



***RESUME THEORIQUE
&
GUIDE DE TRAVAUX PRATIQUES***

ANGLAIS TECHNIQUE

SECTEUR : TERTIAIRE

NIVEAU : TS & T

Preface

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

The unit is presented in the following way, initially it contains a complete and condensed review of skills in English grammar to help trainees remaining and improving what they've learned in high school .

To keep the unit within the context of tertiary learning, the second part of this module treats the essential functions of the English communication within the company, like telephoning and reporting information (especially for secretaries), describing and analysing companies trends, writing business letters in English, ...for TSGE, TSC and TCE...etc and many other functions useful for the trainees of "tertiaire".

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

It is recommended to reach the real aim of this unit, to let trainees communicate in English so that at every step of the unit incite them to speak, to discuss and to express their point of view.

We invite all the interested readers to give us their feedback concerning any side of the unit (the presentation, the structure, the contents.....)

Préface

Ce module est principalement destiné aux filières du tertiaire, c'est un travail qui vise à accompagner la formation technique en offrant aux stagiaires les connaissances nécessaires en communication en langue anglaise.

Le module se présente comme suit, la première partie constitue une révision générale mais brève de toutes les connaissances en grammaire anglaise.

Et afin de mieux cerner la formation tertiaire, la seconde partie de cette unité aborde quelques fonctions essentielles de la communication au sein de l'entreprise comme le phoning, le transfert des informations, les écrits professionnels (essentiellement pour les secrétaires), ou encore la description et l'analyse de l'évolution de l'entreprise (pour les TSGE, TCE et TSC...) ...etc

A la fin du module il y a une liste des verbes irréguliers ainsi qu'un glossaire Anglais/français et Français /anglais .

Il est recommandé de faire travailler la communication chez les stagiaires en les incitant à chaque étape de s'exprimer en anglais, de discuter leur points de vue car l'objectif principal est celui d'améliorer leur capacité de s'exprimer correctement en anglais.

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THE PRESENT SIMPLE:

Affirmative form		Negative form		Interrogative form	
I look	we look	I do not look	we do not look	do I look?	do we look?
you look	you look	you do not look	you do not look	do you look?	do you look?
he looks	they look	he does not look	they do not look	does he look?	do they look?
she looks		she does not look		does she look?	
it looks		it does not look		does it look?	

THE PRESENT PROGRESSIVE:

Affirmative form		Negative form		Interrogative form	
I am looking	we are looking	I am not looking	we are not looking	am I looking?	are we looking?
you are looking	you are looking	you are not looking	you are not looking	are you looking?	are you looking?
he is looking	they are looking	he is not looking	they are not looking	is he looking?	are they looking?
she is looking		she is not looking		is she looking?	
it is looking		it is not looking		is it looking?	

Present Simple

Uses

- Permanent or long-term situations
- Facts
- Regular activities and routines

- Feelings
- Opinions and states of mind
- Timetables and schedules
- Examples :
 - *The sun rises in the east.*
 - *Water boils at 100°C.*
 - *The postman usually comes before noon.*
 - *In France, people drive on the right-hand side of the road.*
 - *Our plane leaves at 10 PM on Thursday.*

Present Progressive

Uses

- Actions happening now
- Future plans and arrangements
- Examples:
 - *I'm reading a page on the Internet at the moment.*
 - *We're introducing new system*
 - *She's meeting the CEO at 2 p.m*
 - *Prices are going up; the value of the Euro is going down.*
 - *I'm visiting my parents next Sunday.*

PRACTICE:

Put the verbs between brackets in the right tense :

A-

- Joan (1) football every day. (to play)
- Who (2) on the grass? (to walk)
- We always (3) (to speak) softly while Mother (4) . (to sleep)
- Who (5) to? (you, to talk)
- Jim says: "(6) to school now". (I, to go)

- In the winter, the sun (7) early. (to set)
- The church bell (8) for Mass every Sunday. (to ring)
- (9) (you, to listen) to me? (10) to repeat myself. (I, not, go)
- (11) his name. (I, not, to remember)
- No, (12) ; I am awake. (I, not, to sleep)

B -

1. It is 7.30 A.M. and (I, to have) my breakfast.
2. Every morning at 7.30 A.M. (I, to have) breakfast.
3. At the moment, (it, to rain).
4. (you, to watch) TV in the evening?
5. What (John, to do) right now?
6. Quiet, please! (you, not, to know) how late it is?
7. Look! (the police, arrest) someone next door.
8. " (you, to promise) to be on time?" "Yes, I promise."
9. What's that noise? (someone, to hit) the wall?
10. (you, not, to understand) what I mean?

C-

Look! It (to rain) _____.

My father (to enjoy) _____ watching gangster films.

_____ you (to like) _____ surfing on the internet?

Walter and his sister (to play) _____ chess in their bedroom.

I (not, to want) _____ to go to that party.

I can't help you now, I (to garden) _____.

Dan (to wake up) _____ at 7 everyday.

She is in her bedroom. She (to read) _____.

How often _____ she (to go) _____ to the doctor's?

THE PAST SIMPLE TENSE:

Affirmative form		Negative form		Interrogative form	
I looked	we looked	I did not look	we did not look	did I look?	did we look?
you looked	you looked	you did not look	you did not look	did you look?	did you look?
he looked	they looked	he did not look	they did not look	did he look?	did they look?
she looked		she did not look		did she look?	
it looked		it did not look		did it look?	

