MODERN ENGLISH TOPICS AND TESTS FOR LANGUAGE STUDENTS

MOKOMOJI IR METODINĖ PRIEMONĖ
MODERN ENGLISH TOPICS AND TESTS FOR LANGUAGE STUDENTS

MOKOMOJI IR METODINĖ PRIEMONĖ
Apsvarstė ir rekomendavo spausdinti

Vilniaus universiteto Kauno fakulteto taryba (2020-07-02 protokolo nr. (1.2 E) 620000-TP-10).

Recenzavo:

Prof. dr. Linas Selmistraitis (Vytauto Didžiojo universitetas)
Dr. Nijolė Zinkevičienė (Vilniaus kolegija)

Leidinio bibliografinė informacija pateikiama Lietuvos nacionalinės
Martyno Mažvydo bibliotekos Nacionalinės bibliografijos duomenų banke
(NBDB)

https://doi.org/10.15388/DUZN.2020.2

© Dovilė Urbonienė, Živilė Nemickienė, 2020
© Vilniaus universitetas, 2020
In the modern global environment, it has become common for non-native English speakers to study general as well as business English. Modern English is studied as a specific tool, with the aim of interacting with English-speaking countries, or with companies that use English as a shared language. In this atmosphere, business English is estimated a pre-requisite of modern-day international cooperation. To carry the message across borders one is demanded to possess a business-oriented English vocabulary and a bunch of communicative skills.

With this in mind, the current teaching aid focuses on the development of specific key vocabulary as well as language production and practice. It aims to develop students’ analytical and critical thinking, ability to communicate using a spoken and written foreign language on the topics provided in the contents below. Students will not only acquire knowledge of the morphological language structures relevant to the presented topics but will also boost their practical skills to produce correct spoken discourse.

The material is tailored to language students of B2-C1 level but might as well be used by anyone interested in expanding their business English vocabulary and practicing communicative skills.

Written by university lecturers, this teaching aid is lively and accessible, interactive, and above all written with our students firmly in mind.
Ethics concern an individual's moral judgments about right and wrong.

SPEAKING

1. Answer the following questions:

a. When people make decisions they take either right or wrong directions. In the picture below one more direction - “It depends” - is provided. When (if ever) is it acceptable?

b. What is the purpose of rules of ethics in companies?

c. Do you have a code of ethics at your university? If “yes” - what is it? If “not” - how would you define it?

d. Is there a difference between professional behavior and ethical behavior?
g. What of the following would you consider to be unethical at a workplace: lack of respect to authorities, complaining without providing solutions, filing frivolous complaints, hanging out on the job, gossiping, raising your voice, fraudulent bookkeeping, failure to account for travel expenses, failure to perform job duties with diligence, misuse of a company car, making false promises, not returning calls, lack of punctuality, overuse of employer’s resources, unauthorized access to information, disclosure of information, software piracy, reporting your co-workers, misleading advertising.

2. Ethics can be defined in a variety of ways. Read the four definitions below. Choose one or two that you find acceptable or believe to be true. Comment on your choice:

a. Doing the right thing in the right way for the right reason.
b. A group of moral principles, standards of behavior, or set of values regarding proper conduct in the workplace.
c. Principles that would appeal to any reasonable person because they take everyone’s interest into account.
d. Actions most people think are acceptable in the work place as long as you do not get caught.

3. Knowing how to best resolve difficult moral and ethical dilemmas is never easy, especially when any choice violates the societal and ethical standards by which we have been taught to govern our lives. What solution would you make in the following ethical dilemmas? Explain your decision.

a. You are an accountant in a big company. Your supervisor enters your office and asks you for a check for $150.00 for the expenses he tells you he incurred entertaining a client last night. He submits receipts from a restaurant and lounge. At lunch your supervisor’s girlfriend stops by to pick him up for lunch and you overhear her telling the receptionist what a great time she had at dinner and dancing with your supervisor the night before. What do you do?
b. You are a computer specialist. In your spare time at work, you have developed a new spreadsheet program on the personal computer in your office. It is even more powerful, yet easier to use than anything on the market. You share your new program with a friend who encourages you to market it on your own because you could probably make an incredible profit in a very short time. This is a very attractive option, yet you developed it using company equipment and during time that you were at work. What do you do?

c. You are a real estate agent. A lady from out of town calls you to list her deceased parent’s home. She is not sure what it is worth, but says she will be happy to get $50,000.00 for the home. You look at the home and feel it is worth at least $75,000, and realize it would be perfect for your brother. What do you do?

VOCABULARY AND LANGUAGE USE

1. Choose the best alternative:

1. A person who reveals wrongdoing within an organization to the public or authority:
   a. a big-mouth   b. a complainer   c. a whistleblower   d. a whisperer

2. The act or practice of offering, giving, or taking money to influence a person's views or conduct:
   a. bribe   b. bribery   c. compensation   d. bonus

3. A fund raised for undesignated purposes, especially bribery or entertainment:
   a. slush fund   b. cash fund   c. corruption fund   d. extras fund

4. A person adhering strictly to the rules and regulations is:
   a. trustworthy   b. law abiding   c. deceitful   d. corrupt
5. A way of escaping a difficulty, especially an omission or ambiguity in the wording of a contract or law that provides a means of evading compliance:
   a. an opening       b. a gap       c. a loophole       d. a crack

6. Patronage or favoritism based on family relationship and shown in politics or business:
   a. protection       b. nepotism    c. guidance       d. swindling

7. Deceptive or specious words or actions intended to conceal defects, hide wrongdoings, or gloss over failings:
   a. whitewash        b. whiteclean   c. whitepaint    d. whitecover

8. A contract through which the parties agree not to disclose information covered by the agreement is ______________ agreement.
   a. Confidentiality   b. confident    c. confidence    d. secrecy

9. Bullying of a sexual nature, or the unwelcome or inappropriate promise of rewards in exchange for sexual favors is sexual ____________.
   a. harassment       b. attack       c. pressure      d. exploitation

10. Whenever a system that is designed to be closed reveals some information to unauthorized parties nonetheless, there is information _______________.
    a. flow          b. leakage      c. break         d. revelation

11. Concealing the source of illegally gotten money is called money ____________.
    a. laundering     b. washing      c. cleaning      d. whitewashing

12. Fake goods made in imitation of what is genuine with the intent to defraud:
    a. genuine        b. fraudulent   c. creative      d. counterfeit

13. Actions or behaviour that are not ethical:
    a. unethical       b. disethical   c. anti-ethical   d. unethical
14. An unlawful agreement between manufacturers or dealers to set and maintain specified prices on typically competing products:
   a. price war  
   b. price peace  
   c. price fixing  
   d. price contracting

15. The contamination of soil, water, or the atmosphere by the discharge of harmful substances:
   a. environmental pollution  
   b. surrounding pollution  
   c. natural pollution

2. Match the words and phrases in the line below with their definitions (A-J):

A. Dishonest, illegal or immoral behaviour, especially from someone with power.
B. An attempt to persuade a government to change a law, make a new law etc.
C. The payment which is made to speed the process.
D. A set of rules that people in a particular business or profession agree to obey.
E. The activity of secretly finding out secret information and giving it to a company’s competitors.
F. The crime of using secret information that you have about a company or knowledge of a situation to buy or sell shares at a profit
G. Money or a gift that you illegally give someone to persuade them to do something for you.
H. An amount of money kept for dishonest purposes, especially in politics
I. An extra amount of money that is paid to a person or organization according to the value of the goods they have sold or the services they have provided:
J. The characteristics of being easy to see through and to understand,
3. Put the words in brackets in their correct form:

1. We got the information from a (trust) source.

2. There has been a (leak) of confidential information.

3. Our business is legal, we work (transparent).

4. Several politicians are linked to the (bribe) and sex scandal.

5. These tax cuts are just a pre-election (sweet).

6. Should we (legal) light drugs?

7. His political opponents have accused him of corruption and (deceive).

8. In the current (economy) climate it’s often hard to remain ethical.

9. Wilson was claiming compensation for unfair (dismiss).

10. It would be (ethics) for me to reveal anything my client has discussed with me.

4. Fill in each gap with one word that best fits there:

1. Pensioners and _____________ abiding citizens are being made to pay for council work that never gets done.

2. He told me how he had been deceived by a young man who claimed to be the son of a banker, and he had lost money in a gambling casino because he believed the _______________ artist.

3. His reputation was badly _______________ after the scandal.

4. No one has yet formulated an entirely comprehensive definition of sexual _____________, but the key components of such conduct are that it is sexual in nature and unwanted.

5. They appeared in court on money _______________ charges.

6. What right does he have to _____________ my privacy?
“I must do something” always solves more problems than “something must be done” (anonymous)

1. Put the verbs in brackets into the passive voice to get the correct English proverbs. Discuss what these proverbs mean. Are there any counterparts in Lithuanian?

1. A (to burn) child dreads fire.

2. First come, first (to serve).

3. A penny (to save) is a penny (to gain).

4. A fool and his money (soon, to part).

5. A good man (hard, to find).

6. A person (to know) by the company he keeps.

7. A problem (to share) is a problem (to halve).

8. A prophet (not to recognize) in his own land.

9. A (to watch) pot never boils.

10. Rome (not to build) in a day.

11. The road to hell (to pave) with good intentions.

2. Complete the mini dialogues with the suitable proverbs from the task above.

A: “Sometimes it feels like we’ve spent the entire year just looking for customers who might be interested in our product.”
B: “Well, _________________________________________ .”

2. A: “Don’t just sit there staring at the phone while you wait for the supplier to call.”
   
   B: “You’re right. _________________________________________ ”

3. A: “Sorry, I didn’t mean to be rude during the meeting; I only wanted to help you.”
   
   B: “Oh, really? _________________________________________ ”

4. A: “Will you be in charge of entertaining the Chinese guests who are visiting our headquarters next month?”
   
   B: “Well, frankly speaking, my last contact with the Chinese was a complete failure. _________________________________________ . Maybe John could do it this time?”

5. A: “Can we book the seats in the cinema?”
   
   B: “No, it’s _________________________________________ .”

3. Speak about some recent changes in your town using the present perfect passive voice. Tell about the things that have not been changed, but you would like to see changed. (e.g. A new restaurant has been opened in the old town, but a new hospital hasn’t been built yet)

4. Many of the following sentences sound unnatural because they are in the active voice. Rewrite them in the present simple passive, but do not mention the “agent.

   1. Workers in China make these DVD players.
      
      These DVD players______________________________________________.

   2. Employers pay many workers on a weekly basis.
      
      Many workers________________________________________________.
3. They keep a large amount of goods in the warehouse.
A large amount of goods

4. Workers build a lot of the world’s supertankers in South Korea.
A lot of the world’s supertankers

5. People consume over 2.25 billion cups of coffee in the world every day.
Over 2.25 billion cups of coffee
Trade is the exchange of capital, goods, and services in the domestic market or globally. Without international trade, nations would be limited to the goods and services produced within their own borders.

SPEAKING

1. Answer the following questions:

   a. What goods produced in Lithuania are traded internationally? What goods are imported? What benefit/disadvantages does international trade bring to the economy of the country? Are there any benefits for the consumer? Would you rather buy a foreign or local product? In the picture you can see an open market; could you guess which country it is located in? What do you base your decision on? What products are being sold? Are any of these products imported to Lithuania?

https://www.shutterstock.com/image-photo/ho-chi-minh-vietnam-may-03-1689943711
2. Read the quotations of famous people about trade. Choose two or three that you would support. Comment on your choice:

1. “The merchant has no country” — Thomas Jefferson (US President (1801-09));
2. “Every man lives by exchanging” — Adam Smith (a Scottish moral philosopher and a pioneer of political economy);
3. “A fair bargain leaves both sides unhappy” — George R.R. Martin (the author of A Dance With Dragons);
4. “Trade knows neither friends or kindred” — a proverb;
5. “The value of a thing is what that thing will bring” — Larry Niven (the author of Lucifer's Hammer);
6. “Don't waste time learning the tricks of the trade. Instead, learn the trade” — a proverb;
7. “Money and not morality is the principle of commerce and commercial nations” Thomas Jefferson (US President (1801-09));
8. “Never enter a trade because you wish you had entered earlier” Thomas Jefferson (US President (1801-09)).

