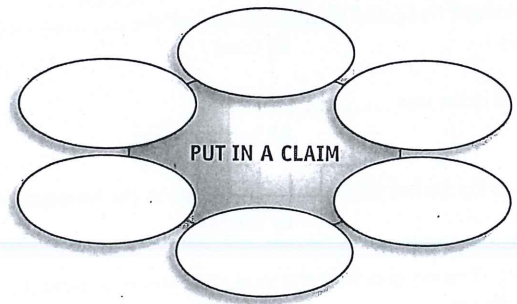
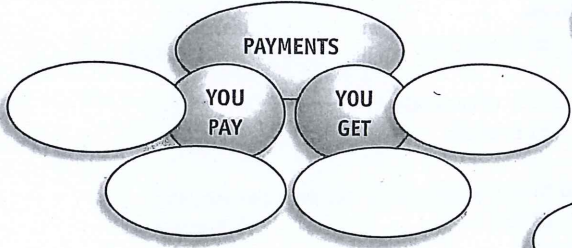
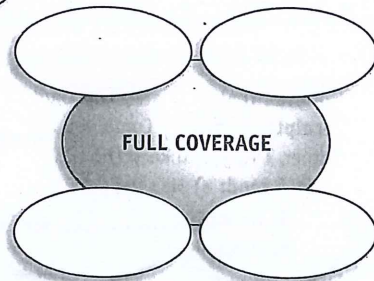
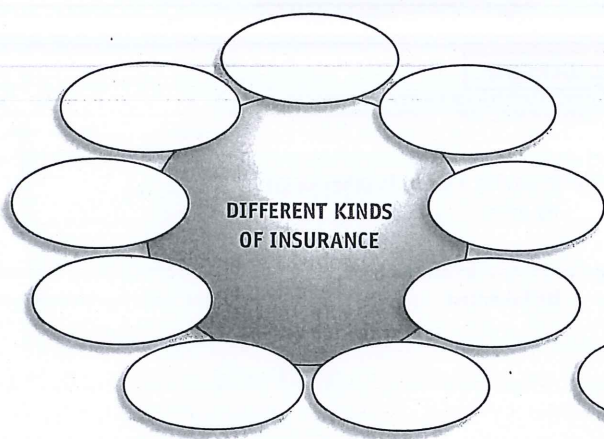
Insurance

**A. HAVE YOU GOT INSURANCE COVERAGE ?**

Complete the insurance mind-mapping.



- Settlement for the claim • Act of vandalism • Life assurance • Annuity • To be insured • Insure baggage against loss • Marine insurance • Annuity policy • Full coverage • Fair wear and tear • All risks policy • Comprehensive • To underwrite • Damage • Insurance policy • Casualty insurance • Assess value • Car insurance • Act of God • To be covered by insurance • Annual insurance premium • Life insurance • Third party fire and theft • Annuity due • Injured party • Burglary insurance • Assess damage
- Underwriter • Certificate of insurance • Health insurance





**TELEVISION & RADIO**

Put the words in the list into the right column. Then complete the sentences on the next page.

- Serial
- DVD player
- Viewer
- News reader / anchor
- Weather forecast
- Sports program
- AM / FM radio
- Game show
- Remote control
- Host
- Thriller
- Couch potato
- News
- Censor
- Documentary
- Reality show
- Cable TV
- Quiz show
- Turn over
- Turn down
- Current affairs program
- Satellite TV
- Broadcaster
- Turn over / change channel
- Turn on / off
- Commercial
- Sitcom
- Soap opera
- Variety show
- Guest
- Turn up
- TV cartoon
- Chat / talk show

Programs	Equipment	Verbs	People

1. Live coverage of the Winter Olympics can be seen on the \_\_\_\_\_.
2. It's best to put the \_\_\_\_\_ on at prime time - for the biggest consumer audience.
3. The \_\_\_\_\_ didn't realize the news wasn't finished - he was still on the air when he started chatting to his colleague.
4. The \_\_\_\_\_ was recorded off screen to be sure of no cheating about the answers.
5. Broadcasting has become much easier with the development of \_\_\_\_\_ TV and \_\_\_\_\_ TV.
6. The television network is pleased with their viewership results - that is the number of \_\_\_\_\_.
7. I always \_\_\_\_\_ the TV when the program is finished on channel 14.
8. "My favourite program on their radio station is the one which talks about what is going on at the moment." "Oh, you mean the \_\_\_\_\_".

**PURCHASING PROPERTY**

Complete the story on the next page.

- Particulars of sale
- Plot / patch
- Housewarming party
- Estate agency
- Provisional sales agreement
- Restricted or unrestricted access
- Gazumped
- Leasehold
- Estate agent / realtor
- Survey
- Time share property
- Ownership
- Property deed
- Freehold

I was looking for a property to buy, so I went to see an (1) ..... where I met the (2) ....., who took me around the neighbourhood to visit several houses, manor houses and stately homes. I asked for the (3) ..... and for further information, for example, the size of the (4) ..... if the property was for sale (5) ..... or (6) ....., and if there were (7) ..... or ..... to the estate. We had a (8) ..... done to check there were going to be no surprises, and then signed the (9) ..... We already have a (10) ..... in Spain, so we wanted full (11) ..... this time. We were frightened of being (12) ..... (in other words, that someone else would offer a better price) but all's well that ends well - we got the (13) ....., and a couple of weeks later moved in and had a (14) .....