THE PAST PROGRESSIVE:

Affirmative form		Negative form		Interrogative form	
I was looking	we were looking	I was not looking	we were not looking	was I looking?	were we looking?
you were looking	you were looking	you were not looking	you were not looking	were you looking?	were you looking?
he was looking	they were looking	he was not looking	they were not looking	was he looking?	were they looking?
she was looking		she was not looking		was she looking?	
it was looking		it was not looking		was it looking?	

Past Simple

Uses :

- Finished past actions

Examples:

- usually used with : *yesterday, last night, in 1999, 10 years ago....*
 - *I watched the film on TV last night.*
 - *I saw that film a long time ago.*
 - *The vampire got out of his coffin and walked towards us.*

Past Progressive (or Continuous)

Examples :

- *I was watching TV when the phone rang.*
- *Dracula's helpers were moving his coffin to a new location.*

PRACTICE:

Fill in the blanks with the right verbs :

1. It's 9 A.M.; (the postman, to come) yet this morning?
2. (I, never, to visit, Rome) in my whole life.
3. When I was a teenager (I, to play) football every Saturday afternoon.
4. No, (I, not to see) that film yet.
5. This year there (to be) a lot of traffic accidents in this country.
6. My dog (to run away) while I was walking him in the park.
7. My keys are missing: (you to see) them?
8. I can't do it; (I, already, to try) it several times.
9. When I asked him for time off, (he, to say) "No".
10. (you, to eat, ever) caviar?

THE PRESENT PERFECT TENSE:

Affirmative form		Negative form		Interrogative form	
I have looked	we have looked	I have not looked	we have not looked	have I looked ?	Have we looked ?
you have looked	you have looked	you have not looked	you have not looked	Have you looked ?	Have you looked ?
he has looked	they have looked	he has not looked	they have not looked	Has he looked ?	Have they looked ?
she has looked		she has not looked		Has she looked ?	
it has looked		it has not looked		Has it looked ?	

THE PRESENT PERFECT PROGRESSIVE:

Affirmative form		Negative form		Interrogative form	
I have been looking	we have been looking	I have not been looking	we have not been looking	have I been looking?	have we been looking?
you have been looking	you have been looking	you have not been looking	you have not been looking	have you been looking?	have you been looking?
he has been looking	they have been looking	he has not been looking	they have not been looking	has he been looking?	have they been looking?
she has been looking		she has not been looking		has she been looking?	
it has been looking		it has not been looking		has it been looking?	

- The *simple form of the* Present Perfect is *have/has + past participal*
- The *progressive eform of the* Present Perfect is *have/has + been + verb in ing form.*

The Present Perfect

Uses :

We use the present perfect tense to talk about past actions with present importance.

- past actions with results in the present: ex: graphic images has had excellent results this year
- life experience :ex: I've forgotten his name twice.

Examples :

- *Look! I've bought a new car*
- *I've read Pickwick Papers*
- *I've been to the doctor's this morning*
- *I have been playing tennis since I was 7 years old*
- *The Prime Minister has met the President*

Practice:

Put the verbs between brackets in the present perfect:

- 1. I (to meet) _____ her two years ago.
- 2. I (to be) _____ very lucky lately.
- 3. _____ you ever (to be) _____ to Africa?
- 4. I (to live) _____ here since 2000.
- 5. I (to go) _____ to Mexico last year.
- 6. Mary (to love) _____ chocolate since she was a little girl.
- 7. I (to see / never) _____ that movie.
- 8. He (to arrive / just) _____.
- 9. James (to finish / not) _____ his homework yet.
- 10. He (to tidy) _____ his room, that's why he can go out with his friends.

Present Perfect Progressive (or Continuous)

Uses:

Past actions that re-continuing now:

- *I've been playing tennis since I was 7. / I've been reading Pickwick Papers.*
 - He's been working there for 5 years.
-

Put the verbs between brackets in the right tense :

1. It's 9 A.M.; (the postman, to come) yet this morning?
2. (I, never, to visit, Rome) in my whole life.
3. When I was a teenager (I, to play) football every Saturday afternoon.
4. No, (I, not to see) that film yet.
5. This year there (to be) a lot of traffic accidents in this country.
6. My dog (to run away) while I was walking him in the park.
7. My keys are missing: (you to see) them?
8. I can't do it; (I, already, to try) it several times.
9. When I asked him for time off, (he, to say) "No".
10. (you, to eat, ever) caviar?

Put the verbs between brackets in the right tense :

1. When I went to the car park, I found that my car (to steal).
2. Peter (to live) in Paris for 4 years before he could speak French fluently.
3. "Where (you, to be)?" she said when I finally turned up.
4. (I, to learn) English for 5 years now.
5. The locals were amazed because (never, to see) a horse before.
6. They wouldn't let him in because (to forget) his membership card.

7. "You can't come in because (to forget) your membership card."
8. (you, to see) the new film by Spike Lee?
9. (they, to drink) a lot of champagne by the time the party ended.
10. They were angry because (they, to wait) for too long.

THE PAST PERFECT (SIMPLE)

Affirmative form		Negative form		Interrogative form	
I had looked	we had looked	I had not looked	we had not looked	had I looked?	had we looked?
you had looked	you had looked	you had not looked	you had not looked	had you looked?	had you looked?
he had looked	they had looked	he had not looked	they had not looked	had he looked?	had they looked?
she had looked		she had not looked		had she looked?	
it had looked		it had not looked		had it looked?	