3. In English “Jack of all trades, master of none” is a figure of speech used in reference to a person that is competent with many skills but is not necessarily outstanding in any particular one. Sayings and terms resembling ‘Jack of all trades' appear in almost all languages. Study a few examples given below. Which ones have the meaning closest to the English saying? In what way are the others different? Are all of them equally negative? Do all of them reveal some traits of the national character? Chose one and comment on it. What is an equivalent saying in Lithuanian?

1. “The one who knows two trades is a liar” (Arabic)
2. “The one who knows seven trades but is so unlucky” (Egyptian)
3. “Equipped with knives all over, yet none is sharp” (Chinese)
4. “12 trades, 13 accidents” (Dutch)
5. “Many talents is no talent” (Japanese)
6. “A man of many crafts and a deserted home” (Greek)
   (The empty house – without a spouse and children – implies poverty and lack of prosperity.)
7. “Expert of everything, master of none” (Italian)
8. “An ocean of knowledge of an inch deep” (Spanish)
9. “Being master in one job is better than being average in nine jobs”
   (Vietnamese)
10. “A man of twelve talents has nothing to eat for dinner” (Korean)

VOCABULARY AND LANGUAGE USE

1. Choose the best alternative:

1. When a government tries to help industry, farming, etc. in its own country by taxing foreign goods that compete with it
   a. dumping       b. protectionism       c. regulation       d. deregulation

2. The reduction of government’s control
   a. autonomy       b. democracy       c. deregulation       d. freedom

3. Industries that are vital for a country’s economic development
   a. strategic       b. cardinal       c. global       d. domestic

4. An industry in its early stages of development in a particular country
   a. newborn       b. baby       c. infant       d. toddler

5. The worldwide movement toward economic, financial, trade, and communications integration
   a. globalization       b. localization       c. domestication       d. generalization

6. Duties imposed by law on imported or, less commonly, exported goods; or the government department that collects these duties
   a. regulations       b. payments       c. quotas       d. customs

7. A prescribed number or quantity, as of items to be manufactured, imported, or exported.
   a. limit       b. amount       c. quota       d. figures
8. Formal permission (a certificate) from a governmental or other constituted authority to do something, as to carry on some business or profession
   a. license   b. lissense   c. licence   d. lisence

9. To sell (goods) into foreign markets below cost in order to promote exports or damage foreign competition
   a. sales   b. discounts   c. dumping   d. globalization

10. A quantity or number of goods coming at one time or taken together
    a. segment   b. group   c. part   d. batch

11. If the terms and conditions of a business deal are open for discussion and can be changed, they are
    a. flexible   b. stable   c. negotiable   d. dynamic

12. The practice of directly benefiting producers in the developing world by buying straight from them at a guaranteed price
    a. good trade   b. lawful trade   c. honest trade   d. fair trade

13. Not causing problems related to pressures of time, money, inconvenience, etc.
    a. problem free   b. hazard free   c. hassle free   d. error free

14. An article of trade or commerce, especially a product as distinguished from a service
    a. commodity   b. thing   c. belonging   d. property

15. The act of yielding, as to a demand or argument (e.g. a reduction in the usual price)
    a. concession   b. confession   c. surrender   d. agreement
2. Match the words and phrases in the line below with their definitions (A-J):


A. A reduction in the price.
B. To discuss the conditions of a sale, agreement, etc, for example to try to get a better price.
C. Allowing people or organisations a lot of economic and political freedom.
D. A tax on goods coming into a country or going out of the country.
E. To discuss something in order to reach an agreement in business or politics.
F. Money that is paid by a government or organization to make prices lower, reduce the cost of producing goods etc.
G. An amount of money that you must pay to the government according to your income, property, goods etc. and that is used to pay for public services.
H. A particular country or area where a company sells its goods or where a particular type of goods is sold.
I. An official limit on the number or amount of something that is allowed in a particular period.
J. A company that is owned or controlled by another larger company.

3. Match 1-3 with the correct continuation A, B or C, in each group.

a. 1. He already pays 40% tax
   2. They found themselves competing with foreign companies
   3. The discount will depend

   A. on the amount that you order.
   B. for a share of the market.
   C. on his income.
b. 1. All stores launched fine fragrances  
   2. Illegal shipments were seized  
   3. Argentina is moving faster than Brazil  
A. at a low price for Christmas  
B. at customs  
C. in removing barriers to trade and investment.

c. 1. American investors feel that their domestic economy  
   2. Some strategic industries, including the extraction of oil and natural gas, power generation and arms trade  
   3. The Propane Company  
A. tried to break into the market by signing a deal with the Chinese to sell the metals to European customers.  
B. is not as weak as they previously feared  
C. will remain in state control.

4. Complete the extract from a fax with the words from the box:

<table>
<thead>
<tr>
<th>Alternative</th>
<th>invoice</th>
<th>right</th>
<th>at sight</th>
<th>cases</th>
<th>consignment</th>
<th>available</th>
<th>credit</th>
<th>delivery</th>
<th>following</th>
<th>settle</th>
<th>shipping</th>
<th>documents</th>
<th>warehouse</th>
<th>quoted</th>
</tr>
</thead>
</table>

Dear Mr. Smith,

On the 1___________ page please find our order No322 for various car accessories and motor cycle covers in different colors and designs.

We agreed that the 2___________ will be sent by sea. The covers will be individually wrapped and packed in 3___________, then transported by container ship.

4___________ of the goods will be within five weeks, to our 5___________ in Manchester. We reserve the 6___________ to refuse goods delivered after that time.
The prices in your catalogue are CIF Dover. We will pay by irrevocable letter of credit. Would you please send copies of the and your .

When I spoke to you last week, you agreed that for future transactions, you might allow us to quarterly. If any of the goods ordered are not , we are willing to accept colors or designs.

5. The words in these sentences are jumbled. Put them into the correct order.
The first word is given in bold.

1. You can your mind cancel if your always order change.
2. enclosed the complete Please form order.
3. 24 hours of receiving your order Goods will be sent within.
4. comply the All must with regulations companies.
5. for model to order new wish an this I place.

GRAMMAR
ADJECTIVES. COMPARISON

Facebook is like a jail. You sit around, waste time, have a profile picture, write on walls and get poked by guys you don’t really know. (anonymous)

1. Choose a correct alternative

1. The retailer wants to make his business profitable possible.
   a. as, as  
   b. as, than  
   c. as, like

2. A country can produce these days as money as it wants.
   a. many  
   b. much  
   c. –
3. Clothes in supermarkets are ______expensive _____ in designer boutiques.
   a. less, than b. less, like c. more, as

4. This is __________ TV on the market.
   a. the most cheapest b. the cheapest c. cheapest

5. High inflation will make unemployment ___________.
   a. more bad b. worser c. worse

6. We must find __________ way to deal with the problem.
   a. a more better b. a better c. the better

7. Last week was busy, but this week has been even ___________.
   a. busier b. busyer c. more busier

8. He performs better __________ anyone else in the team.
   a. then b. like c. than

9. This investment is much ___________.
   a. riskier b. more risky c. riskiest

10. This year’s profits will be ____________ higher than last year’s.
    a. little b. less c. a little

11. We have __________ workforce in comparison _____our competitors.
    a. fewer, with b. less, to c. few, to

---

2. The words in these sentences are jumbled. Put them into the correct order.
   The first word is given in bold.

1. year the last virtually Our is market this same share as year.
2. I It as as expected isn’t expensive.
3. more than Cars far expensive motorcycles are
4. area By rapidly far is most of business the changing biotechnology.
5. convenient Sending sea by is more than by much goods air.
6. as EK441 just The is as model powerful EK002.
7. than has work have much Tom done more I.
8. just used quality The as is as it to not be good.
9. far company more There ago are three people working for our than years.
10. quicker production The the the contract, sooner we’ll you sign start.
### Memory booster 1

1. **Choose the correct alternative**

1. The story I've just read ________ Agatha Christie.
   a. was written  
   b. was written by 
   c. wrote

2. My watch ________ in Switzerland.
   a. were made  
   b. made 
   c. was made

3. English and French __________ in Canada.
   a. speak 
   b. are spoke  
   c. are spoken

4. Who ________ *Romeo and Juliet* ________ by?
   a. was, wrote 
   b. was, written 
   c. was, writing

5. Pizza here is much__________ than at McDonald’s.
   a. pricier 
   b. pricyer 
   c. the priciest

6. Working hours at our company are much longer ________ at yours.
   a. then 
   b. than 
   c. when

7. The meeting was ________ boring ________ the previous one.
   a. as, as 
   b. as, than 
   c. as, when

8. Her performance at work is becoming_______ due to personal problems.
   a. worst 
   b. more bad 
   c. worse

9. The ministers __________ to resign.
   a. was forced 
   b. were forced 
   c. was forcing

10. Millions of tons of landfill ________ to the site by special barges.
   a. were transported 
   b. were transporting 
   c. transported

11. Our price is__________.
   a. less 
   b. fewer 
   c. lower
12. There is ________ equipment in my lab in comparison ________ yours.
   a. fewer, to   b. less, to   c. fewer, with

13. Tokyo used to be ________ city in the world.
   a. most expensive   b. the expensivest   c. the most expensive

14. ________ the presentations ________ at the conference yesterday?
   a. Were, given   b. Where, given   c. Was, given

15. You ________ your sister.
   a. look as   b. look similar   c. look like

16. An amount of money kept for dishonest purposes, especially in politics.
   a. bribe fund   b. slush fund   c. sweetener fund

17. Buying or selling the securities of a publicly traded firm by an insider to benefit from insider information.
   a. insider trading   b. industrial espionage   c. whitewash

18. To get money from someone by deceiving them.
   a. whistle-blow   b. swindle   c. spy

19. All our employees are honest and law- ________.
   a. obeying   b. keeping   c. abiding

20. The practice of unfairly giving the best jobs to members of your family when you are in a position of power.
   a. nepotism   b. sleaze   c. insider trading

21. ____________ judges have taken millions of dollars in bribes.

22. Strictly ____________ information has been leaked.
   a. confidential   b. confident   c. confidence

23. Stealing secret information from one company in order to help another company.
   a. insider trading   b. fraud   c. industrial espionage
24. Something that is used to persuade someone to do something.
   a. concession  b. commission  c. sweetener

25. A person who informs on a person or organization engaged in an unlawful activity.
   a. conman  b. whistle – blower  c. fraudster

26. After the scandal, there was an atmosphere of ___________.
   a. deceive  b. deceit  c. deceiving

27. The crime of moving money that has obtained illegally through banks and other businesses to make it seem as if the money has been obtained legally.
   a. money laundering  b. money washing  c. white-wash

28. An official statement about the aims of a company or organization.
   a. strategy statement  b. mission statement  c. code of good practice

29. The only way we could get into the country was by ________the border officials.
   a. bribe to  b. corrupting  c. bribing

30. The payment that is made to speed the process.
   a. facilitation payment  b. commission payment  c. bribery payment

31. There is deep _______________ in the UK.
   a. transparency  b. fluctuation  c. recession

32. Investigators are accused of ____________ the governor's record.
   a. whitewashing  b. laundering  c. swindling
33. To try to persuade the government or someone with political power that a law or situation should be changed.
   a. lobby  b. bribe  c. crook

34. Sexual remarks, looks, or touching done to someone who does not want it, especially from someone they work with.
   a. sexual behaviour  b. sexual harassment  c. sex appeal

35. He's been charged with tax ____________.
   a. fraud  b. cheating  c. deceit

36. Our former CEO was a man of great moral ____________.
   a. integration  b. honesty  c. integrity

37. Many people are tired of ____________ and corruption in politics.
   a. transparency  b. integrity  c. sleaze

38. A small mistake in a law that makes it possible to avoid doing something that the law is supposed to make you do.
   a. slush – hole  b. sleaze  c. loophole

39. The practice of selling products at a very low price in an export market.
   a. dumping  b. protectionism  c. liberalising

40. Limited numbers or amounts that are officially allowed.
   a. tariffs  b. quotas  c. subsidies

41. Taxes paid on goods coming into or going out of a country.
   a. tariffs  b. quotas  c. subsidies
42. To bring something in a country from abroad, usually to sell it.
   a. export  
   b. import  
   c. license

43. A situation in which goods come into and out of a country without any controls or taxes is called _______________ trade.
   a. non-control  
   b. liberal  
   c. free

44. The removal or reduction of government controls on a particular business activity.
   a. dumping  
   b. deregulation  
   c. non restriction operations

45. To give money to a company or industry to make a product cheaper to buy or produce.
   a. sponsor  
   b. subsidiarise  
   c. subsidise

46. This is the first time we have placed a(n)_________ with Benson &Kay.
   a. order  
   b. inquiry  
   c. quota

47. In the past, Mexican government _____________its domestic growers by regulating corn imports.
   a. took care of  
   b. favoured  
   c. protected

48. They have _____________ us a very good price for the consignment.
   a. quote  
   b. quoted  
   c. asked

49. Our usual supplier was unable to _____________ the delivery date.
   a. reach  
   b. manage  
   c. meet

50. Our company is trying to break into the Chinese ___________.
   a. market  
   b. sales  
   c. shops
UNIT 3 QUALITY

Quality is a perceptual, conditional and somewhat subjective attribute and may be understood differently by different people. Simply put, a quality item (an item that has quality) has the ability to perform satisfactorily in service and is suitable for its intended purpose.