X

Our ref:  
Your ref:

Dear Sir or Madam

1. Further to your letter of 27<sup>th</sup> March, 2. please find enclosed our price list as requested. The samples will follow 3. under separate cover.  
4. We would be grateful if you could 5. acknowledge receipt of the parcel.  
Should you wish to order, could you please 6. fill in the reply coupon below.  
7. Yours faithfully,

---

Dear Mr. Smith

8. We acknowledge receipt of your letter dated 14<sup>th</sup> March in which you inform us that you have not received the payment we dispatched on 20<sup>th</sup> January. The cheque was sent by 9. registered delivery (we enclose the receipt), and the money has been withdrawn from our bank account.  
We do not appreciate receiving a 10. reminder from you for something which is an error in your own accounting department.  
11. Yours sincerely,

---

Dear Mrs. Monkton

I am writing 12. on behalf of my client, Mr. Jack Rivers, who is still awaiting payment of his insurance claim. His repeated letters and phone calls to you remain 13. unacknowledged, and he has now had to ask for legal aid.  
We expect a reply by 14. return of post.

---

Dear Ms. Berry

Thank you for your 15. inquiry about our evening classes. Please fill out the questionnaire and complete the form 16. overleaf and return it to us, with remittance and a 17. S.A.E. one month before you wish to start. If anything on the form does not apply to you, just put 18. N/A in the box.  
19. Should you require any further information, please contact the secretary.  
20. P.T.O.

---

Dear Miss Wheeler

21. We would like to apologise for the late delivery of the goods you ordered 3 months ago. In fact, it was a problem of 22. misdirected mail - the postcode you gave us was wrong, and the goods were returned to our factory.  
23. Please accept our apologies for any inconvenience which has been caused.

---

Dear Ms. Thomson

Thank you for your 24. prompt reply to our job offer, and we are delighted to hear that you will be joining our team in September. Could you sign the contracts enclosed and send back the 25. top copy within a fortnight? You will then receive a 26. follow-up letter from the H.R. department, giving you further details about company policy, etc.

---

Dear Doctor Lewis

Thank you for the letter about your patient, Henry Hypo. I am afraid I cannot prescribe the medicine you request without prior approval from a specialist. Could you send a 27. written request to the 28. letter, so that I can get on with treating the former within the recommended 2-month period? We should get on with this 29. without further delay.

---

Dear Peter,

I don't know Simon's address. Could you 30. please forward this catalogue to him?  
Thanks very much in advance. Kind regards,

# COMMUNICATING

## Letters, Faxes or E-mails

### A. A BIT OF LETTER WRITING

Below is a list of expressions you could use on the telephone, or in a more informal e-mail. Please find the equivalent expression to be used in written communication, among the selection underlined in the letters on the following page.

- a. Not applicable: .....
- b. Best regards / kind regards (Dear Mr. Blogs): .....
- c. The letter which is the upshot of another letter: .....
- d. The post was sent to the wrong address: .....
- e. Following your letter: .....
- f. Send it on: .....
- g. Request for information: .....
- h. We confirm we have received...: .....
- i. The second of the two people mentioned: .....
- j. Please turn over (the page): .....
- k. Please: .....
- l. For: .....
- m. The original: .....
- n. In a different envelope: .....
- o. By the next post going out: .....
- p. Without waiting any longer: .....
- q. Without acknowledgement: .....
- r. Best regards / kind regards (Dear Sir): .....
- s. Here is...: .....
- t. Stamped, addressed envelope: .....
- u. Something to make you remember: .....
- v. Complete: .....
- w. If you need to know anything else...: .....
- x. We are sorry if this has been a bore: .....
- y. On the back of this page: .....
- z. Quick answer: .....
- aa. Let us know you get...: .....
- bb. Demand in writing: .....
- cc. A letter following another letter: .....
- dd. Sorry: .....

**L. ORGANISATION**

Running the meeting – put in vowels to complete the words.

1. Can you make sure everyone is .v...l..bl.. on 20<sup>th</sup> August?
2. We have to find a s...t...bl.. venue. How about the boardroom?
3. After that, we must n...t...fy all the participants.
4. Someone must prepare the .g..nd.. so we know what we'll be discussing.
5. Mr. Jones, do you think you could take the ch....r?
6. We don't have all day, I think we should set a time L..m..t.
7. Could someone take down the m..n..t..s?
8. We'll have a show of hands, and some have voted by pr..xy vote.
9. At the end, leave time for AOB, in other words ".ny ..th..r b..s..n..ss".
10. So, to conclude, I would like to s..m..p what we have decided.
11. We must keep a r..c..rd (of the meeting).
12. Could we please have the r..p..rt by Friday?
13. I hope everyone understands what t..sk they are responsible for!
14. We'll have a c..nf..r..nc.. c..ll next week to save travelling expenses.



**MORE CONFUSING WORDS**

choose between the two words to complete a) and b). You may need to conjugate the verb.