THE PAST PERFECT (PROGRESSIVE)

Affirmative form		Negative form		Interrogative form	
I had been looking	we had been looking	I had not been looking	we had not been looking	had I been looking?	had we been looking?
you had been looking	you had been looking	you had not been looking	you had not been looking	had you been looking?	had you been looking?
he had been looking	they had been looking	he had not been looking	they had not been looking	had he been looking?	had they been looking?
she had been looking		she had not been looking		had she been looking?	
it had been looking		it had not been looking		had it been looking?	

The past perfect (simple): had + past participle (see the list of irregular verbs)

The past perfect (progressive): had + been + verb in *-ing* form

Examples :

- Ex. *When Peter went to the theatre, he discovered that all the seats had been sold.*
- Ex. *I had been waiting for 20 minutes when Paul arrived.*
- Ex. *It was the first time we had met.*

Generally it is used to form a link between two passed actions , where one is dated than the other.

- *It is 9 o'clock and I have been waiting for over an hour.* (present perfect)
- *It was 9 o'clock and I had been waiting for over an hour.* (past perfect)

PRACTICE:

Put the verbs between brackets in appropriate tense:

1. When I went to the car park, I found that my car (to steal).
2. Peter (to live) in Paris for 4 years before he could speak French fluently.
3. "Where (you, to be)?" she said when I finally turned up.
4. (I, to learn) English for 5 years now.
5. The locals were amazed because (never, to see) a horse before.
6. They wouldn't let him in because (to forget) his membership card.
7. "You can't come in because (to forget) your membership card."
8. (you, to see) the new film by Spike Lee?
9. (they, to drink) a lot of champagne by the time the party ended.
10. They were angry because (they, to wait) for too long.

THE INFINITIVE FORM

INFINITIVE	
Infinitive (active)	to clean
Infinitive (passive)	to be cleaned
Past of infinitive (active)	to have cleaned
Past of infinitive (passive)	to have been cleaned

	Simple	Continuous
present	is <i>cleaned</i>	is <i>being cleaned</i>
past	was <i>cleaned</i>	was <i>being cleaned</i>
future	will be <i>cleaned</i>	will be <i>being cleaned</i>
Present Perfect	has been <i>cleaned</i>	-----
Past Perfect	had been <i>cleaned</i>	

EXAMPLES	
Active	Passive
A sees B	B is seen by A
A is seeing B	B is being seen by A
A saw B	B was seen by A
A was seeing B	B was being seen by A
A has seen B	B has been seen by A
A will see B	B will be seen by A

THE PASSIVE VOICE :

Uses :

Describing actions without saying who does them or describing processes.

Examples :

- *My car has been stolen*
- *The company's activities are divided into six business areas.*
- *A new office block is being built in the city centre.*
- *A new cancer treatment has been discovered by scientists in Sweden.*
- *The suspect was questioned before being released.*

- **Present simple:** Ex. *Football is played in most countries .*
- **Present continuous:** Ex. *My car is being repaired*
- **Past simple:** Ex. *The eclipse was seen only in the northern hemisphere*
- **Past continuous:** Ex. *My hair was being cut when the accident happened*
- **Present Perfect simple:** Ex. *The fugitive has been arrested*
- **Future:** Ex. *A new version of Linux will be released soon*
- **Infinitive:** Ex. *Computer discs should be defragmented regularly*
- **Past of infinitive:** Ex. *My car must have been stolen; it's no longer where I left it .*
- **Gerund:** Ex. *Most people like receiving presents*
- **Past gerund:** Ex. *We were angry at having been deceived*

PRACTICE:

Active	Passive
A sees B	B is seen by A
A is seeing B	B is being seen by
A saw B	B was seen by A
A was seeing B	B was being seen by A
A has seen B	B has been seen by A
A will see B	B will be seen by A

Put the following sentences in the passive voice :

A-

1. Someone broke into our house last night.

2. They cancelled all flights because of fog.

3. Millions of people have read that book.

4. The police are looking for the missing paintings.

5. They should have told him.

6. Workmen were cleaning the entry to the museum.

7. He invited me to the party.

8. They have not opened the doors yet.

9. Somebody will deliver the package before 9 o'clock.

10. Nobody noticed his mistake.

B-

1. You must make a decision.

- A decision .

2. They will have to clean it up.

- It .

3. They are looking up the customer's name.

- The customer's name .

4. Someone ought to have told him that the meeting was at 10 PM.

- He that the meeting was at 10 PM.

5. We will clean your swimming-pool this weekend.

- Your swimming-pool this weekend.

6. This work was painted by Picasso.

- this work.

7. The windscreen must have been broken by a rock.

- the windscreen.

8. They must have been beaten by their rivals.

- Their .

9. We were forced to cancel the trip.

- Something or somebody .

10. The champion has been knocked out by a young boxer.

- the champion.

THE FUTURE:

Simple future	
<i>I will / shall</i> + verb	<i>we will / shall</i> + verb
<i>you will</i> + verb	<i>you will</i> + verb
<i>he / she / it will</i> + verb	<i>they will</i> + verb

Uses :

- timetables and schedules
- plans and arrangements
- intentions
- instant decisions
- future facts and predictions

Examples :

- the board meeting starts at 3.30 .p.m
- when is he arriving?
- We're going to open a new sales office in Spain.
- How many people will work here?

CONDITIONNALS:

Uses

Examples

Possible situations

if there's a seat in economy, give me that.

If it's 11 a.m. in London, it's 8 p.m. in Tokyo.

If she bought a discount ticket, she won't be able to change it.

Hypothetical situations

if I were offered a job abroad, I'd take it.