SPEAKING

1. Answer the following questions:

In the picture below, three kinds of service are offered. Which one would you opt for? Why? What is more important: the quality or the price of a product? What characteristic features do you associate with a product of high quality? What characteristic features do you associate with a service of high quality?

2. The meaning of quality is also time-based or situational. Could you explain and comment on the four different definitions of quality:

1- Quality is fitness for use
2- Quality is meeting customer expectations
3- Quality is exceeding the customer expectations
4- Quality is superiority to competitors.

3. Read four quotations of famous people about quality. Then read four quotations by anonymous internet wits. Choose one from each group that you find most interesting and insightful. Comment on your choice:

1. “What is the cheapest to you now is likely to be the dearest to you in the end.” - John Ruskin (the leading English art critic of the Victorian era);
2. “There is more credit and satisfaction in being a first-rate truck driver than a tenth-rate executive.” - B. C. Forbes (a U.S. publisher);
3. “Quality is remembered long after the price is forgotten.” – a slogan of the Gucci Family;
4. “Ninety percent of everything is crap.” - Theodore Sturgeon (an American science fiction and horror writer and critic);

1. “Quality means building the customer’s point of view into every aspect of a product from design to final recycling.” — Unknown author;
2. “It is a funny thing about life; if you refuse to accept anything but the best, you will often get it.” — Unknown author;
3. “Quality is in the eye of the beholder.” — Unknown author;

VOCABULARY AND LANGUAGE USE

1. Choose the best alternative:

1. Applies to persons, objects, products, ideas, or information that can be depended upon with confident certainty
a. reliable b. real c. original d. durable
2. Possessing the claimed or attributed character, quality, or origin; not counterfeit; authentic; real
   a. original  b. genuine  c. hand-made  d. artificial

3. A term used to assess the cost of a product or service against the quality of provision
   a. quality for money  b. worth for money  c. value for money  d. money for quality

4. To bring back, to withdraw from sales.
   a. to recall  b. to relaunch  c. to prelaunch  d. publicize

5. The quality of being able to resist wear, decay, etc., well for a long time.
   a. reliability  b. durability  c. sufficiency  d. trustworthiness

6. A reaction or response to a particular process or activity.
   a. reply  b. commentary  c. answers  d. feedback

7. A word that does not refer to the deformity in production.
   a. fault  b. flow  c. defect  d. mistake

8. A payment made by a company to a customer who has experienced a problem with its products in order to try to keep the customer.
   a. sweetener  b. bribe  c. goodwill payment  d. loyalty payment

9. A written guarantee given to the purchaser of a new appliance, automobile, or other item by the manufacturer or dealer, usually specifying that the manufacturer will make any repairs or replace defective parts free of charge for a stated period of time.
   a. a contract  b. a warranty  c. an agreement  d. a security
10. The degree of positive feelings provided by the goods or services of a company about a product, which fulfilled the buyer’s expected requirements and exceeded his expectations regarding the product’s performance.
   a. consumer happiness   b. consumer satisfaction   c. consumer joy   d. consumer delight

11. Lowest acceptable criteria that a product must meet.
   a. minimum standard   b. zero defects   c. low standard   d. high quality

12. The service provided by a company after the product has been purchased
   a. after-sales service   b. long-term service   c. after-purchase service   d. short-term service

13. Knowing how much different products and services cost, and not wanting to spend more money than is necessary.
   a. stingy   b. generous   c. spendthrift   d. cost conscious

14. Supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives, quality requirements, and performance targets
   a. monitoring   b. tracking   c. following   d. scanning

15. Of exceptional quality or greater value than others of its kind; superior
   a. good   b. premium   c. satisfactory   d. decent

2. Match the words and phrases in the line below with their definitions (A-J):

   A. To carefully watch and check a situation in order to see how it changes over a period of time.
B. An official visit to a building or organization to check that everything is satisfactory and that rules are being obeyed.
C. When you get something that is newer or better than the one you had before.
D. An amount of money that is given back to you if you are not satisfied with the goods or services that you have paid for.
E. Staying in good condition for a long time, even if used a lot.
F. Large in size, amount, or degree.
G. The level that is considered to be acceptable.
H. The companies who are in the same industries and produce the same things.
I. Worried about the price of a product or service.
J. Money paid to someone because they have suffered injury or loss, or because something they own has been damaged.

3. Put the words in brackets into their correct form.

1. I complained about a (fault) modem.
2. Consumer groups are demanding greater (consistent) in the labeling of food products.
3. The cars had to be (call) due to an engine fault.
4. Return your purchase within 14 days for a full (fund).
5. Retailers promise a compensation for any damaged or (defect) merchandise.
6. We can (modification) the design to make it suitable for commercial production.

4. Fill in the gaps with one word that best fits there.

1. In order to ______________ customer needs we must be able to respond more quickly and flexibly to changing conditions.
2. Company ______________ is to prohibit dogs from entering the store
3. An electric hairstyler has been _______________ from sale after one began to produce sparks.

4. There's no doubt we will benefit if the American economy recovers and _______________ confidence starts to build.

5. Routine _______________ by department inspectors also found 165 confirmed and a further 300 potential cases of pollution.

6. By spending money on the unemployed, the old, and the poor, the government seeks to ensure that there is a minimum _______________ of living below which no citizen should fall.

7. Some products are sold with a very strong emphasis on after ____________ service, warranties, guarantees, technical advice and similar benefits.

8. New models and new ideas have _______________ the company around and saved it from closure.

GRAMMAR

MODAL VERBS 1

Marge: “Kids can be so cruel.”
Bart: “We can? Thanks, Mom!”
(from The Simpsons)

1. Making suggestions. Match the comments (1-8) with the comments (A-H)

   1. I’m afraid I’m busy all this month.

   2. Can you open that window?

   3. Is the next candidate here yet?

   4. Is that the new monitor I ordered?

   5. I’m sorry but I’m on a business trip today.

   6. How much is this going to cost?

   7. I don’t know Paris very well.

   8. I need to see the documents. Today, if possible.
A. OK, I’ve got them here. Shall I email them to you?
B. That’s OK. Shall I pick you up from the station?
C. That’s OK. Shall I call you back tomorrow?
D. Yes. Where shall I put it?
E. I don’t know yet. Shall we send you the quote in a couple of days?
F. I’m afraid it’s impossible, but shall I turn on the air conditioner for you?
G. That’s OK. Shall we arrange a meeting for next month?
H. Yes, he is. Shall I send him in?

2. Rewrite the suggestions. Use the word in brackets.

1. Shall we entertain our guests at the new restaurant? (Why)
2. I advise you to read the small print carefully. (Suggest)
3. Why don’t we outsource to India? (How)
4. Let’s organise a leaving party for Mr. Thomson. (What)
5. I suggest that you call me in a week and let me know your decision. (Why)
6. How about splitting the bill for the dinner? (Let’s)
7. I think that you should consider the job offer very carefully. (Advise)
8. Let’s discuss it in private. (Why)

3. Speaking about ability. Fill in the gaps with the correct alternative.

1. If you are flexible you ____________ adapt to changing circumstances.
   a. can  b. can to  c. could
2. I’d like ________________ help you, but I don’t have the authority.
   a. to be able to  b. to be able  c. to can
3. Soon people ____________ to travel to the Moon.
   a. will can  b. will able  c. will be able
4. From my hotel room I ______________ see the sea.
   a. could                   b. was able to               c. managed

5. Jane phoned the airline and ____________get me on the flight.
   a. could to               b. managed to               c. managed

6. We had a very successful meeting, and we ______________ make the publishers agree to giving us a big discount.
   a. could                   b. was able to               c. managed to

7. Although we were working hard, we ______________ finish the project on time.
   a. can’t                    b. couldn’t                c. don’t manage to

8. The walls in our company are very thin, and I ______________ hear people talking in the manager’s office.
   a. managed to               b. could                  c. was able to

9. Although I was given only ten minutes for my presentation, I ______________ to cover the main points.
   a. could                    b. managed to               c. was able

10. I’ve got an extra weekend, so I ______________ look at the figures in more detail.
    a. will be able to        b. will manage to       c. will be able

4. Speaking about requests and permission. Choose the alternative that is not suitable in each sentence.

1. ______________ give me a hand, please?
   a. Will you                b. Are you going to      c. Can

2. ______________ you wait here, please?

3. The battery of my mobile phone is dead. ______________ I use your recharger?
4. _____________ I come in?
   a. May          b. Can          c. Would

5. Excuse me, sir, we are going to take off in a moment. _____________ you push your bag under the seat in front?
   a. Would       b. Will         c. Should

6. You _____________ work from home this week if you like.
   a. may         b. would        c. can

7. _________________ I borrow your car, please?
Leadership is essential to any group or organization. Leadership involves establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders.

**SPEAKING**

1. Answer the following questions:

What traits of character do you associate with a good leader? Are there people among your friends or colleagues who possess the qualities of a good leader? Do you think there is a secret to successful leadership? Do you think that life inside an organization is in a way similar to life in a family? If so, in what way? Who are better leaders: men or women? Do people in the picture below look like leaders? What makes you believe they are (are not) leaders?

https://www.shutterstock.com/search/leadership?editorial=0&sort=newest&image_type=photo&ethnicity=caucasian&mreleased=true&page=8
2. There are three quite famous ways in giving a definition of leadership, coming from different perspectives. Which one in your opinion reveals the essence of leadership? Comment on your choice.

a. Leadership is accomplishing tasks through others.
b. Leadership means having the dominating power over your people.
c. Leadership means being directed to change and a better journey.

3. Answering the question of what makes a good leader is made infinitely more difficult by the fact that there is no one-size-fits-all definition of leadership. Business owners, leaders and entrepreneurs have different approaches to leadership. Read the ideas below and choose one or two that you would support. Comment on your choice:

1. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success. - Steve Zeitchik (CEO of Focal Point Strategies);
2. The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it. - Theodore Roosevelt (the 26th President of the United States (1901–1909));
3. Leadership is the ability to take an average team of individuals and transform them into superstars. The best leader is the one who inspires his workers to achieve greatness each and every day. - Jonas Falk (a chef and the CEO of OrganicLife);
4. Leadership is influencing others by your character, humility, and example. It is recognizable when others follow in word and deed without obligation or coercion. - Sonny Newman (president of contract manufacturer EE Technologies).
5. The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. That’s nonsense; in fact, the opposite is true. Leaders are made rather than born. —Warren Bennis (an American scholar, organizational consultant and author who is widely regarded as the pioneer of the contemporary field of leadership).
6. The leaders who work most effectively, it seems to me, never say “I.” And that’s not because they have trained themselves not to say “I.” They don’t think “I.” They think “we”; they think “team.” They understand their job to be to make the team function... This is what creates trust, what enables you to get the task done. - Peter Drucker (an Austrian-born American management consultant, educator, and author).