1. **Sensible / sensitive:** a) She's so ..... – she never gets stressed.  
b) He's really ....., we all talk our problems through with him.
2. **Shadow / shade:** a) It's really hot, shall we put the table in the .....?  
b) When I was a child, we played at jumping our .....
3. **Speak / talk:** a) Please don't ..... during the presentation.  
b) She ..... good French.
4. **Teach / learn:** a) Could you ..... that secretary how to type?!  
b) Will you never ..... not to slam the door?
5. **Wander / wonder:** a) Please don't ..... on the way home – I worry.  
b) People often ..... how he puts up with his boss.
6. **Watch / look at:** a) ..... that awful building over there!!  
b) The average man ..... more TV than the average woman.



**I JUST HAD A THOUGHT...!**

Match the sentence in the "thought" balloon to what you might actually say.

1. We need an estimate.      2. If you ... we may...  
 3. Our aim is...              4. I'm not quite sure – I need to think more about it.  
 5. We can't do more than that.    6. The company will never let us do that.  
 7. Our position is this...        8. We must have a delivery deadline.  
 9. No way!                        10. We are really worried about...

- A. Let me outline our position...
- B. We are hoping to achieve...
- C. Our main worry is this...
- D. Could you quote me for 6 tons of...
- E. Can you guarantee delivery for...
- F. On condition that you make regular orders, we could offer you a discount.
- G. We could not go beyond that.
- H. I'm afraid that's out of the question.
- I. I'm afraid that's not company policy.
- J. We would have to get back to you on that one.



... **B. WHAT'S THE TEMPERATURE? (In degrees Celsius or Fahrenheit!)**



↳ Put these words in the right order from the coldest to the hottest.

warm – chilly – hot – below freezing – mild – boiling hot – freezing cold – cool

... **C. WHAT WONDERFUL WEATHER!**



↳ Match the comment to the weather condition.

- 1. Oh, I must look at the weather forecast. •
- 2. It's going to be a scorcher today. •
- 3. They say there'll be showers later. •
- 4. It's been raining really heavily. •
- 5. Are you afraid of thunderstorms? •
- 6. Do you realize it's minus 15?! •
- 7. It's cold – it's the wind, I think. •
- 8. It's overcast again this morning. •
- 9. Look, raindrops and sunshine together. •
- 10. There's been a lot of snow recently. •
- 11. I can't see a thing ahead of me! •
- 12. Too much water and we get a flood. •
- 13. The blizzard brought a lot of snow. •
- 14. I prefer a nice, clear cold spell with frost. •
- 15. It's hot, a gentle breeze would be nice. •
- 16. The flowers are drooping in the heat wave. •
- A. Is it foggy or is it smog from the industrial estate?
- B. The road conditions will be bad – it'll be icy.
- C. I'd rather wait and see what the day brings.
- D. So do I, I hate slush after a snowstorm.
- E. After the damage from the hail in the spring.
- F. I'm fed up with this cloudy weather!
- G. We'll take an umbrella – it's only drizzling for now
- H. Yes, but don't wish too hard - you'll get a hurricane!
- I. Be careful about an avalanche if you go skiing.
- J. We'll need the air conditioner.
- K. But not enough and we get a drought!
- L. No, I love the lightning and the thunder.
- M. Yes, let's find the end of the rainbow.
- N. Yes, the wind chill factor is high today.
- O. Good, there'll be lots of puddles to jump in!
- P. Now the snow's turned into sleet, so it'll melt.

# TRAVELLING AND ENTERTAINMENT

## WE TOOK THE FERRY

The rain has damaged the postcard – can you fill in the gaps?

Amazing trip – we took the High Speed f..... from the end of the pier over to the little harbor on the Island. On the way we were overtaken by the h..... (but that only takes f..... p..... and we had our car). Really funny – we bumped into John and Ros in the b..... l..... so we travelled over with them – it was only a 30-minute c..... but we had time for a quick drink. It was a lovely s..... and the sea was c..... (Pete hates it when it's r..... and there are big waves!)

Pete and Joan Smith  
22 Wilson Street  
Linton  
Kent

- a) Ship b) Ferry c) Hovercraft d) Rough e) Foot passengers f) Crossing g) Boarding lounge h) Calm

## HOMONYMS FOR HOPPING AROUND

Or "travel homonyms"  
Choose between the two words to complete a) and b).

1. Aisle / isle: a) Would you like an ..... or a window seat?  
b) The ..... of Wight is wonderful for sailing.
2. Allowed / aloud: a) He read the itinerary .....  
b) Is smoking ..... in here?
3. Find / fined: a) He didn't ..... the speeding ticket.  
b) He was ..... for speeding.
4. For / four: a) I'm waiting ..... the bus.  
b) I've been here ..... hours.
5. Sail / sale: a) There's a very big ..... on that boat.  
b) There's the spring ..... at the stores.
6. Threw / through: a) We drove ..... the housing estate.  
b) He ..... the rubbish overboard – that's awful!