If we agreed to 5 per cent, would you give us 60 days credit?

COMPARATIVES AND SUPERLATIVES

Uses

Examples

Comparing two things

this month's sales are higher than last month's.

The market is getting more competitive.

English cars aren't as reliable as German cars.

Comparing three or more things

it's the cheapest product in the range.

Which city is the most expensive to live in?

Formation:

Short adjectives:

Much

Add *-er* or *-est* to adjectives with one syllable

use much to make the comparative adjective stronger

high higher highest

Cheap cheap cheapest

Big bigger biggest

Long adjectives

Use more or most with adjectives with two or more syllable

Modern more modern most modern

Expensive more expensive most expensive

Competitive more competitive most competitive

Watch out for these two irregular forms

Good better best

Bad worse worst

Add -er or -est to adjectives with two syllables ending with in -y

Easy easier easiest

REPORTED SPEECH :

Examples:

direct statement	Reported speech
"Mary <i>is</i> happy."	He said (that) Mary <i>was</i> happy.
"I <i>want</i> to buy a new computer, but I <i>don't know</i> which one to buy."	He said (that) he <i>wanted</i> to buy a new computer but <i>didn't know</i> which one to buy.
"I <i>am going</i> to buy a car."	He said (that) he <i>was going</i> to buy a car.
"It <i>is</i> cold in here; I <i>will close</i> the window."	He said (that) it <i>was</i> cold; he <i>would close</i> the window. Note: <i>would</i> est le prétérit de <i>will</i> .
"I <i>have lost</i> my watch."	He said (that) he <i>had lost</i> his watch.

The majority of modals (*could, might, must, ought, should, would*) remain unchanged in the reported speech. Only , *can* becomes *could* and *may* becomes *might*.

- Study these examples:

Direct statement	Reported speech
I <i>didn't go</i> to school on Thursday because there <i>was</i> a train strike.	He said he <i>hadn't gone</i> (ou didn't go) to school on Thursday because there <i>had been</i> (ou was) a train strike.
Direct statement	Reported speech
"Diamonds <i>are</i> more expensive than pearls."	He said (that) diamonds <i>are</i> (ou were) more expensive than pearls.
"Computers <i>have gone down</i> in price."	He said (that) computers <i>have</i> (ou had) <i>gone down</i> in price.
Direct statement	Reported speech
"France <i>is</i> bigger than Canada."	He said (that) France <i>was</i> bigger than Canada.
"Ireland <i>have</i> never <i>beaten</i> England at rugby."	He said (that) Ireland <i>had</i> never <i>beaten</i> England at rugby.

Direct statement	Reported speech
My boss said: " <i>Finish</i> that project by Friday."	The boss <i>told</i> me <i>to finish</i> the project by Friday.
She said: "Please <i>be</i> quiet while the baby is asleep."	She <i>asked</i> me <i>to be</i> quiet while the baby was asleep.
He said: "Can you pass me the salt?"	He <i>asked</i> me <i>to pass</i> the salt.

- Find the reported speech of the following sentences:

Direct statement	Indirect speech
1. "I am tired."	
2. "We often play tennis."	
3. "I have two children."	
4. "It is raining outside."	
5. "I bought her a present	
6. "I have just cleaned the windows."	
8. "I will go to Peter's."	
9. "I can swim very well."	
10. "You may come."	

- Find the reported speech of the following sentences:

- "I have a toothache."

He said that

- "I will open the window."

He said that

- "She has gone on holiday."

He said that

- "Go away!", he said to me.

He

- "Where is my hat?", he asked me.

He

- "We're going to the cinema."

He said that

- "You have to do your best", he said to us.

He said that

8. "Who will you tell?", he asked me.

He

9. "They should go to the police".

He said that

10. "I don't know."

He said that

MODAL VERBS :

Modal verbs are special help verbs. They add extra 'meaning' to the main verb.

Most modals have more than one use:

<u>Verbs</u>	<u>Examples</u>	<u>Uses</u>
Can	can I use your phone? Can you quote me a price for CIF New York Passengers can take a small bag onto the plane with them I can't find my boarding card	Permission requests possibility/ability inability
Could	could I interrupt a moment? Could you speak up? We could ask for volunteers	Permission Requests suggestions
May	may I borrow your car?	Permission
Might	it might be possible to reduce the price.	Future possibility
Will	I'll tell him to phone you back How many people will work here? There won't be much space.	promises Future facts Predictions
Would	would you speak more slowly please ? What would you like to drink ? Would like to come to a party ? I'd love to. What time would suit you? Would you reduce the price?	requests offers Invitations Suggestions Suggestions

Shall	shall we ask for volunteers ? Shall I call a taxi for you? What shall I do?	suggestions Offers Asking what to do
Should	I think we should teach the French sales staff English. The government should increase taxes on petrol.	Recommending action Saying what is right or correct
Must	passengers must make sure their bags are clearly labelled Passengers mustn't carry guns or explosives	obligation prohibition

*** Use a modal verb :**

1. You _____ tell her! (prohibition)
2. She _____ come in. (Permission)
3. You _____ be quiet now! (obligation)
4. They _____ help you. (possibility/ability)
5. I _____ give you that book! (refusing)