**VOCABULARY AND LANGUAGE USE**

1. **Choose the best alternative:**

   1. Something that can be used as a comparison to judge or measure other things
      a. benchmark  b. cornerstone  c. margin  d. canon

   2. The group of people who have been elected by shareholders to manage a company
      a. hoarding  b. board  c. headquarters  d. chair

   3. The manager with the most authority in the day to day management of a company
      a. GDP  b. LTD  c. CEO  d. RSVP

   4. A person, plan etc that is flexible, can change or be changed easily to suit any new situation
      a. changeable  b. plastic  c. soft  d. flexible

   5. To encourage someone and make them want to achieve something and be willing to work hard in order to do it
      a. motivate  b. demotivate  c. provoke  d. fire

   6. All the things that a person or organization has done in the past, which shows how good they are at doing their job, dealing with problems etc.
      a. track record  b. case study  c. data  d. confidential documents

   7. A promise to do something or to behave in a particular way
      a. willingness  b. commitment  c. duty  d. need

   8. To give part of your work or power to someone else, usually someone in a lower position than you
      a. appoint  b. allocate  c. delegate  d. command

   9. The state of being united or kept together as one whole, and therefore strong, unit; complete honesty
LEADERSHIP / 41

a. integrity  b. devotion  c. morality  d. modesty

10. To officially leave a job, position etc. usually through your own choice, rather than being told to leave
a. get fired  b. be sacked  c. resign  d. dismiss

11. A developmental strategy that enables people to meet their goals for improved performance, growth or career enhancement
a. tutoring  b. mentoring  c. monitoring  d. coaching

12. An assessment or estimation of the worth, value, or quality of a person or thing
a. appraisal  b. valuation  c. rating  d. survey

13. A wise and trusted counselor, adviser or teacher, especially in occupational settings
a. mentor  b. tutor  c. educator  d. friend

14. If you are dressed in fashionable, elegant clothes, you are dressed
a. smartly  b. casually  c. shrewdly  d. foxily

15. The power of understanding and imaginatively entering into another person's feelings
a. sympathy  b. empathy  c. apathy  d. mercy

2. Match the words and phrases below with their definitions (A-J):


A. An experienced person who advises and helps a less experienced person.
B. Someone who had your job before you started doing it
C. To give part of your power or work to someone in a lower position than you
D. A group of people in a company or other organization who make the rules and important decisions
E. An experienced person hired from outside the company to train the employees.
F. To express your ideas or feelings in words
G. Someone who gives private lessons to one student or a small group, and is paid directly by them
H. A particular quality in someone's character
I. Someone whose behaviour, attitudes etc. people try to copy because they admire them

J. Someone who takes a job or position previously held by someone else

3. Put the words in brackets into their correct form.

1. Many people regard him as a likely (success) to the current managing director.

2. The police officer took her arm and (lead) her gently away.

3. This country needs strong, (decision) leadership.

4. Canceling end of year bonuses can have a (motivate) effect on the employees.

5. Getting a gun license here seems to be just a (formal).

6. It is a huge, (flexible) and impersonal organization.

7. The (flexible) introduced into the system means that each group is able to operate with a degree of autonomy.

8. She often loses her temper over (trivial) matters.

9. I made a few (care) mistakes.

10. He's clever enough, but he lacks (driven).

4. Make nouns from the following adjectives.

1. Strong

2. Persistent

3. Courageous

4. Resilient

5. Gritty

6. Stubborn

7. Determined

8. Enduring

9. Careless

10. Negligent

11. Cautious

12. Flexible
If you tell the truth, you don't have to remember anything (Mark Twain)

1. Speaking about obligation, necessity and prohibition. Fill in the gaps with the correct or the most suitable alternative.

1. (I’m telling you because I feel it is important) You ______________ try to relax before making the final decision.
   a. have to       b. must       c. shall

2. (I’m telling you what the rules are) You ______________ fasten the seat belt before the take off.
   a. must       b. should       c. have to

3. (This is given in the written instructions) Passengers ______________ remove their shoes before going through the metal detector gates.
   a. have to       b. must       c. should

4. (I’m saying that it is not necessary to decide now) You ______________ decide now. Think about it and I’ll call you next week.
   a. shouldn’t       b. mustn’t       c. don’t have to

5. (It is forbidden to leave the bags unattended) Passengers ______________ leave their bags unattended.
   a. mustn’t       b. don’t have to       c. shouldn’t

6. (the rules say that it is forbidden to smoke here) You ______________ smoke here.
7. (I’m saying that it is not necessary to stay late) You __________________stay late— we have cancelled the meeting.
   a. shouldn’t  b. can’t  c. haven’t

8. (I’m saying that it is not necessary to pay the bill until the 31st) We____________pay our bill until the 31st.
   a. don’t need to  b. haven’t to  c. shouldn’t

9. In my previous job, I ________________ be at the office by 8.00am.
   a. had to  b. must to  c. must

10. My workload has become very heavy this year. Last year I ________________ work very hard.
    a. shouldn’t  b. didn’t have to  c. mustn’t

11. I’m sorry but we ______________give you this confidential information by phone.
    a. can’t to  b. not allowed  c. can’t

2. Write a paragraph about your studies. Speak about the rules at the university, your obligations, things that are (not) necessary or prohibited to do, etc. Use the modal verbs.

3. Speaking about advice.

1. Choose the alternative that is not possible in each sentence.
   1. You ______________keep an account of all your expenses.
      a. must  b. should  c. might
   2. The form ______________returned to this office within 30 days.
a. should be  

b. ought to be  

c. ought be

3. I think we __________________ spend more money on advertising.
   a. have  
   b. should  
   c. ought

4. I think we ______________ redesign the packaging.
   a. have  
   b. should  
   c. must

5. You ______________ spread the rumors at work.
   a. mustn’t  
   b. shouldn’t  
   c. don’t have to

4. Speaking about possibility and probability

Rewrite each of the following sentences using *might, can’t, must* and a suitable infinitive.

1. It’s possible that they will give us a discount.
   They___________________________________________.

2. It is not typical of Jane to be late. I’m sure she is stuck in a traffic jam.
   Jane____________________________________________.

3. The factory works only three days a week. I’m sure they aren’t selling many air conditioners.
   The factory works only three days a week.
   They__________________________________________.

4. There is a chance the president will visit our factory.
   The president__________________________________.

5. It’s impossible that Jane is on a business trip. I’ve just seen her in the office.
   Jane____________________________________________.
5. Speculate about possible future events based on the following information. Use *may, might, or could*.

1. The political situation in North Korea is very unstable.
2. The Chinese economy is becoming stronger and stronger.
3. The world is running out of natural resources.
4. The government is spending more than it is earning in taxes.
5. Young people prefer the Internet to television.
Memory booster 2

Choose the correct alternative:

1. I had to fill in a consumer ____________ questionnaire.
   a. dissatisfaction  
   b. satisfaction  
   c. complaint

2. We ____________ the product on market two years ago.
   a. issued  
   b. launched  
   c. dispatched

3. Because of negative market feedback, we ____________ the product so that any faults could be investigated.
   a. relaunched  
   b. recalled  
   c. replaced

4. Quality control involves checking for ____________ before selling goods.
   a. mistake  
   b. faults  
   c. minimum standards

5. Can you put your ____________ in writing?
   a. complaint  
   b. complain  
   c. complainment

6. I’m sorry, it’s not our ____________ to replace items.
   a. policy  
   b. police  
   c. politics

7. OK, we’ll ____________ into the problem and see what we can do for you.
   a. monitor  
   b. look  
   c. analyse

8. This luxury perfume sells in the ____________ end of the market.
   a. up  
   b. higher  
   c. top

9. The quality of our products is closely ____________ .
   a. routine –checked  
   b. monitored  
   c. looked at

10. We will look ____________ the problem and see what we can do for you.
    a. at  
    b. for  
    c. into
11. The product was recalled due to the negative market ____________.
   a. feedback   b. reaction   c. opinions

12. The goods are intended for a cost - ____________ customer.
   a. conscious   b. attentive   c. focus

13. Customers who are dissatisfied ____________ the product may demand a refund.
   a. about   b. with   c. in

14. We do our best to ____________ our customers’ expectations.
   a. deliver   b. meet   c. fill in

15. Should you have any questions, don’t hesitate to contact ____________ us.
   a. with   b. -   c. on

16. The crime of deceiving people in order to gain something such as money or goods is called ____________.
   a. a bribe   b. mugging   c. fraud

17. A quick increase in business activity is a(n) ____________.
   a. boom   b. explosion   c. blast

18. If car insurance is absolutely necessary, it is ____________.
   a. optional   b. compulsory   c. voluntary

19. I will ____________ to the manager about your poor service!
   a. suggest   b. complain   c. warn

20. I watched an interview with a _____________.
   a. politic   b. politician   c. political

21. Eggs must be marked with a(n) ____________ date that is ten days from the date of packing.
   a. termination   b. shelf   c. expiry
22. I’m in charge of ____________ the complaints in this company
   a. handling                           b. handling with                         c. dealing

23. The cap was a cheap copy rather than a ____________ product.
   a. fake                              b. genuine                             c. counterfeit

24. The product was a complete failure and the company faced a very negative market ____________
   a. reaction                           b. response                            c. feedback

25. We give a two year ____________ for this item.
   a. warranty                           b. replacement                         c. refund

26. The new CEO ____________the company around.
   a. made                               b. turned                              c. profited

27. The manager promised to look ____________ the problem straight away.
   a. at                                 b. about                              c. into

28. A customer expressed his dissatisfaction ____________ the service.
   a. about                              b. with                                c. for

29. She threatened to complain ____________the manager if we don’t replace the item.
   a. to                                 b. for                                 c. at

30. I’d like to complain ____________your poor service.
   a. of                                 b. about                              c. for

31. Could you please put your complaint ________writing.
   a. at                                 b. in                                  c. into

32. I ____________away for a few days. I haven’t decided yet.
   a. I’m going                           b. I might go                           c. will go
33. She didn’t like her job anymore so she decide to _____________.
   a. retire  
   b. be dismissed  
   c. resign

34. As a Managing Director, he has shown outstanding leadership___________.
   a. character  
   b. aspects  
   c. qualities

35. Sometimes he has to make some ____________decisions but he is known to be caring and concerned for his staff.
   a. tough 
   b. strong 
   c. heavy

36. He was a weak and _____________leader.
   a. undecisive  
   b. decisiveless  
   c. indecisive

37. The new manager was difficult and _________________.
   a. inaccessible 
   b. unaccessible 
   c. deaccessible

38. I was sorry to discover that my boss had a very __________attitude towards change.
   a. flexibless  
   b. unflexible  
   c. inflexible

39. The speech that he gave yesterday was rather _________________.
   a. inpersuasive  
   b. unpersuasive  
   c. impersuasive.

40. You _____________do it now. It can wait until later.
   a. don’t have to  
   b. mustn’t  
   c. shouldn’t

41. You ______________try doing it other way round; you might find it works better.
   a. must  
   b. should  
   c. have to

42. ______________you help me to shift this desk into the next room?
a. May          b. Can          c. Shall

43. She _____________ speak five languages.
   a. may          b. can          c. can to

44. If I am certain that he is at home, I say: “he___________ at home.”
   a. might be      b. must be       c. could be

45. I don’t know if it’s true that she is a nurse. I say: “she___________ a nurse.”
   a. could be      b. is definitely  c. should be

46. You _____________ be very careful when driving.
   a. don’t have to   b. must         c. don’t need to

47. You___________ call Jane because I have already sent her an email.
   a. mustn’t        b. shouldn’t     c. don’t have to

48. I suggest_______________ the plan.
   a. to accept      b. you to accept  c. accepting

49. I suggest _______________ to the seminar..
   a. that you will go  b. that you go   c. for you to go

50. You _____________ go with us to the karaoke bar if you don’t like it.
   a. mustn’t        b. shouldn’t     c. don’t have to
COMPETITION

UNIT 5

Competition is rivalry in which every seller tries to get what other sellers are seeking at the same time: sales, profit, and market share by offering the best practicable combination of price, quality, and service. Where the market information flows freely, competition plays a regulatory function in balancing demand and supply.

SPEAKING

1. Answer the following questions:

Is competition in business similar to competition in sports? What are the similarities and differences? What are the necessary features for a company or product to be competitive? What are the critical factors for commercial success? How is innovation linked to competition? Is creativity important?
2. Being creative is a way of thinking, a way of viewing the world, and a way of competing. How creative are you? Read the statements below, mark them as true or false and discuss your answers with your colleagues:

1. I am a very creative person.
2. I am always willing to listen when people talk about things I don't agree with or believe in.
3. When faced with a familiar problem, I use a solution that has worked in the past.
4. I organize (or write down) all of your ideas regularly.
5. Money (changing the world, boredom, personal goals) is my primary motivation when it comes to working.
6. I like taking risks.
7. I am perseverant.
8. I will take unpopular positions if I think I am right.
9. I see things that other people do not notice.
10. I regularly surf the Internet to expand my knowledge.
11. When I set goals for myself, I make sure they’re attainable.
12. I try to meet new people and colleagues whenever possible.
13. I regularly read magazines or other material in a wide variety of subject areas.
15. I do not always respect decisions made by those in authority.