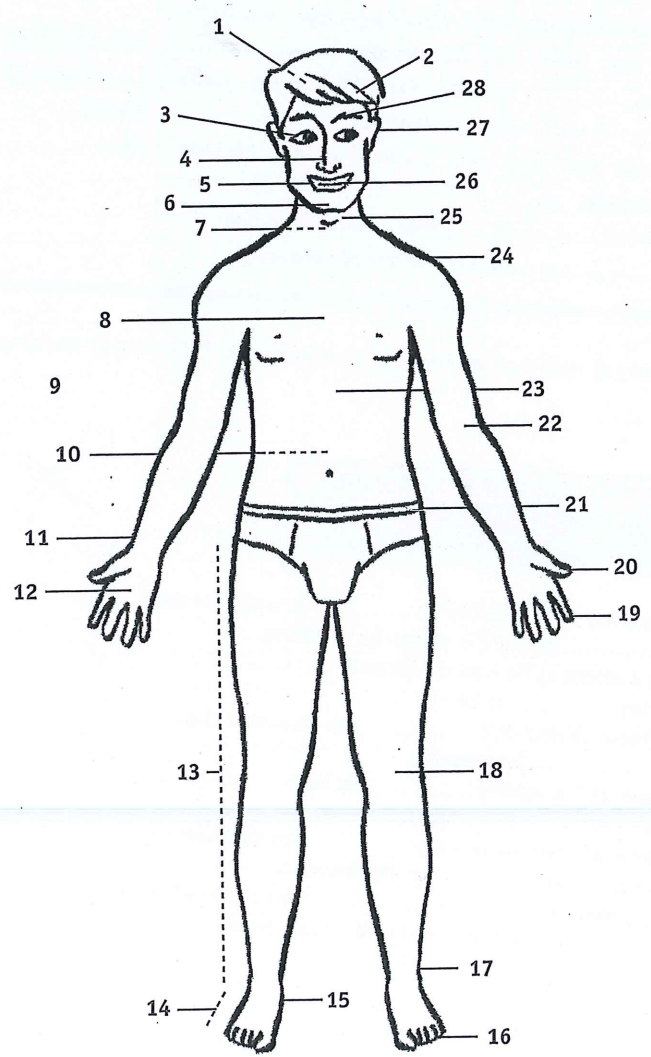


# Health Care

## ... . KNOW YOUR BODY

Match the following words to the right place on the body.

- |          |            |             |           |          |            |
|----------|------------|-------------|-----------|----------|------------|
| a) chest | f) elbow   | k) eye      | p) neck   | u) hip   | z) eyebrow |
| b) hand  | g) thumb   | l) heel     | q) ear    | v) arm   | aa) chin   |
| c) leg   | h) back    | m) shoulder | r) foot   | w) wrist | bb) mouth  |
| d) knee  | i) toe     | n) finger   | s) throat | x) nose  |            |
| e) head  | j) stomach | o) tooth    | t) ankle  | y) hair  |            |



**LAUNDRY AND DRY CLEANING**

Put the clothes underneath into the right place on the list.

1. vest (undershirt) 2. jeans 3. sweater / pullover 4. bra 5. shirt 6. blouse 7. raincoat 8. skirt  
 9. overcoat 10. tie 11. pants (underpants) 12. t-shirt 13. dress 14. trousers 15. socks 16. sweatshirt  
 17. tracksuit 18. suit (jacket and trousers or jacket and skirt) 19. pyjamas 20. stockings 21. tights  
 22. nightdress 23. hat 24. dressing gown 25. cardigan 26. shirt

GUEST LAUNDRY LIST							
NAME:		ROOM N°:		DATE:			
Please do not pay cash				Laundry collected before 6am will be returned the same day			
Please send this list with your laundry and mark the service required							
Finished garments required:						Laundry	<input type="checkbox"/>
On hanger <input type="checkbox"/> Folded <input type="checkbox"/>						Dry cleaning	<input type="checkbox"/>
Guest Count	Hotel Count	GENTLEMEN	Cleaning Charges	Guest Count	Hotel Count	LADIES	Cleaning Charges
		OUTDOOR				OUTDOOR	
		BUSINESS				BUSINESS	
		CASUAL				CASUAL	
		SPORTS				SPORTS	
		NIGHTWEAR				NIGHTWEAR	
		UNDERWEAR				UNDERWEAR	

PLEASE CLEAN MY SHOES

The company shall not be responsible for items said to have been left with items.

The company shall not be responsible for shrinkage, colour bleeding or damage due to inherent defects or worn out condition of fabric. In case of loss or damage by the company, compensation shall not exceed 10 times the cost of cleaning the articles.



22

**10, WHAT'S THE MATTER WITH YOU?**

Who is the patient, and who is he / she seeing – and where?

Short / near-sighted person	Eye specialist	In his successful practice
G.P. (General practitioner)	Senior citizen	Psychologist
Hospital	Plastic surgeon	Anaesthetist
Doctor's surgery	Housewife	Student
Elderly person	Luxurious clinic	Dentist
Eye clinic	ENT specialist	Man going deaf
Psychologist's office	Dentist's surgery	Doctor
Patient waiting for surgery	Star or model	