ADJECTIVES :

adjective + V-ing	<i>good + to look</i>	good-looking	<i>That horse looks good. It's a good-looking horse.</i>
nom + V-ed	<i>chocolate + to coat</i>	chocolate-coated	<i>This sweet has been coated in chocolate. It's a chocolate-coated sweet.</i>
adjective + nom + -ed	<i>red + hair + -ed</i>	red-haired	<i>That girl has red hair. She's a red-haired girl.</i>
nom + nom + -ed	<i>iron + fist + -ed</i>	iron-fisted	<i>His fists are like iron. He's an iron-fisted boxer.</i>
adverb + V-ed	<i>well + to dress</i>	well-dressed	<i>She dresses well. She's well-dressed.</i>

Find the compounded adjective:

1. Lucy has red hair. She's a girl.
2. The discussion has been going on for some time now. It's a/an discussion.
3. Paul has got blue eyes. He's a boy.
4. They don't sell new books at that shop, only ones.
5. Mark's sight's not so good; he can only see things that are a short distance away. He's .
6. You can't go that way; it's a street.
7. Henry's been suffering for a long time. He's a patient.
8. Jenny's twenty-one years old. She's a woman.
9. You need a cool head to be an air traffic controller; don't even think about applying for such a job unless you're .
10. Successful models usually have long legs. They're usually women.

RELATIVE PRONOUNS:

'Who' and 'which'

'Who'

Ex. *The man **who** lives here is a scientist.*

'Which'

Ex. *The car **which** is parked outside is new.*

'Whom'

Ex. *The woman **to whom** you were speaking is a doctor.*

'Whose', 'where', et 'what'

'Whose'

1. Ex. *The man **whose** car is parked outside our house is a doctor....)*

'Where'

Ex. *The town **where they stopped** was by the sea.*

'What'

Ex. *I believe **what you said**.*

Ex. ***What you said** is right.*

PRACTICE:

Fill in the blanks with the following pronouns: (*who/whom/which/whose/where*).

1. Can you see the woman is sitting on the bench?
2. The place they met will always be special for them.
3. He gave Tom the book he had just read.
4. The teacher, met his class for the first time last week, is happy with them.
5. Martin and Hellen, are engineers, have just invented a new gadget.
6. Penny, father is a judge, is going to study law at university.
7. The person to you were speaking is a famous hacker.
8. The hotel in they stayed has a very good restaurant.
9. He found a wallet in there was a large amount of money.
10. The footballers team had won drank a lot of champagne that night.

PRONOUNS AND POSSESSIVES

	Personal pronouns		Possessive		reflective pronouns
	subject pronouns	complement pronouns	Possessive adjectives	Possessive pronouns	
Singular	I	me	my	mine	myself
	you	you	your	yours	yourself
	he	him	his	his	himself
	she	her	her	hers	herself
	it	it	its	*	itself
Plural	we	us	our	ours	ourselves
	you	you	your	yours	yourselves
	they	them	their	theirs	themselves

Reciprocal pronouns

- *Mr and Mrs Jones love each other.*
- *They gave one another presents.*
- *They looked at one another.*
- *They looked at themselves in the mirror.*

PRACTICE:

Put the right pronoun in the blanks :

1. John rang to say couldn't get here before 9 p.m.
2. Liz and Meg were looking at in the mirror.
3. "Give the book to Belinda." "I've already given it to .
4. This house is mine; it's been in family for centuries.
5. "Look at , Mammy!", shouted the twins.

6. Richard and Liz looked at [] passionately.
7. The guru said to me: "Think of others before you think of []".
8. Richard helped Liz look for [] lipstick.
9. Membership has [] disadvantages.
10. Liz kept her bouquet; Meg threw [] to the crowd.
11. The rabbi and [] wife finally arrived at the reception.
12. "This is our goal, that's []! Okay?"
13. "Get off [] back!" screamed the angry employee.
14. Jupiter once changed [] into a bull.
15. "My husband and [] are delighted to accept your invitation."
16. "I hope you can come to visit my wife and []", said Mr O'Reilly.

Put the verbs between brackets in the right tense:

1. Yesterday, [] (*I, to see*) a great film on TV.
2. It's smoky in here; [] (*I, to open*) the window?
3. How [] brothers have you got?
4. [] I seen him, I would have told him the good news.
5. I don't know his number; I'll look it [] in the telephone directory.
6. Martin, [] is a policeman, drives a squad car.
7. We arrived an hour ago, and [] (*we, to be*) here since.
8. [] house is that on the hill? Is it yours?
9. [] (*I, to play*) tennis since I was seven.
10. This time next week, [] (*I, to lie*) on the beach sunning myself.
11. You [] visit the Smithsonian Institution; it's really worthwhile.
12. Last year, I [] (*=obligation*) pay a lot of taxes.
13. I don't know [] he wears red shirts; they don't suit him.

14. Even [] he's only fourteen, he can play Beethoven's piano concertos.
15. [] people are coming to your party?
16. [] I'm an easy-going person, it makes me mad to see so much waste.
17. The President [] (*just, to resign*).
18. It's my fault; I blame [].
19. She's strong, so she'll get [] her illness quickly.
20. It [] rain; it's entirely possible.

• **Put the verbs between brackets in the right tense:**

He often (to go)_____ to the cinema with his friends.

_____ you (to smoke)_____? No, I _____.

Listen! He (to have)_____ a bath.

She (to play)_____ tennis with her brother now.

In 1970, he (to live)_____ in New York.

When the phone (to ring)_____, my mother (to cook)_____.

On Sundays, he (to wash)_____ his car.

Look! Vanessa and Dave (to quarrel)_____.

Every morning I (to get up)_____ at 6 o'clock.

Yesterday Walter (to do)_____ his homework.

Yesterday while I (to have)_____ a shower, my father (to repair)_____ my radio.