3. Which of the three definitions below defines the concept of competition the best? Are the remaining two definitions incorrect?

a. An organized event in which people try to win prizes by being better than other people;

b. The activities of companies that are trying to be more successful than others;
c. The simultaneous demand by two or more organisms for limited environmental resources, such as nutrients, living space, or light.

4. **Read the quotations of famous people about competition. Choose two or three that you find most interesting and insightful. Comment on your choice:**

1. “Competition brings out the best in products and the worst in people.” — David Sarnoff (founder of RCA).
2. “Competition is a by-product of productive work, not its goal. A creative man is motivated by the desire to achieve, not by the desire to beat others.” — Ayn Rand (a Russian-American novelist, philosopher, playwright, and screenwriter).
3. “The trouble with the rat race is that even if you win, you are still a rat.” — Lily Tomlin (US actress).
4. “The achiever is the only individual who is truly alive. Every time you win, you’re reborn; when you lose, you die a little.” — George Allen (an American football coach in the National Football League).
5. “Be grateful for your competitors for they force you to become the person you are capable of being.” — Stacey Alcorn (entrepreneur, author, speaker).
6. “And while the law of competition may be sometimes hard for the individual, it is best for the race, because it ensures the survival of the fittest in every department.” — Andrew Carnegie (a self-made steel tycoon and philanthropist).
7. “Without competition most businesses would be average.” — Stacey Alcorn (entrepreneur, author, speaker).
8. “If you continuously compete with others, you become bitter, but if you continuously compete with yourself, you become better.” — Unknown author.
VOCABULARY AND LANGUAGE USE

1. Choose the best alternative:

1. Aggressive competition between companies cannot be described as:
   a. ferocious   b. fierce   c. tender   d. cut-throat

2. Low-cost producers with a broad scope and cost advantage, appealing to different buyers
   a. low-leaders   b. cost-leaders   c. demand-leaders   d. promotion-leaders

3. A situation when competitors start reducing the prices to increase their unit sales
   a. price war   b. price battle   c. price fight   d. price attack

4. A company’s own way of doing things
   a. corporate culture   b. industrial culture   c. corporation culture

5. A newly established company or business
   a. start-up   b. settle-down   c. take-off   d. take away

6. Producers appealing to buyers who are looking for particular product attributes and positioning themselves as the most able to meet those needs
   a. market followers   b. leaders   c. focusers   d. pioneers

7. A new idea, method, invention or their introduction
   a. launch   b. start-up   c. innovation   d. competition

8. All of company’s products considered as a group are product......
   a. file   b. set   c. unit   d. portfolio

9. A wide range of products can also be referred to as
   a. many   b. broad scope   c. limited choice   d. wide shelves
10. A section of a market or industry
a. share  
b. segment  
c. part  
d. detail

11. A plan for achieving an aim, especially relating to the best way for an organization to develop
a. mission  
b. strategy  
c. project  
d. platform

12. To retreat or withdraw from a position or attitude, to change one’s mind
a. backpedal  
b. reverse  
c. shift  
d. exchange

13. An enterprise, idea, person, or thing that is a source of wealth
a. money-doer  
b. money-giver  
c. money-bringer  
d. money-spinner

14. A corporation made up of a number of different companies that operate in diversified fields
a. conglomerate  
b. corporation  
c. partnership  
d. tandem

15. If a person is able to work well despite series of urgent claims or demands, he is able to perform well ___________.
   a. in pressure  
b. on pressure  
c. over pressure  
d. under pressure

2. Match the words and phrases below with their definitions (A-J):

A. The percentage of sales in a market that a company or product has.
B. A situation in which several companies reduce the prices of what they sell, because they are all trying to get the most customers.
C. An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition.
D. The increase in efficiency of production as the number of goods being produced increases.
E. A business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task.

F. A company that sells a product or service that few other companies provide.

G. The company that sells most of a product or service in a particular market.

H. A company that is not the leading company in a particular market but that chooses to keep its position rather than competing in a forceful way to increase its share of the market.

I. The difference between the total cost of making and selling something and the price it is sold for, or between the total amount of money a company receives from sales and the total cost of producing all its products and services. It is often expressed as a percentage.

J. The company or product that is second in market share (= the number of customers or sales a company has compared with others of the same type) in a particular market.

2. Put the words in brackets into their correct form.

1. Many companies focus much of their energy on taking market share from their (competition).

2. It's difficult to (competition) when there are so many similar businesses.

3. We can't put up our prices and still remain (competition) with similar brands.

4. This deal should help the company's (competition) at home and abroad.

5. There is considerable (rival) between banks and accountancy firms when it comes to giving corporate financial advice.

6. Competition can be (gentleman) or even cosy.

7. The goods are very (competition) priced.

8. Big companies are always looking for (innovate) products that can't be easily copied.

9. She runs the business very (efficient).
10. The improvement in sales figures had a (benefit) influence on the company as a whole.

3. **Fill in each gap with one word that best fits there.**

1. ______________-throat competition is keeping prices low.

2. The company now has to ______________ up to competition.

3. The business needs to innovate in order to maintain a ______________ edge.

4. At the moment we are ______________ out a lot of market research.

5. This ground______________innovation will probably be sold at competitive prices.

---

**GRAMMAR**

**RELATIVE CLAUSES**

This is the dog that worried the cat
That killed the rat that ate the malt
That lay in the house that Jack built
(from a popular English nursery rhyme)

*Never go to a doctor whose office plants have died (Erma Bombeck)*

**1. Fill in the gaps with the correct alternative.**

1. The hotel ______________ we stayed was very expensive.
   a. that          b. which          c. where

2. I went to buy some parts but they didn’t have ______________ I needed.
   a. what          b. that           c. which

3. The hotel ______________ we stayed in was very expensive.
   a. what          b. that           c. where

4. I went to buy some parts but they didn’t have the things ______________ I needed.
   a. what          b. that           c. where
5. Nike’s latest advertisement, ____________ I saw yesterday, is really attention grabbing.
   a. that   b. which   c. what

6. I wasn’t interested in ____________ he was selling.
   a. which   b. that   c. what

7. My father, ____________ will be 70 next year, has asked me to take over the family business.
   a. who   b. that   c. which

8. Would you like to visit the bakery ____________ we bake our products?
   a. where   b. were   c. that

9. I have done ____________ you asked.
   a. that   b. what   c. which

10. We interviewed some candidates ____________ CVs were very good.
    a. who   b. whose   c. whom

11. The hotel has a large conference hall ____________ exhibitions can be held.
    a. in which   b. in what   c. in that

12. Fazer, ____________ products include Geisha chocolate, is a big Finish company.
    a. of which   b. whose   c. whom

13. The sales person to ____________ you spoke was correct in saying that this was not the store’s policy to replace items.
    a. whom   b. who   c. which

14. The computer can do ____________ you want.
    a. what   b. that   c. which

15. Tokyo is the city in ____________ Sony has its headquarters.
    a. which   b. what   c. that
2. Complete the following sentences about yourself and your studies or work, using relative clauses.

1. I study at the university______________________________.

2. I have teachers______________________________.

3. I study the subjects______________________________.

4. I have many colleagues______________________________.

5. I sometimes have to do things______________________________.

6. I prefer to work with people______________________________.

7. In my free time, I like to do things______________________________.
Change is the act, process, or result of altering or modifying. Change can help a business stay current with industry trends, which can make it more attractive to potential customers as well as help maintain current customers. Although change may be an inevitable part of doing business, it is not always embraced with open arms by employees, managers or business owners.

**SPEAKING**

1. Answer the following questions:
   
   In the picture below the equation presents the constituent parts of change. Do you think the scheme is absolutely accurate? What equation would you provide? Do you believe your university could benefit from some change? What changes would you implement?

   ![Equation diagram](http://leanconstruction.org/media/docs/congress/2014/international%20Owner%27s%20Discussion.pdf)

2. Study the list below. What are the most likely (positive and negative) impacts of change in business?

   1. Staying current
   2. Low morale of employees
3. Encouraging innovation
4. Severing ties with certain employee groups
5. Improved attitudes
6. Job insecurity
7. New opportunities
8. Hiring fresh talent
9. A negative effect on the company's reputation
10. Increased efficiency
11. A more relaxed work environment

3. Implementing business change requires a methodical approach to ensure a project’s success. Which of the steps below should a managing team take to have a successful change in a company? What is the correct sequence of those steps?

a. Go Into Action
b. Identify Early Change Adopters
c. Align Business Leaders
d. Evaluate Risk
e. Create a Plan for Change
f. Communicate Value of Change
g. Create Support System
h. Present a Vision
j. Establish Rules
k. Increase Business Alignment
m. Analyze Key Stakeholders
4. Read the quotations of famous people about competition. Choose two or three that you find most interesting and insightful. Comment on your choice:

1. “There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.” — Niccolo Machiavelli (the author of The Prince (1532)).


3. “People don’t resist change. They resist being changed!” — Peter Senge (an American scientist and director of the Center for Organizational Learning).

4. “Your success in life isn’t based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business.” — Mark Sanborn (a professional leadership speaker).

5. “Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes — it should be postponed as long as possible and no change would be vastly preferable.” — Peter Drucker (the author of Management Challenges for the 21st Century (1999)).


7. “If you want to make enemies, try to change something.” — Woodrow Wilson (the 28th President of the United State (1913 – 1921)).

8. “Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up.” — James Belasco and Ralph Stayer (the authors of Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead (1993)).
VOCABULARY AND LANGUAGE USE

1. Choose the best alternative:

1. Eliminating levels of middle management in order to become leaner
   a. downsizing   b. downturning   c. empowering   d. deregulating

2. The period when the economy of a country is flourishing is an economic.....
   a. up   b. upswing   c. swing   d. swing-up

3. The period of economic difficulty is an economic.....
   a. bottom   b. bottom-line   c. low-line   d. downturn

4. The giving or delegation of power or authority to employees to make their own decisions
   a. empowerment   b. authority   c. liberty   d. tolerance

5. Feeling or showing enmity or ill will; antagonistic; unfavorable
   a. cozy   b. gentlemanly   c. hostile   d. hospitable

6. To combine or unite into a single organization, body, etc.
   a. acquire   b. merge   c. take over   d. overtake

7. Acting as a mediator or an agent between persons or things
   a. intermediary   b. matchmaker   c. consultant   d. interpreter

8. The procuring of services or products, such as the parts used in manufacturing a motor vehicle, from an outside supplier or manufacturer in order to cut costs
   a. outsourcing   b. contracting   c. redistributing   d. exploiting

9. The practice of not assigning permanent desks in a workplace, so that employees may work at any available desk
   a. free-desking   b. hot-desking   c. no-desking   d. friend-desking
10. An office in which there are no defined property boundaries such as hedges, fences or walls is a(n)_________________ office
a. clear     b. open-plan    c. open-view   d. free

11. To move to or establish in a new place
a. remove      b. repush     c. relocate    d. rebuild

12. The number of workers hired by an establishment to replace those who have left in a given period of time
a. staff change b. staff movement c. staff turnover d. staff relocation

13. The degree of mental or moral confidence of a person or group; spirit of optimism
a. morale      b. moral      c. morals     d. morality

14. Willingness to cooperate as part of a team
a. team spirit  b. team force  c. team will    d. team mood

15. If employees remain firm against changes, they_______ the change
a. resist       b. beat       c. surrender   d. comply

2. Match the words and phrases in the line below with their definitions (A-J):

A. a company that controls a smaller company or organization
B. a complete change from a bad situation to a good one
C. the rate at which people leave an organization and are replaced by others
D. when one company takes control of another by buying more than half its shares.
E. a person, group, or organization that you compete with in sport, business, a fight etc
F. the joining together of two or more companies to form one larger company.
G. the department in a company that deals with employing, training, and helping people
H. the profit or the amount of money that a business makes or loses
I. The department in a company that relates to the law.
J. a situation in which someone has to leave their job, because they are no longer needed.

3. Put the words in brackets in their correct form.

1. There has been a lot of talk about a (merge)_________ with another leading bank.
2. The (acquire)_____________ of new sites was discussed in the meeting.
3. The (organization)____________ means a more efficient use of land.
4. The product was (launch)____________ with a new name.
5. One solution is to (train)____________ the long-term unemployed so that they get new skills.
6. You'll need to (grade)_____________ your hard drive to 4Mb before running this software.
7. Our competitors are planning to (date)_____________ their manufacturing procedures.
8. Many firms are currently (centralise)____________ their operations.