1. .... : Now that I'm over 70, I feel tired and breathless in the afternoon.  
 .... : Well, I'm just going to take your blood pressure, could you pull up your sleeve? Well Mrs. Jones, I suggest you have a nap after lunch. You're in good health generally, no signs of any cardio-vascular disease.
2. .... : I went out for a drink with all the other undergraduates last night.  
 .... : I know you don't have any drug dependence, so my diagnosis is that you are suffering from an over-enthusiastic intake of alcoholic substances – to simplify, you have a hangover.
3. .... : What with the children, the housekeeping, my job, the garden, the shopping and everything, this is just the last straw!  
 .... : Now, you know that I am here to listen to everything you need to talk about. Mrs. Beehive, I think something must have upset you. Try taking a walk twice a day.
4. .... : Well, people have been taking my photograph for years, and I think I really need to have a facelift, a nose job, a few tucks here and there.  
 .... : Let's have a look then – oh, have you got a healthy bank account?!
5. .... : I've got the most dreadful toothache.  
 .... : Let me have a look... Oh dear, this happens to older people. We'll need to do a lot of rebuilding in here I'm afraid. I'll have to reschedule your appointment.
6. .... : Will it take me long to go to sleep? I'm really terrified.  
 .... : You won't even know what's happening. I put a mask on your face, you count to 10 and...
7. .... : I mishear everything everyone says – I must have problems with my ears.  
 .... : You must be feeling very isolated but the solution is an easy one. I think you need a hearing aid, that's all.
8. .... : When I look at the TV it's all a blur!  
 .... : I'm glad you came to the eye clinic. Let me just test your eyes ... I think you need a new pair of glasses.

**EATING OUT**

Sort the following words into the right box.

Cheese  
Business lunch  
Booth  
Boil  
Starter  
Booster seat  
Glassware  
Wine bar  
Bake  
Napkin

Waiting staff  
Highchair  
Wine waiter  
Drive-in  
Roast  
Drinks at happy hour  
Eatery  
Poach  
Cutlery  
Waiter

Dessert  
A snack with mates  
Doggie bag  
Cafeteria  
Fry  
Family dinner  
Smoke  
Bartender  
Tablecloth  
Main course

Chef  
Pizza house  
Steam  
Nibbles with drinks  
Grill  
Crocery  
Restaurant  
Waitress  
Tea room

**PLACES TO EAT**

**WHO YOU MIGHT SEE**

**VARIOUS KINDS OF MEAL**

**THE STAGES IN A MEAL**

**EQUIPMENT FOR MEALTIME**

**DIFFERENT WAYS OF COOKING**





## Administrative departments

### 1. Finance

**A. Are you good at numbers?:** 1. 1B (n.b. No "s" on hundred. The "and" is used in British English but not in American English), 2F, 3A, ("a" or "one") 4D, 5C, 6E

2. 1C, 2F (n.b. The "0" before the decimal point is said "nought", the "0" after the decimal point is said "oh". The figures after the decimal point are said individually), 3B, 4E, 5D, 6A

3. 1F, 2A, 3E, 4B (A ratio), 5C, 6D  
4. 1D, 2F, 3C, 4A, 5B, 6E (n.b.  $\frac{1}{10}$  = one-tenth,  $\frac{2}{10}$  = two-tenths)

5. 1E (to add), 2A (to subtract / deduct), 3B (to divide), 4D (to multiply), 5F (or makes nineteen), 6C (or five point 6 recurring)

**B. Different kinds of accounting:** 1. Cost Accounting, 2. Auditing, 3. Creative Accounting, 4. Managerial Accounting (or Management Accounting), 5. Bookkeeping, 6. Tax Accounting

**C. In the accounts department:** 1. pay back (re-pay), 2. carry forward (also carry over), 3. mileage rate, 4. afford, 5. miscourt, 6. expense account, 7. entry, 8. unpaid invoice, 9. I.O.U., 10. ledger, 11. incidental expenses (sundry expenses), 12. subsidize

**D. Invoicing and payment:** 1. Method of payment: Payment by instalments, Hire purchase, Prepaid  
2. Payment terms: Payment date, Mid-July, Balance due / due date 3. Billing: Bill for services rendered, Invoice, Subtotal 4. Late payment: Overdue payment, Payment past due, Owe

**E. Financial Statements:** (1) Balance Sheet (2) Assets (3) Liabilities Note: Total Shareholder Equity can also be called Shareholder's Funds. Net Assets = stockholder equity minus intangible assets, e.g. goodwill and I.P. (Intellectual Property) (4) Income statement / Profit & Loss (P&L) / Statement of Operations (5) Revenue (Total Revenue / Gross Profit) (6) Operating Expenses (7) Net Income (Bottom Line)

(8) Cash Flow Statement  
**F. Corporate Finance:** Overheads – fixed costs: Running costs – operating expenses: Expenditure – outgoings: Man-hour – person hour: Miscellaneous expense – general expense: Forecast – prediction: YTD – Year-to-date (Cumulative over a certain period): Break-even point – Revenue = expenses (Point at which you can start to make a profit): Unit cost –

production cost per unit item: Yield – Rate of return (on investment): Cost analysis – costing: Operating margin – Operating profit margin: Ready cash – cash in hand: Debt – arrears: Rate of Exchange – currency exchange rate: Cash flow – Cash inflow and outflow: Bankruptcy (to go bankrupt) – insolvency (to be insolvent): Liquidate (to go into liquidation) – Wind up (down) / close down: To show a loss – To show a shortfall

SWOT: Strength – Weakness – Opportunities – Threats. By the way, a "swot" is also someone who works or studies hard!