Tomorrow we (to go)_____ to London.

I (to read, already)_____ Othello.

She (to live)_____ in Paris since 1988.

What _____ you (to do) _____ at the moment?

Peter never (to work) _____ on Sundays.

When _____ he (to buy) _____ this car?

He (to leave) _____ last Thursday.

She (just / to call) _____ him.

We (to have) _____ an accident while we (to drive) _____ to Paris.

WORD GAME

Put the following sentences in the right order

1. cat himself is the washing

2. can piano play the you

3. is nearest station the underground where

4. been ever have to Vienna you

5. cinema going likes Marian the to

6. do in not papers street the throw

7. a and at come have here look over this

8. away crime from he of running scene seen the the was

9. do hard is it know to to what

10. be be is not or question that the to to

I

MEETING PEOPLE

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

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

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

2) Distinguish between a formal and informal situation

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

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

- Use the following expressions:

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

How do you do? How do you do?

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

Hello/Hi Nice to meet you

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

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

LANGUAGE WORK

Getting information:

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

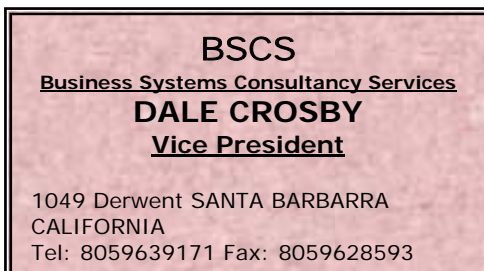
What's his/her name?

What nationality is he/she?

Who does he/she work for?

Where does he/she work?

What's his/her position in the company?



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

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

(all these questions are in the present tense. For more information see page 5 in the grammar and usage notes)

Describing Jobs:

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

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

An engineer

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

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

The chemicals

Chemicals

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

A what do you do for living?

B I'm.....computers

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

B Olivetti. I'mproduct manager. What about you?

A I workBalfour Beatty .

B so you'rethe construction business?

A yes I'mengineer

2- complete these sentences about yourself.

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

- I study in.....

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

* Countries and nationalities:

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

What about these companies:

1- Honda

6- L'Oréal

2- IBM

7- Roll-Royce

3- Olivetti

8- Nestlé

4- Ericsson

9- Siemens

5- Norsk Hydro

10-Philips

2- complete the chart:

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

Speaking:

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

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

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

You see an old friend. Greet him/her	Name three countries which begin with the letter "B"	Ask another person where they come from	Introduce two people to one another	Ask another person about their family
Ask another person about their company	THE CONFERENCE GAME			Name two countries where you bow when you meet someone
Name four countries you want to visit in holiday				Ask another person about their hobbies and interests
Ask another person at the conference what their job is				Exchange business cards with another participant
Introduce yourself to another person at the conference				Say "thank you" in three different languages
You arrive at the conference hotel. Go to the reception desk and register				

Speaking:

Interview a partner about learning objectives:

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

II

TELEPHONING

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

Starting calls:

Study these phrases for starting calls.

IDENTIFYING WHO IS SPEAKING

This is Paul Henig.

Paul Henig speaking.

Is that Julia Gardini?

SAYING WHO YOU WANT TO SPEAK TO

Could I speak to?

Can I

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

Extension 596, please.

Supply the missing words in these conversations.

- 1 Ms Brunet Sales Department, good morning.
Mr KellerHelena Steiner, please?
Ms Brunet Hold on. I'll get her.

- 2 Mrs Steiner Hello, Sales.
Mr KellerHelena Steiner, please.
Mrs Steiner

- 3 Switchboard Curtis Holdings.
Mr Keller293, please
Miss Delmont Accounts Department.
Mr KellerJean Delmont?
Miss Delmont yes, How can I help you, Mr Keller?

Transferring information

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

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

Exchange your personal end home numbers with a partner.

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

29508-47766-966015-01525372245-03916600721

PRONUNCIATION NOTE

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

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

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

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

One person dictates and the other write down.

Phone Paul Carter
Tomorrow morning
(03) 408-441932

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

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

Requests

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

Can you...?

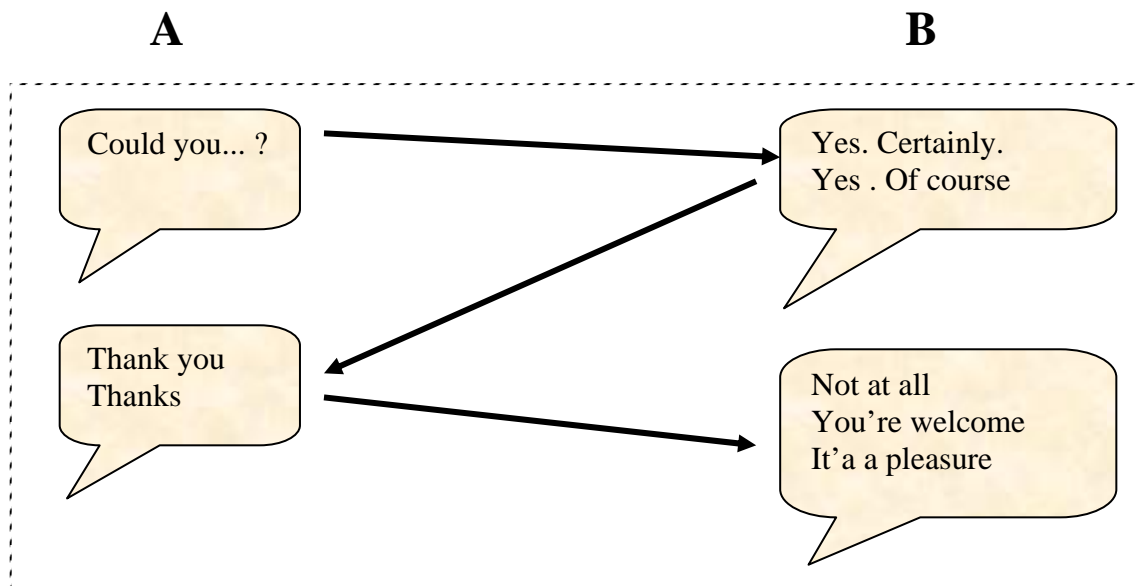
Could you...?