4. Fill in each gap with one word that best fits there.

1. Seventy factory workers were ______________redundant in the resulting cuts.
2. In the current ______________ climate we must keep costs down.
3. The next item on the ______________is redundancies.
4. All employees can expect a performance - ______________pay.
5. You can read about the company’s latest acquisitions in its monthly press ________________.

6. You may ________________ your job after a merger, but you may have to take a salary cut.

7. I work in a large ________________ – plan office.

8. There have been a number of changes in the IT ________________ here at “Coca Cola”

9. The company has adopted a strict no-smoking ________________

10. After the changes were introduced, the employees were unhappy and staff morale was extremely ________________

GRAMMAR

REPORTED SPEECH

“My doctor told me to stop having intimate dinners for four, unless there are three other people.” (anonymous)

1. Transform the following into the reported speech.

1. ‘Let’s change our supplier.’

I suggested ____________________________________________________________.

2. ‘I’ll email them next week.’

I promised ____________________________________________________________.

3. ‘You must absolutely apply for this position. I’m sure you’ll succeed.’

She encouraged ________________________________________________________.

4. ‘I want to see your balance sheets.’

I suggested ____________________________________________________________.
The auditor asked

5. ‘Don’t forget to pay the invoice.’
I reminded them

6. ‘I will come to your presentation.’
He promised me that he

7. ‘What is your position in this company?’
She asked me

8. ‘When will the meeting start?’
He asked me

9. ‘Are you having a Christmas sale?’
She asked me

10. ‘Do you sometimes go on business trips?’
She asked me

11. ‘You should invest in this business.’
He advised me

12. ‘I’m sorry I’m late’
She apologized

13. ‘What is your target audience?’
He asked me

14. ‘I’ve contacted the guests.’
She said that
15. ‘Our R&D specialists are working on the product.’

He said that ________________________________.

16. ‘I want to check the figures.’

The boss says ________________________________.

17. ‘I won’t be able to participate because I’ll be away on business.’

He said ________________________________.

2. Choose the correct alternative.

1. Jane ____________ that she had been made redundant.
   a. said  b. told  c. said us

2. Alex ____________ me that the profits in some subsidiaries had fallen sharply.
   a. told to  b. told  c. said

3. She ____________ to her secretary that she was having a dental appointment at 2pm.
   a. said  b. told  c. spoke

4. I didn’t understand ________________ he really meant it.
   a. whether  b. did  c. what

5. She ____________ that it was my last chance.
   a. told  b. said  c. said me

6. She ________________ me to come early.
   a. said  b. told  c. told to
7. They wanted to know ______________ I had experience.
   a. did  
   b. do  
   c. whether

8. He wanted to know when_________________________.
   a. was I leaving  
   b. I was leaving  
   c. did I leave

9. The policeman asked me what _______________ in my bag.
   a. I had  
   b. had I  
   c. did I have

10. She was interested when _________________.
    a. did I graduate  
    b. I graduated  
    c. was I graduate

3. Transform the sentences in the reported speech into what actually was said.

Eg. She refused to sign the document – ‘I will not sign the document.’

1. I told Tom to be careful.

2. He suggested that I try the new car park.

3. I promised to be back next month.

4. He said he had sent the parcel in October.

5. He says he has got no money.

6. I asked him if he would help me.

7. She said she was learning German.

8. She said she had forgotten to pay the bill.
9. She says she has forgotten to pay the bill.

10. She told me that Sally had phoned.

11. She told me that Sally phoned.

12. He asked what I was doing.

13. The customer asks if I can give her a discount.


15. I asked why the price was so high.
Choose the correct alternative

1. What’s the name of the man ________ gave us a lift?
   a. who                      b. what                      c. which

2. Do you know the people ________ live upstairs?
   a. which                    b. who                       c. what

3. I’ve lost the book ________ you gave me.
   a. that                     b. who                       c. what

4. Someone ___________ the tickets are free.
   a. said me                  b. said me that          c. told me

5. I’d like to know ____________.
   a. what your qualifications are   b. what are your qualifications   c. what your qualifications is

6. Paris, ____________ has an index of 87, is twice as expensive as Budapest.
   a. which                    b. that                      c. who

7. Seoul, ____________ people work on average 2,302 hours a year, is the capital of South Korea.
   a. that                     b. which                    c. whose

8. I suggest ____________ it next time.
   a. to discuss               b. discussing            c. for you to discuss

9. She recommends ____________ these pills twice a day.
   a. to take                  b. for us taking        c. that you take

10. Can you ____________ me your name?
11. Her family suggested ______________ a job in a bank.
   a. for her to get  b. getting for her  c. that she get

12. Those ___________ have not yet filled in the forms should do so at once.
   a. who  b. which  c. whom

13. Here is the journal __________ you were looking for.
   a. who  b. that  c. what

14. He’s got a job in a new firm, __________ they don’t work such long hours.
   a. were  b. there  c. where

15. (informal sentence) He works with people __________ I really don’t like.
   a. who  b. whom  c. which

16. (formal sentence) He works with people __________ I really don’t like.
   a. who  b. whom  c. which

17. I remember the day __________ my colleague was made redundant.
   a. then  b. when  c. where

18. Do you know a shop __________ discounts are offered?
   a. there  b. where  c. were

19. Richard Branson is a British business magnate and investor __________ fortune is $4.6 billion.
   a. who  b. whom  c. whose

20. __________ the supplier offered made the manager angry.
21. We are ready to offer __________our customers want.
   a. what  
   b. that  
   c. which

22. We haven’t got everything __________you ordered.
   a. what  
   b. which  
   c. that

23. Which sentence is correct?
   a. Dorothy, who is our Key Account Manager, is on maternity now.
   b. Dorothy who is our Key Account Manager is on maternity now.
   c. Dorothy, who is our Key Account Manager is on maternity now.

24. Which sentence is correct?
   a. Customers who regularly buy from us get discounts.
   b. Customers, who regularly buy from us, get discounts.
   c. Customers which regularly buy from us get discounts.

25. The joining together of two or more companies or organizations to form one larger one.
   a. merger  
   b. demerger  
   c. joint venture

26. A lot of firms are __________ to the North of England.
   a. emigrating  
   b. dislocating  
   c. relocating

27. A situation in which someone has to leave their job, because they are no longer needed
   a. sack  
   b. redundancy  
   c. dismissal

28. At first, I was ______ charge ______ some really hostile staff.
29. The person with the most authority in a large company.
   a. General Manager  b. Senior Manager  c. CEO

30. When one company takes control of another by buying more than half its shares.
   a. takeover  b. merger  c. consortium

31. Our workforce should be offered more ________________.
   a. teachings  b. training  c. learnings

32. The product is not successful, so we are planning to take it ________ the market.
   a. of  b. away from  c. off

33. Which pronunciation of “staff” is incorrect in both British English and American English?
   a. [stɑːf]  b. [stæf]  c. [stʌf]

34. How long is “a decade”?
   a. ten days  b. ten years  c. ten weeks

35. A company that controls a smaller company or organization.
   a. mother company  b. main company  c. parent company

36. The company will probably ___________ heavy losses this year.
   a. do  b. make  c. induce

37. We are planning a 9% return ___________ sales.
   a. from  b. of  c. on
38. ‘Speaking about the discount, I can give you ten _______.’
   a. percent     b. procent     c. percents

39. A person, team, company etc that is competing with another.
   a. competitioner  b. competitor  c. competer

40. We still can’t match our rivals _______ quality.
   a. on     b. about     c. in

41. Firms must be flexible and adapt ____ competition very quickly.
   a. with     b. to     c. in

42. What is “economies of scale”?  
   a. the decrease in unit cost of a product or service resulting from large-scale operations, as in mass production.  
   b. a big rise in an economy  
   c. when money that has been obtained illegally is put into legal businesses or bank accounts in different countries, so that it is difficult for people to discover where it came from.

43. What is “competitive advantage”?  
   a. a company’s ability to compete well.  
   b. bonuses and perks that employees get if they are more competitive than their colleagues.  
   c. a company’s ability to learn the secrets of their competitors.

44. The boss suggested _____________ the documents.
   a. to sign     b. signing     c. sign
45. Some people ___________ change.
   a. resist    b. resist to    c. resist for

46. He suggests ___________ the task on Saturday.
   a. that we do    b. for us to do    c. for us doing

47. They advised ___________ a couple of days.
   a. waiting    b. to wait    c. that we wait

48. She threatened to sue the company for unfair ____________.
   a. dismissing    b. dismiss    c. dismissal

49. This is the company ___________ I’ve been working for 11 years.
   a. where    b. were    c. there

50. The boss offered _____________ the project.
   a. canceling    b. to cancel    c. cancel
Choose the correct option

1. I don’t think the plan you are suggesting is cost – effective, but who knows, you________ be right.
   a. might       b. should       c. must

2. __________ I interrupt you?
   a. Need       b. Must       c. May

3. Let’s go by taxi, __________ we?
   a. should   b. will       c. shall

4. __________ I make some tea? / Yes, please.
   a. Shall       b. Should       c. Will

5. We __________ the product two years ago.
   a. issued       b. launched       c. lunched

6. For him career is far __________ important __________ family.
   a. more, then       b. most, when       c. more, than

7. What is the correct definition of “downsize”?
   a. if a company or organization downsizes, it reduces the number of people it employs in order to reduce costs
   b. if a company or organization downsizes, it moves its main office to a smaller building in order to reduce costs
c. if a company or organization downsizes, it reduces the number of perks in order to reduce costs.

8. How can we describe an organization where there are few or no levels of intervening management between staff and managers, and well trained workers are directly involved in decision making process?
   a. direct  
b. flat  
c. contact-based

9. The way of doing things in a company is called ____________.
   a. company routine  
b. company culture  
c. company life

10. When a company is bought by another it is ____________.
    a. merger  
b. purchase  
c. takeover

11. A period of economic difficulty can be called ____________.
    a. economic downturn  
b. economic turnaround  
c. economic low

12. To move parts of organisation from a central place to several different smaller ones.
    a. deregulate  
b. decentralise  
c. downsize

13. What cannot be decentralized?
    a. decision-making process  
b. operations  
c. CEO

14. If you can’t avoid something, it can be described as ____________.
    a. inevitable  
b. approachable  
c. achievable

15. If you resist change, you ____________it.
    a. welcome  
b. try to prevent  
c. try to adapt to

16. The ability to adapt is ________________.
a. adaptability       b. adaptation       c. adapting

17. If you ______________ something, you bring it into use for the first time.
   a. implement       b. introduce       c. accommodate

18. If you ______________ something difficult, you are able to deal with it.
   a. accommodate       b. implement       c. respond to

19. A ____________ activity or business involves people competing with each other in an unpleasant way.
   a. gentlemanly       b. cut-throat       c. uncharismatic

20. There is a lot of ____________ in the automobile industry.
   a. competition       b. competitors       c. rivals

21. Which set includes a word / words that are not normally used to describe competition?
   a. tough, fierce, ferocious       b. aggressive, angry, cut-throat       c. cosy, gentlemanly, direct

22. What is ‘market share’?
   a. the percentage of sales in a market that a company or product has.
   b. a part of a company's profit that is divided among the people with shares in the company
   c. the percentage of sales that can be shared among the company owners.

23. In 2004, Coca-Cola held a 60.9% ____________ in India.
   a. dividend       b. gross margin       c. market share
24. The company implemented the strategy of _______________, which means that they started producing in larger quantities so that the cost of each unit goes down.
   a. economies of scale   b. scale of economies   c. cost cutting economies

25. At the moment, we are getting a healthy _______________ on each unit sold.
   a. profit   b. dividend   c. profit margin

26. A petrol _______________ is expected after Esso and BP announced they're going to cut prices by more than six pence per gallon from tomorrow in response to cuts of 4.5 pence made by other companies.
   a. cut throat   b. price competition   c. price war

27. The amount of money you have to pay for something is _______________.
   a. price   b. costs   c. both a and b are correct

28. The money that you must regularly spend in order to run a business, a home, a car etc.
   a. cost   b. price   c. costs

29. Which of the below is a form of cooperation between two companies?
   a. joint venture   b. acquisition   c. merger

30. Famous leaders such as Jeff Bezos or Larry Page are often held up as _______________.
   a. entrepreneurs   b. role models   c. tycoons

31. Failing companies require a leader who can ___________ them _____________.
   a. put, up   b. turn, round   c. recover, up
32. What is the opposite of “cautious”?  
  a. uncautious  
  b. cautiousless  
  c. incautious

33. What is the opposite of “decisive”?  
  a. indecisive  
  b. undecisive  
  c. decisiveless

34. If a leader is empowering, it means that (s)he ___________________.  
  a. gives staff more control over the tasks in the organisation.  
  b. demonstrates his power by making tough decisions.  
  c. makes all the decisions in a centralised company.