**G. Taxation:** 1a), 2c), 3a), 4b), 5c), 6b) Also called Goods and Services Tax, 7a) or IRS (UK - Inland Revenue), 8b), 9c) (UK - Tax Year), 10a), 11c), 12b), 13a), 14 c), 15b) (Pay as you earn)

### 2. Human Resources

**A. Remuneration:** 1. Perk, 2. Overtime, 3. Payroll Costs, 4. Profit sharing, 5. Bonus, 6. Pay rise, 7. Take-home pay, 8. Wage / salary, 9. Lunch(eon) voucher, 10. Incentive plan, 11. Fringe Benefits, 12. Payday, 13. Weekly pay packet, 14. Stock Options, 15. Work sharing, 16. Earn, 17. Pension Plan, 18. Payslip, 19. Award, 20. Double time. (Also: time and a half) Down: Performance Appraisal

**B. Situations vacant:** 1. Goes to job centre, 2. Writes up resumé (C.V.), 3. Looks at job adverts (advertisements, ads), 4. Fills in application form, 5. Writes cover letter (UK Covering letter), 6. Applies for job, 7. Goes through screening process, 8a. Yes – (Candidate) Put on short list, 8b. No – (Candidate) Put on waiting list, 9. Has interview, 10a. Appointed for the job, 10b. Turned down for the job, 11. Has a 3-month trial period (or Probationary period), 12. Gives permanent part-time contract.

**C. Classified Ads:** hiring – applicant – hands-on experience – hard worker – recruiting – experienced – basic salary – responsibilities – qualified – skills – candidate – motivated team – working knowledge – per annum – vacancy – drive – work permit – back-ground – qualifications  
**D. You've got the job:**  
Dear Ms. Hopfe,

Thank you for coming to the interview in Los Angeles last week. We would like to offer you the position of Junior Consultant, commencing 25th January 2011. You will have a statutory 6-month probationary period followed by a permanent full-time contract.

The rewards package includes a starting salary of \$5,050 per month, to be increased according to your proficiency level. You will also be paid commission on a percentage basis according to the contracts signed, and there is a payment by results scheme which enables you and your future colleagues to increase their monthly revenue.

The contracted hours of work are the equivalent of 10 hours a day multiplied by the number of working days in the month. Your leave entitlement (or paid leave) of 2 days a calendar month will accumulate as from your starting date.

Because you will be moving to the States, we shall provide a relocation allowance.

Career prospects and advancement are encouraged and we shall help you on the path to success with in-house training and computer-based training programs.

Please find enclosed a job description and the terms and conditions of employment, as well as the agreement for you to return signed.

Should you require any further information, please do not hesitate to contact my office.

Yours sincerely,  
James Joboffer,  
H.R. Manager

**E. Leaving or losing a job:** 1. Redundancy plan, 2. \$500,000 Golden Handshake for C.E.O., 3. Sacked for Professional Misconduct, 4. No more merit bonuses. Note: To give notice = to hand in notice. To sack = to fire = to dismiss. To lay off – to be laid off. To be unemployed = to be on gardening leave = to be on furlough

**F. Labour relations:** 1. Short time working, 2. Unfair dismissal, 3. Bullying, 4. Sexual harassment, 5. Understaffed, 6. Minimum wage, 7. Grievance, 8. Dispute, 9. Trouble-maker, 10. Worker representation, 11. Strike, 12. Picket line, 13. Scab, 14. Walk-out, 15. In company time, 16. Absenteeism, 17. Arbitrate (Arbitration), 18. Labor Union (UK: Trade union), 19. Works council (Works committee), 20. Labor code, 21. Collective bargaining

### 3. I.T.

**A. Computer keywords:** 1C, 2F, 3G, 4A, 5D, 6E, 7B  
**B. Hardware:** 1. Scanner, 2. USB, 3. Screen, 4. CD Drive, 5. Printer, 6. Mouse, 7. CPU, 8. Keyboard

**C. Software:** 1) Computer memory, 2) Data, 3) Computer programs, 4) Bits / Bytes / Megabytes / Gigabytes, 5) Operating system, 6) Computer games, 7) Driver software, 8) Media player, 9) Database management, Word processing, Desk top publishing;

Presentation software, 10) Educational software  
**D. Surfing the web:** 1.A, 2E, 3.H, 4.L, 5.F, 6.I, 7.D, 8.K, 9.B, 10.G, 11.J, 12.C

**E. Computer problems:** 1.b, 2.e, 3.f, 4.a, 5.c, 6.d

**F. I had no Internet connection:** 1. I needed High Speed Internet Access, 2. I wanted to use my WIFI but was to far away from the AP to use Wireless, 3. I had to use an Ethernet Cable, 4. Which I plugged into a wall jack, 5. This had no effect, so I had to re-boot my computer, 6. In fact another program was a bandwidth hog and disrupted my connection, 7. Conclusion: Beware of P2P applications!