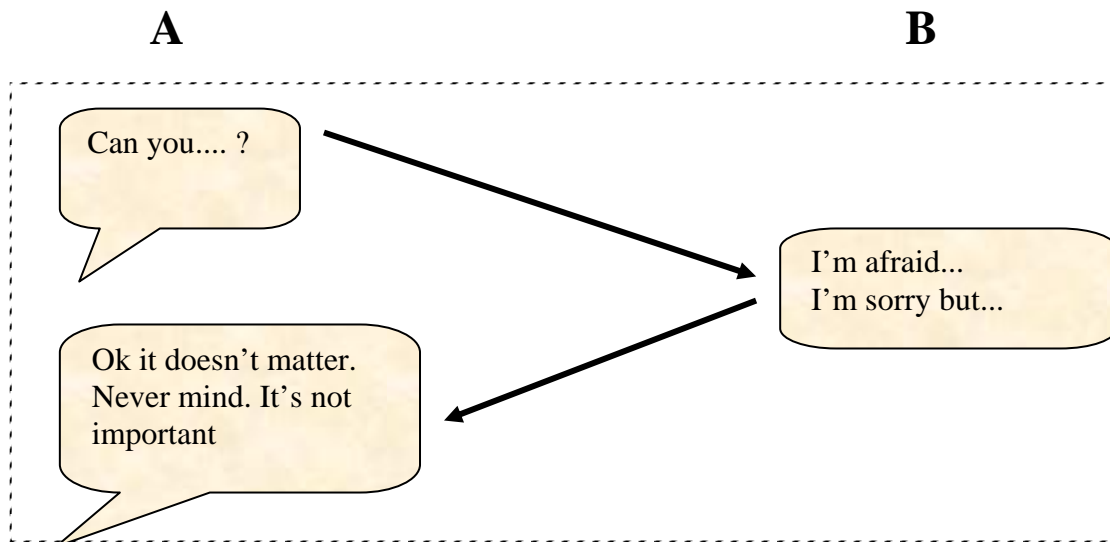
Would you....?

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

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

2. We can reply to request like this.





Practise these expressions with a colleague. Ask them to:

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

VOCABULARY NOTE:

Put lend or borrow in these questions.

Could Isome money?

Could you.....some money?

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

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

Asking Can I? Could you.....?	Saying yes Yes, please do. of course * yeah, go ahead ** Help yourself. ** inviting someone to take something	saying no I'm afraid..... I'm sorry but...
---	--	--

* informal

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

- use their phone
 - smoke
 - look at their copy of the production plan
 - copy a file on their computer
 - borrow their copy of the Economist
 - borrow their car
4. who makes these request: a customer (C) or supplier (S)?
- can I place an order?
 - May I have your name and company name?
 - Could you tell me the delivery address?
 - Can you deliver next Monday?
 - Could I have an address for the invoice?
 - Could you tell me how much it will cost?
 - May I have a discount?
 - Would you confirm this order in writing?

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

5. work in pairs. One person sell computers. The other is a foreign customer who phones. Answer his inquiries about your computer the NC-200. he will ask about.

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

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

Speaking:

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

Call :

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

Writing:

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

FOTOTECHNIQUE

31, rue de Constantine 16102 Cognac Cédex

Téléfax: 45 39 16 11 Télex: 790 962F Tél : 46 39 29 24

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

27 October 2004

START

Dear Ms Thatcher

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

REQUEST

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

Thank you for your help. _____ CLOSING REMARKS

FINISH

— Yours sincerely,

Cristophe Terrien
Cristophe Terrien
Director-Procurement

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

The start

Dear sir or madam, *

Dear Mr Sloan, **

The finish

yours faithfully, *

Yours sincerely, **

Mrs Sloan, **

Miss Sloan, **

Ms Sloan, **

Dear Mary-Lynn ***

Best wishes, ***

American English

Sincerely yours,

Yours truly,

* suitable if you don't know the name of the person you are writing to

** suitable if you know their name

*** suitable if the person is a close business contact or friend

The reference:

With reference to Your advertisement in the Reporter,.....

Your letter of 25th April,...

Your phone call today,...

The reason of writing

I am writing to enquire about...

Apologize for...

Confirm...

Requesting

Could you possibly...?

I would be grateful if you could...?

Agreeing to requests

I would be delighted to

Giving bad news

Unfortunately ...

I'm afraid that...

Enclosing documents

I am enclosing...

please find enclosed...

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

Closing remarks

Thank you for your help.

Please contact us again if we can help in any way

There any problems

You have any questions.

Reference to future contact

I look forward to hearing from you soon

meeting you next Tuesday.

seeing you next week.