35. What is the opposite of “loyal”?  
  a. unloyal  
  b. disloyal  
  c. illoyal

36. He used his party's ____________ fund to buy votes in the election.  
  a. currency  
  b. finance  
  c. slush

37. Investigators are accused of ___________ the governor's record.  
  a. whitewashing  
  b. whitepainting  
  c. white-laundering

38. What does ‘crooked’ mean?  
  a. dishonest  
  b. disloyal  
  c. demotivated

39. Which is the correct pronunciation of ‘crooked’?  
  a. [it]  
  b. [kt]  
  c. [id]

40. Someone who tricks or deceives people in order to get money from them is a(n) __________-artist.  
  a. loop  
  b. con  
  c. crooked
41. The principle that the government should allow the economy or private businesses to develop without any state control or influence.
   a. laissez faire       b. protectionism       c. quota

42. When a government tries to help industries in its own country by taxing or restricting foreign goods.
   a. Laissez-faire      b. dumping           c. protectionism

44. To implement a ___________ policy, it was necessary to introduce a rigorous system of total quality control.
   a. non defect         b. zero defects      c. defective zero

45. Her outstanding performances set a new ______________ for singers throughout the world.
   a. standard           b. benchmark        c. deadline

46. There has been a lot of talk about a merger ______ another leading bank.
   a. with               b. between          c. from

47. Thornbury has announced a(n) ____________ bid of a regional TV company.
   a. merger             b. takeover         c. merge

48. When the takeover is not wanted by the company being bought it can be called a(n) ___________ takeover.
   a. angry              b. hostile          c. confrontational

49. If you are redundant, your employer no longer has _____________ for you.
   a. work               b. bonuses          c. salary

50. What is a golden handshake?
   a. a large amount of money given to someone when they leave their job.
b. a large amount of money given to someone when they just start their job in order to keep them motivated.

c. a large amount of money that is invested in a promising employee.

51. Which word is impossible in the gap in the following sentence?
The low overheads of the company gave it a competitive ________________ over other retailers.

a. edge  b. advantage  c. standard

52. Cut-__________ competition is keeping prices low.

a. throat  b. neck  c. head

53. Advertising is an intensely ___________ business.

a. competitive  b. competitional  c. competent

54. Some US industries are not as ___________ as they have been in the past.

a. competing  b. competitive  c. competing

55. I don't feel ______________ to give an opinion at the moment.

a. competent  b. competitive  c. competence

56. There has always been intense ___________ between New Zealand and Australia.

a. rivalling  b. rivalry  c. rivalry

57. A very competitive society can be described as dog eat ____________.

a. cat  b. bone  c. dog

58. What does the saying “They moved the goalposts” imply?
a. that the rules were changed unfairly.
b. that the rules were upgraded.
c. that the rules of one company were adopted by another one.

59. There is fierce __________ between the three leading soap manufacturers.

a. concurrence     b. competition     c. competing

60. Someone who is _________________is friendly and easy to talk to.

a. approachable    b. ruthless       c. confident

61. Smaller countries became frustrated, believing that the big powers kept moving the _______________and failed to outline fixed rules that all should play by.

a. ball            b. game           c. goalposts

62. The creativity of our R&D people has enabled our company to stay ahead of the _______________in this highly competitive market.

a. field           b. game           c. ball

63. A(n) _______________person gives you confidence and hope.

a. diffident       b. encouraging    c. idealistic

64. Careful to avoid danger and risks.

a. cautious       b. diffident      c. assertive.

65. Relaxed and seeming not to be worried about anything

a. laid back       b. distant        c. Radical

66. He was found guilty of __________ and corruption.
a. bribes   b. bribing   c. bribery

67. The current economic climate is making people _____________ all of the purchases they make.
   a. redevelop   b. restructure   c. reassess

68. Could you ___________ us on how the project is progressing?
   a. upgrade   b. update   c. uptake

69. We bought new software and had to ___________ everyone to use the database.
   a. retrain   b. upgrade   c. reteach

70. What can't you comply with?
   a. regulations   b. rules   c. a market

71. What can't be carried out?
   a. regulations   b. tests   c. an investigation

72. What can be broken into?
   a. a price   b. market   c. an order

73. What can't you meet?
   a. a delivery date   b. deadline   c. an order

74. Using your influence to get jobs for friends or relatives.
   a. nepotism   b. bribery   c. counterfeiting

75. What can you hand in?
   a. your job   b. your resignation   c. your problem
76. If somebody says they are flogging a dead horse, they mean ____________.

a. that they are losing time in a hopeless situation.
b. that they feel very strong and confident. c. that they are very tired.

77. A __________ came to our company to teach us new skills.

a. trainee b. CEO c. trainer

78. The person who directly supervises me is my _____________.

a. line manager b. colleague c. trainer

79. I learned my job when I was a(n) _______________ during my first year.

a. trainer b. trainee c. line manager

80. _____________ don’t always give a clear understanding of customers.

a. Satisfaction surveys b. Sales figures c. Perceptions

81. We need to ___________ decision-making to give middle management more control.

a. relocate b. relaunch c. decentralise

82. Customer ____________ means consumers like to keep buying our brand.

a. image b. loyalty c. awareness

83. After the new team have had time to settle in, we’ll _____________ the situation.

a. reassess b. upgrade c. deregulate

84. When you reduce the number of employees in an office, you call it ____________.
85. A market ______________ is customers of a similar age, income or social group.

a. share  
b. segment  
c. leader

86. I __________________ when my company sent me to run the German office. I was only given two days’ notice to get everything ready.

a. got on like a house on fire  
b. saw eye to eye  
c. was thrown in at the deep end

87. I ______________ with my boss for wearing casual clothes to the meeting with the potential Japanese customers.

a. saw eye to eye  
b. got into hot water  
c. got on like a house on fire

88. My first meeting with our overseas clients was_______________. I hadn’t seen that style of negotiations before.

a. a real eye-opener  
b. like a fish out of water  
c. like a house on fire

89. Different cultural assumptions mean that sometimes ____________ language can easily be misunderstood.

a. action  
b. key  
c. body

90. In many countries, people like to go away from a meeting with a clear _____________ plan.

a. business  
b. agenda  
c. action

91. Their meetings are for clearly defined purposes, and they like to stick to the _______________.

92. Before the meeting, the participants made___________talk for a few minutes.
a. small          b. business        c. action

93. The Chair cleared her throat and said, ‘So, let’s get down to __________’. 
a. agenda          b. business        c. action

94. The idea of hierarchy in a culture is one of the __________areas to bear in mind.
a. key            b. small          c. business

95. The person in charge of a meeting is called _________.
a. chief          b. chair          c. boss

96. The people at the meeting are called _____________.
a. audience       b. participants    c. attenders

97. The list of points to be discussed in a meeting is _____________.
a. agenda         b. schedule       c. timetable

98. One point on the list is _____________.
a. theme          b. topic          c. item

99. An official record of what was said or decided in a meeting is _____________.
a. protocol       b. notes          c. minutes

100. What you send when you are not able to attend a meeting.
a. excuses        b. apologies      c. pardon
## Answer key

### ETHICS

### VOCABULARY AND LANGUAGE USE

1. 

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. c</td>
<td>2. b</td>
<td>3. a</td>
<td>4. b</td>
<td>5. c</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. b</td>
<td>7. c</td>
<td>8. a</td>
<td>9. a</td>
<td>10. b</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. a</td>
<td>12. d</td>
<td>13. a</td>
<td>14. c</td>
<td>15. a</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. 

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>

3. 

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. trustworthy</td>
<td>2. leak / leakage</td>
<td>3. transparently</td>
<td>4. bribery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. sweetener</td>
<td>6. legalise</td>
<td>7. deceit</td>
<td>8. economic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. dismissal</td>
<td>10. unethical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. 

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. law</td>
<td>2. con</td>
<td>3. damaged</td>
<td></td>
</tr>
<tr>
<td>4. harassment</td>
<td>5. laundering</td>
<td>6. invade</td>
<td></td>
</tr>
</tbody>
</table>

### GRAMMAR

### THE PASSIVE VOICE

1. 

1. burnt 2. served 3. saved, gained 4. are soon parted
5. is hard to find 6. is known 7. shared, halved 8. is not recognized
9. watched 10. was not built 11. is paved

2.

1. Rome wasn’t built in a day.

2. A watched pot never boils.

3. The road to hell is paved with good intentions.

4. A burnt child dreads fire.

5. first come first served.

4.

1. These DVD players are made in China.

2. Many workers are paid on a weekly basis.

3. A large amount of goods is kept in the warehouse.

4. A lot of the world’s supertankers are built in South Korea.

5. Over 2.25 billion cups of coffee are consumed every day.

TRADE

VOCABULARY AND LANGUAGE USE

1.

1. b 2. c 3. a 4. c 5. a
6. d 7. c 8. a 9. c 10. d
11. c 12. d 13. c 14. a 15. a

2.

3. 

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>1C</td>
<td>2B</td>
</tr>
<tr>
<td>b</td>
<td>1A</td>
<td>2B</td>
</tr>
<tr>
<td>c</td>
<td>1B</td>
<td>2C</td>
</tr>
</tbody>
</table>

4. 

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. following</td>
<td>4. delivery</td>
<td>7. quoted</td>
<td>10. invoice/shipping documents</td>
<td>13. available</td>
</tr>
<tr>
<td>2. consignment</td>
<td>5. warehouse</td>
<td>8. credit</td>
<td>11. invoice/shipping documents</td>
<td>14. alternative</td>
</tr>
<tr>
<td>3. cases</td>
<td>6. right</td>
<td>9. at sight</td>
<td>12. settle</td>
<td></td>
</tr>
</tbody>
</table>

5. 

1. **You** can always cancel your order if you change your mind.
2. Please complete the enclosed order form.
3. Goods will be sent within 24 hours of receiving your order.
4. All companies must comply with regulations.
5. I wish to place an order for this new model.

**GRAMMAR**

**COMPARING, ADJECTIVES**

1. 

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. a</td>
<td>2. b</td>
<td>3. a</td>
<td>4. b</td>
<td>5. c</td>
</tr>
<tr>
<td>6. b</td>
<td>7. a</td>
<td>8. c</td>
<td>9. a</td>
<td>10. c</td>
</tr>
<tr>
<td>11. b</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.

1. Our market share this year is virtually the same as last year.
2. It isn’t as expensive as expected.
3. Cars are far more expensive than motorcycles.
4. By far the most rapidly changing area of business is biotechnology.
5. Sending goods by sea is much more convenient than by air.
6. The EK441 model is just as powerful as EK002.
7. Tom has done much more work than I have.
8. The quality is just not as good as it used to be.
9. There are far more people working for our company than three years ago.
10. The quicker you sign the contract, the sooner we’ll start production.

MEMORY BOOSTER 1

<p>| | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. b</td>
<td>2. c</td>
<td>3. c</td>
<td>4. b</td>
<td>5. a</td>
<td>6. b</td>
<td>7. a</td>
<td>8. c</td>
<td>9. b</td>
<td>10. a</td>
</tr>
<tr>
<td>11. c</td>
<td>12. b</td>
<td>13. c</td>
<td>14. a</td>
<td>15. c</td>
<td>16. b</td>
<td>17. a</td>
<td>18. b</td>
<td>19. c</td>
<td>20. a</td>
</tr>
<tr>
<td>21. b</td>
<td>22. a</td>
<td>23. c</td>
<td>24. c</td>
<td>25. b</td>
<td>26. b</td>
<td>27. a</td>
<td>28. b</td>
<td>29. c</td>
<td>30. a</td>
</tr>
<tr>
<td>31. c</td>
<td>32. a</td>
<td>33. a</td>
<td>34. b</td>
<td>35. a</td>
<td>36. c</td>
<td>37. c</td>
<td>38. c</td>
<td>39. a</td>
<td>40. a</td>
</tr>
<tr>
<td>41. a</td>
<td>42. b</td>
<td>43. c</td>
<td>44. b</td>
<td>45. c</td>
<td>46. a</td>
<td>47. c</td>
<td>48. b</td>
<td>49. c</td>
<td>50. a</td>
</tr>
</tbody>
</table>

QUALITY

VOCABULARY AND LANGUAGE USE

1.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. a</td>
<td>2. b</td>
<td>3. c</td>
<td>4. a</td>
<td>5. b</td>
</tr>
<tr>
<td>6. d</td>
<td>7. b</td>
<td>8. c</td>
<td>9. b</td>
<td>10. b</td>
</tr>
<tr>
<td>11. a</td>
<td>12. a</td>
<td>13. d</td>
<td>14. a</td>
<td>15. b</td>
</tr>
</tbody>
</table>

2.