**G. 5 Confusing words:** 1. Actually / currently, 2. Advised / advice, 3. Ensure / insure / assure, 4. Check / inspected / control, 5. Besides / beside

### 4. Logistics

**A. In the warehouse:**  
**reception / incoming goods:** Check the raw materials / part assemblies / purchased parts, on arrival from the supplier / sub-contractor – Sign the delivery note

**warehouse / storehouse / storeroom / stockroom:** Unload / unpack the goods – Use a fork – lift truck / hand pallet truck to handle the goods – Stack the raw materials / part assemblies / purchased parts / finished products on the rack

**dispatch / shipping:** Make up the order and package the goods – Dispatch the finished product – Deliver the goods to the customer

**B. Stock Management:** – Calculate the lead time – Check the delivery deadlines – Warn customer of a delivery delay

Use FIFO Management tools – Take stock to avoid a shortage / lack of goods – Check the stock-in-hand Send a reminder to the supplier about the remainder of the order – Re-order goods before being out of stock Update your stocklist (U.K.) / inventory (U.S.A.) – Once a month / year, do the inventory / stocktaking  
**C. What's on the sticker?:** Expiry date – Handle with care – Hazardous materials – RFID tag – Quality control Label – Barcode – Batch number

**D. Freight Transportation:** CARRIAGE COSTS – Haulier Freight rate – Carrier Loading charges – Haulage company handling charges

PAPERWORK – Consignment note – Certificate of origin – Air waybill – Shipment notice – Freight forwarder invoice – Customs clearance documents – Packing list

CUSTOMS – Regulations – Duty – Border – Bonded warehouse – Goods in bond – Prohibited goods  
**E. Goods in transit**  
Lorry (UK) – Truck (USA)

Delivery van – HGV (heavy goods vehicle)

FCL (Full container load) – Part load

Rail transport – Carriage by sea

Driver (UK) – Trucker (USA)

Trailer – RORO (roll on roll off)

Cubic capacity – Net weight

Time of arrival – Scheduled time of departure

## 5. Maintenance

### A. What a week!

We have had a lot of problems recently. Just take a look at this report:

Monday: Electricity – we had a power cut so there was no power supply to the machines.

Tuesday: Several machine breakdowns. We had to put “out of order” signs up on them all – and just before a customer audit! The sudden failure (quite unexpected) of the punching machine caused the most downtime, when the operators had to sit around doing nothing while the equipment was out of use.

Wednesday: Time to sort out the reasons for machine failure. This is what we found:

Wear – some parts had just been progressively worn away.

Neglect – some of the machines had not been looked after well enough.

Core damage – we cannot repair the material and will need to order new parts.

Thursday: Electricity overload – this time too much energy! There seems to be an anomaly in the system, something is not quite right.

You can just imagine the backlog we have now – really late compared with our schedule!

Friday: T.G.I.F. If there is a malfunction over the weekend, someone else will have to mend it. (TGIF = Thank God It's Friday!)

**B. Prevention is better than cure:** 1. recondition, 2. refit, 3. after sales service, 4. bench marking, 5. repair, 6. do it now, 7. shut down, 8. overhaul, 9. FMECA. Hidden word: dismantle.

## 6. Management

### A. Business Planning:

1. Goal – target – aim,
  2. First quarter, 3. Second half / semester, 4. Outcome,
  5. Guidelines, 6. Forecast, 7. In the short / medium / long run, 8. Compulsory, 9. Corporate strategy,
  10. Profitability, 11. Cost effective, 12. anticipate
- Speech: Forecast – quarter – target – cost effective – half – productivity – guidelines – compulsory – cor-

porate strategy – anticipate – long run

**B. An over-paid manager:** 1. workload, 2. paperwork, 3. business sense, 4. wavelength, 5. involved, 6. masterminds, 7. feedback, 8. corporate strategy, 9. need-to-know, 10. businesslike, 11. adaptability, 12. overworked & underpaid

**C. Running a company:** 1. MBO, 2. Teamwork, 3. Leadership, 4. Mediate, 5. Goodwill, 6. Ideas box, 7. Tackle a problem, 8. Be aware, 9. Sensitive issue, 10. The pros and cons, 11. Shortfall in earnings, 12. Fall short of forecasts

### D. Corporate Governance and Ethics:

1. Truthful,
2. Fair, 3. Honest, 4. Decent, 5. Moral, 6. Legal,
7. Respect, responsibility, results, 8. Environmental responsibility, 9. Fairness towards employees,
10. Accountability to local communities, 11. Providing responsible products and services to customers, 12. Maintaining a healthy rate of return for investors

## 7. EH&S

**A. Safety first:** 1a), 2a), 3a), 4b), 5a), 6b), 7b), 8a), 9b), 10b), 11b), 12a), 13b), 14b), 15a).

NB: Flammable and inflammable mean the same thing. Non-flammable means the item cannot be fired.

## The product

### 1. Marketing & Advertising

**A. The marketing mix:** Product – Price – Place – Promotion

**B. A marketing brief:** 1. Marketing brief, 2. A non-starter, 3. Product range, 4. Market trend, 5. Target market, 6. Opinion poll, 7. Market research, 8. OTS – Opportunity to see, 9. Brand awareness, 10. Eye-catching packaging, 11. Jingle, 12. Launch

**C. Which word should I use?** 1.D, 2.R, 3.G, 4.N, 5.O, 6.B, 7.J, 8.H, 9.E, 10.L, 11.A, 12.M, 13.I, 14.P, 15.F, 16.C, 17.K, 18.O

**D. Different kinds of promotion & advertising:** 1.E, 2.I, 3.B, 4.L, 5.G, 6.D, 7.K, 8.A, 9.H, 10.J, 11.C, 12.F

**E. Let's give sales a boost:** 1. Showcase, 2. Blurp, 3. Advertising, 4. Advertiser, 5. Media Coverage, 6. Prime Time, 7. Viewership, 8. Teaser campaign, 9. Display case, 10. Showroom, 11. Brand loyalty, 12. Loyalty card, 13. Booklet, 14. Promotion, 15. Copy

## 2. Products

### A. Product Features in all shapes and sizes:

1. Thrown-away, 2. Fake, 3. Shoddy, 4. Produce, 5. Custom-made, custom-built, tailor-made, 6. Cordless, 7. Own brand label, 8. Good value for money, 9. Foodstuffs, 10. Sell-by date, 11. Taken the place of, 12. Watertight (étanche à l'eau), airtight (étanche à l'air), tamper-proof, refillable, self-locking, 13. Lid, 14. Lifespan, 15. No-brand articles.

**B. The bare necessities:** A: 1c, 2b, 3a. B: 1b, 2a, C: 1a, 2b. D: 1b, 2a. E: 1a, 2b. F: 1b, 2a. G: 1b, 2a. C: 6 more confusing words: 1. Underside / downside, 2. Hardly / hard, 3. Lay down / lie down, 4. Rise / raise, 5. Remind / remember, 6. Earns / won

### 3. Production

#### A. On the factory floor:

Procedures: J.I.T.P. (Just in time production), self-inspection, process costing, lean production, safety instructions – People: foreman, mechanic, setter, workmate – Places: workshop, cleanroom, changing room, restricted area, rework area for defective products or customization – Problems: backlog, bottleneck, stoppage, wastage

**B. A production process flowchart:** 1. Purchase raw materials and purchased parts (outsourced / sub-contracted), 2. Prepare machine tools / tooling, 3. Do pilot / test run, 4. Prepare Product Schedule / planning / routing, 5. Write up work orders and standard work, 6. Initiate launch / product run, 7. Make as many by-products as possible, 8. Keep waste and scrap to a minimum, 9. Continue, 10. Better do Value Stream Mapping!, 11. Deliver part assemblies / subsets / semi-processed goods to the assembly line, 12. Work in progress / work in hand, 13. Smooth assembly process with no idle capacity time, 14. Shrink-wrap goods before dispatch

**C. A few more homonyms:** 1. Fax / facts, 2. Least / leased, 3. Principle / principal, 4. Right / write, 5. Stationery / stationary, 6. Bye / by / buy

### 4. Purchasing & Procurement

**A. Purchasing and procurement:** 1. Large red lights, 2. 5 Euros, 3. 04/03/20.. 4. 04/04/20.. 5. No – only 3 out of 5 boxes, 6. 5.6 kg, 7. Take-it-away Bros., 8. Fragile goods needing bubble wrap, 9. Within 30 days after delivery, 10. To Illuminated Interiors

**B. Purchasing parts:** 1.c, 2m, 3.k, 4.o, 5.n, 6.b, 7.d / 1.8, 8. i / d, 9.e, 10.L, 11.h, 12.a, 13.j, 14.g, 15.f  
**C. Some parts are lacking:** 1.B, 2.D, 3.F, 4.E, 5.A, 6.C  
**D. Try your hand at...:** 1. Shortly / briefly, 2. Illegible / eligible, 3. Looking over / overlooked, 4.

Personal / personnel

## 5. Quality

**A. The 5s:** sort, set in order / store, shine, standardize, sustain

**B. Quality catchwords:** Performance, Appearance, Reliability, Durability, Serviceability, Traceability

**C. The quality department:** One role of the quality department is to HANDLE COMPLAINTS when an item is not CONFORM. When you find a DEFECT you should take CORRECTIVE ACTION immediately, so that you continue to MEET CUSTOMER REQUIREMENTS and obtain a CERTIFICATE OF COMPLIANCE. You can either REPAIR, REPLACE, REWORK or RE-DESIGN the items. The goods which DEViate FROM THE NORM will have to be SCRAPPED. You may have to improve your TESTING PROCEDURES or alter the TOLERANCE. Remember, PREVENTIVE ACTION will avoid NON-QUALITY COSTS and enable keeping customer GOODWILL. Of course, we are also responsible for certification, such as ISO.

**D. Zero defect?:** Shrinkage; Bad workmanship; Slapdash; Shoddy; Slipshod; Unreliable; Substandard; Wear & tear

## 6. Research, Development & Industrialization

### A. Advanced technology:

- Technological awareness – keeping up to date with the latest technology; Technological lead – being a technological forerunner; Technological know-how – knowing how to do something; Technological gap – being rather behind in technology; – Leading-edge technology: the foremost position in a trend or technology; Out-of-date / outdated technology – old-fashioned technology; Obsolete technology – technology which is no longer applicable; High tech – the latest advancements in a certain technology; Rise of new technologies – the rapid development of new technology

- Experiment – a test under controlled conditions; Breakthrough – a major achievement in technology which enables further progress  
Patent – government authorisation to an inventor for the sole use of the invention for a set time; (n.b. To patent) Patent pending – waiting to be protected by a government authorisation; Innovate – to begin or introduce something new  
- Design lead time – the time between the initiation and the completion of a design process; Lean manufacturing – where storage, waste and errors are kept to a strict minimum; Unit costing – calculating the