<p>| | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
3.

<table>
<thead>
<tr>
<th>1. faulty</th>
<th>2. consistency</th>
<th>3. recalled</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. refund</td>
<td>5. defective</td>
<td>6. modify</td>
</tr>
</tbody>
</table>

4.

<table>
<thead>
<tr>
<th>1. meet/satisfy</th>
<th>2. policy</th>
<th>3. recalled/withdrawn</th>
<th>4. consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. checks</td>
<td>6. standard</td>
<td>7. sales</td>
<td>8. turned</td>
</tr>
</tbody>
</table>

GRAMMAR

MODAL VERBS 1

1.

|------|------|------|------|

2.

1. Why don't we entertain our guests at the new restaurant?
2. I suggest (that) you to read / I suggest reading the small print carefully.
3. How about outsourcing to India? / How about if we outsource to India?
4. What about organizing a leaving party for Mr Thomson?
5. Why don’t you call me in a week and let me know your decision.
6. Let’s split the bill for the dinner?
7. I advise you to consider the job offer very carefully.
8. Why don’t we discuss it in private?
### LEADERSHIP

#### VOCABULARY AND LANGUAGE USE

3.

<table>
<thead>
<tr>
<th>1. successor</th>
<th>2. led</th>
<th>3. decisive</th>
<th>4. demotivating</th>
<th>5. formality</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. inflexible</td>
<td>7. flexibility</td>
<td>8. trivial</td>
<td>9. careless</td>
<td>10. drive</td>
</tr>
</tbody>
</table>

4.

<table>
<thead>
<tr>
<th>1. strength</th>
<th>2. persistence / persistency</th>
<th>3. courage</th>
<th>4. resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. grittiness</td>
<td>6. stubbornness</td>
<td>7. determination</td>
<td>8. endurance</td>
</tr>
<tr>
<td>9. carelessness</td>
<td>10. negligence</td>
<td>11. caution</td>
<td>13. flexibility</td>
</tr>
</tbody>
</table>
GRAMMAR

MODAL VERBS 2

1.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. b</td>
<td>2. c</td>
<td>3. a</td>
<td>4. c</td>
<td>5. a</td>
</tr>
<tr>
<td>6. b</td>
<td>7. c</td>
<td>8. a</td>
<td>9. a</td>
<td>10. b</td>
</tr>
<tr>
<td>11. c</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2

Sample answer

I have to attend the lectures, but I don’t need to come to every seminar. I know, I must work hard if I want to pass all exams. If I fail an exam, I have to retake it within two weeks.

3.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. c</td>
<td>2. c</td>
<td>3. c</td>
<td>4. a</td>
<td>5. c</td>
</tr>
</tbody>
</table>

4.

1. They might give us a discount.

2. Jane must be stuck in a traffic jam.

3. The factory works only three days a week. They can’t be selling many air conditioners.

4. The president might visit our factory

5. Jane can’t be on a business trip. I’ve just seen her in the office.

5

Sample answers

1. It might start a war with South Korea.

2. Our grandchildren may need to learn Chinese, if China starts dominating the business in the future.

3. I believe that in 25 years oil could become very expensive.

4. If this trend continues, we may go bankrupt.

5. Television could become obsolete in the nearest 25 years.
### MEMORY BOOSTER 2

<table>
<thead>
<tr>
<th></th>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7.</th>
<th>8.</th>
<th>9.</th>
<th>10.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>b</td>
<td>b</td>
<td>b</td>
<td>a</td>
<td>a</td>
<td>c</td>
<td>b</td>
<td>b</td>
<td>b</td>
<td>c</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>a</td>
<td>a</td>
<td>c</td>
<td>c</td>
<td>c</td>
<td>b</td>
<td>c</td>
<td>b</td>
<td>b</td>
<td>c</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### COMPETITION

**VOCABULARY AND LANGUAGE USE**

**GRAMMAR**

1.

<table>
<thead>
<tr>
<th></th>
<th>1. c</th>
<th>2. b</th>
<th>3. a</th>
<th>4. a</th>
<th>5. a</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>c</td>
<td>c</td>
<td>d</td>
<td>b</td>
<td>b</td>
</tr>
<tr>
<td>11.</td>
<td>b</td>
<td>a</td>
<td>d</td>
<td>a</td>
<td>a</td>
</tr>
</tbody>
</table>

2.

|---|------|------|------|------|------|------|------|------|------|-------|

3.

<table>
<thead>
<tr>
<th>1.</th>
<th>competitors</th>
<th>2.</th>
<th>compete</th>
<th>3.</th>
<th>competitive</th>
<th>4.</th>
<th>competitiveness</th>
<th>5.</th>
<th>rivalry</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>gentlemanly</td>
<td>7.</td>
<td>competitively</td>
<td>8.</td>
<td>innovative</td>
<td>9.</td>
<td>efficiently</td>
<td>10.</td>
<td>beneficial</td>
</tr>
</tbody>
</table>

4.

<table>
<thead>
<tr>
<th>1.</th>
<th>cut</th>
<th>2.</th>
<th>face</th>
<th>3.</th>
<th>competitive</th>
<th>4.</th>
<th>carrying</th>
<th>5.</th>
<th>breaking</th>
</tr>
</thead>
</table>

GRAMMAR

RELATIVE CLAUSES

1. c  2. a  3. b  4. b  5. b
6. c  7. a  8. a  9. b 10. b
11. a 12. b 13. a 14. a 15. a

CHANGE

1.

1. a  2. b  3. d  4. a  5. c
6. b  7. a  8. a  9. b 10. b
11. c 12. c 13. a 14. a 15. a

2.


3.

1. merger 2. acquisition 3. reorganisation 4. relaunched
5. retrain 6. upgrade 7. update 8. decentralising

4.

1. made 2. economic 3. agenda 4. related 5. release
6. keep 7. open 8. department 9. policy 10. low

GRAMMAR

1.

1. I suggested changing our supplier.
2. I promised to email them next week.
3. She encouraged me to apply for this position.
4. The auditor asked for your balance sheets.
5. I reminded them to pay the invoice.
6. He promised me that he would come to my presentation.
7. She asked me what my position in this company was.
8. He asked me when the meeting would start.
9. She asked me if we were having a Christmas sale.
10. She asked me if I sometimes went on business trips.
11. He advised me to invest in this business.
12. She apologized for being late.
13. He asked me what my target audience was.
14. She said that she had contacted the guests.
15. He said that our R&D specialists were working on the product.
16. The boss says he wants to check the figures.
17. He said he wouldn’t be able to participate because he’d be away on business.

<table>
<thead>
<tr>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7.</th>
<th>8.</th>
<th>9.</th>
<th>10.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>b</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>a</td>
<td>b</td>
<td>c</td>
<td>a</td>
<td>b</td>
</tr>
</tbody>
</table>

MEMORY BOOSTER 3

<table>
<thead>
<tr>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
<th>6.</th>
<th>7.</th>
<th>8.</th>
<th>9.</th>
<th>10.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>b</td>
<td>a</td>
<td>c</td>
<td>4.a</td>
<td>5.b</td>
<td>6.b</td>
<td>7.c</td>
<td>8.b</td>
<td>9.a</td>
</tr>
<tr>
<td>11.c</td>
<td>12.a</td>
<td>13.b</td>
<td>14.a</td>
<td>15.a</td>
<td>16.b</td>
<td>17.b</td>
<td>18.c</td>
<td>19.c</td>
<td>20.b</td>
</tr>
<tr>
<td>21.a</td>
<td>22.c</td>
<td>23.a</td>
<td>24.a</td>
<td>25.a</td>
<td>26.c</td>
<td>27.b</td>
<td>28.a</td>
<td>29.c</td>
<td>30.a</td>
</tr>
<tr>
<td>31.b</td>
<td>32.c</td>
<td>33.c</td>
<td>34.b</td>
<td>35.c</td>
<td>36.b</td>
<td>37.c</td>
<td>38.a</td>
<td>39.b</td>
<td>40.a</td>
</tr>
<tr>
<td>41.b</td>
<td>42.a</td>
<td>43.a</td>
<td>44.b</td>
<td>45.a</td>
<td>46.a</td>
<td>47.b</td>
<td>48.c</td>
<td>49.a</td>
<td>50.b</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>1.a</td>
<td>2.c</td>
<td>3.c</td>
<td>4.a</td>
<td>5.b</td>
<td>6.c</td>
<td>7.a</td>
<td>8.b</td>
<td>9.b</td>
<td>10.c</td>
</tr>
<tr>
<td>11.a</td>
<td>12.b</td>
<td>13.c</td>
<td>14.a</td>
<td>15.b</td>
<td>16.a</td>
<td>17.b</td>
<td>18.a</td>
<td>19.b</td>
<td>20.a</td>
</tr>
<tr>
<td>21.b</td>
<td>22.a</td>
<td>23.c</td>
<td>24.a</td>
<td>25.c</td>
<td>26.c</td>
<td>27.a</td>
<td>28.c</td>
<td>29.a</td>
<td>30.b</td>
</tr>
<tr>
<td>31.b</td>
<td>32.c</td>
<td>33.a</td>
<td>34.a</td>
<td>35.b</td>
<td>36.c</td>
<td>37.a</td>
<td>38.a</td>
<td>39.a</td>
<td>40.b</td>
</tr>
<tr>
<td>41.a</td>
<td>42.b</td>
<td>43.c</td>
<td>44.b</td>
<td>45.c</td>
<td>46.a</td>
<td>47.b</td>
<td>48.b</td>
<td>49.a</td>
<td>50.a</td>
</tr>
<tr>
<td>51.c</td>
<td>52.a</td>
<td>53.a</td>
<td>54.b</td>
<td>55.a</td>
<td>56.b</td>
<td>57.c</td>
<td>58.a</td>
<td>59.b</td>
<td>60.a</td>
</tr>
<tr>
<td>61.c</td>
<td>62.b</td>
<td>63.b</td>
<td>64.a</td>
<td>65.a</td>
<td>66.c</td>
<td>67.c</td>
<td>68.b</td>
<td>69.a</td>
<td>70.c</td>
</tr>
<tr>
<td>71.a</td>
<td>72.b</td>
<td>73.c</td>
<td>74.a</td>
<td>75.b</td>
<td>76.a</td>
<td>77.c</td>
<td>78.a</td>
<td>79.b</td>
<td>80.a</td>
</tr>
<tr>
<td>81.c</td>
<td>82.b</td>
<td>83.a</td>
<td>84.a</td>
<td>85.b</td>
<td>86.c</td>
<td>87.b</td>
<td>88.a</td>
<td>89.c</td>
<td>90.c</td>
</tr>
<tr>
<td>91.c</td>
<td>92.a</td>
<td>93.b</td>
<td>94.a</td>
<td>95.b</td>
<td>96.b</td>
<td>97.b</td>
<td>98.c</td>
<td>99.c</td>
<td>100.b</td>
</tr>
</tbody>
</table>
List of References


Cover image. [online] Available at: <https://www.shutterstock.com/search/similar/1738775183> [Accessed 26 May 2020].
Urbonienė, Dovilė
Nemickienė, Živilė

https://doi.org/10.15388/DUZN.2020.2

2,75 aut. l.

Viršelio dailininkė Jurga Tėvelienė
Kalbą redagavo ir maketavo Dovilė Urbonienė ir Živilė Nemickienė

Vilniaus universiteto leidykla
Saulėtekio al. 9, III rūmai, LT-10222 Vilnius
info@leidykla.vu.lt, www.leidykla.vu.lt
Mokymo priemonėje dėmesys skiriamas specifinio žodyno plėtojimui ir kalbos praktikai. Ja siekiama ugdyti studentų analitinį ir kritinį mąstymą, gebėjimą bendrauti, naudojant sakytinę ir rašytinę anglų kalbą. Medžiaga yra skirta B2-C1 lygio kalbų studentams, tačiau ja gali naudotis ir visi norintys išplėsti savo verslo anglų kalbos žodyną ir tobulinti komunikacinius įgūdžius.