PRACTICE

GEO ORT LTD

COMMERCE WAY LEIGHTON BUZZARD BEDFORDSHIRE LU7 3BW

TEL: 01525 72245 Fax/ 01525 72611

Dear Mr Cochet,

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

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

Jacqueline Scott

Jacqueline Scott

GEO ORT LTD

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

Dear Mary,

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

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

-----..

Jacky

Jacqueline Scott

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

BUSINESS LETTER WRITING

Vitaplan ltd. 38 Bank Street London SW1 4KD

20th November 20..

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

Dear Mr Maréchal,

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

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

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

Yours sincerely,

P. Simpson

P. Simpson
Marketing Manager

A possible letter

SOMAREX
6 rue de Paris
78000 Versailles

26th November 20..

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

Dear Mr Simpson,

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

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

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

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

Yours sincerely,

(Signature)

J Maréchal
Sales manager

The business letter

Instructions

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

i.e. : 'Mrs J. Robinson' or 'Miss J. Robinson'.

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

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

3. THE SALUTATION If the person you are writing to is known to you, you may begin 'Dear Mr-', 'Dear Mrs', 'etc. In all other instances, you should begin 'dear Sir', 'Dear Sirs', or 'Madam', 'Gentlemen' or 'Sirs' as the case may be.
4. THE BODY A business letter usually has four main parts:

Reference

Information

Purpose

Conclusion

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

Here are a few usual phrases:

Thank you for your letter of June 3rd.

Many thanks for your letter of April 24th.

In your letter of May 22nd you inquire about....

It was a great pleasure to receive your letter of June 22nd that...

In replay to your inquiry of Oct. 21st, I regret that ...

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

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

I was surprised to learn that ...

I recently attended Hanover Fair and ...

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

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

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

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

Here are a few useful phrases:

I am looking forward to hearing from you soon.

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

I enclose the sample of the material you require.

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

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

I would greatly appreciate an early reply.

I enclose a cheque for 25 £ to cover costs.

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

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

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

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

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

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

III

COMPANIES

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

LANGUAGE WORK

Company profiles

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

A How many employees has Philips got?

B it's got 250,000.

A Has it got any factories in Slovenia?

B No, it hasn't.

A How many subsidiaries does Philips have?

B it has over 120.

A Does it have a subsidiary in the UK?

B yes it does.

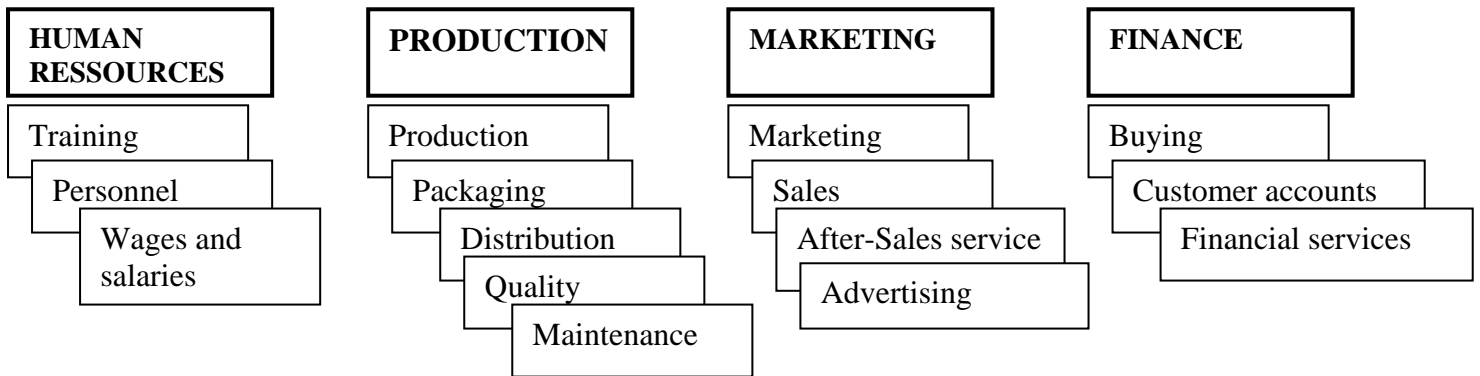
Work with a partner. Ask and answer questions about these companies.

<p>Aussedat rey Group (paper) 9 industrial sites in France and 1 in Spain. 1 distribution company in France and 1 in Holland 7 European sales subsidiaries. 1 wood supply subsidiary.</p>	<p>ANA (airline) 123 aircraft in the fleet. 119 scheduled routes. 163 affiliates and subsidiaries. 41 hotels with 12 overseas.</p>
<p>ABB (electrical engineering) 206,000 employees 1300 companies. Over 5,000 profit centres. 11 joint ventures in china.</p>	<p>Pirelli (tyres and cables) 2 core businesses : tyres and cables 78 factories over 41,000 employees. 2,000 research and development specialists</p>

Organizations:

Study this organisation. Which department:

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



Current activities

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

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

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

GRAMMAR NOTE

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

The maintenance department services the equipment.

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

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

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

Now read this article and find out.

SERVICE WITH A SMILE

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

VALUE

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

ADVERTISING

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

TRAINING

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

FACE-TO-FACE MEETINGS:

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

CLOSE RELATIONSHIP WITH SUPPLIERS:

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

CULTURAL SENSITIVITY

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

CUSTOMER SERVICE:

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

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

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

(follow the indications below)

Speaking

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

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

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

The introduction

I'd like to tell you about ...

Checking understanding

Is that clear?

Are you with me ?

Ok so far?

Ordering information

I'll begin with.....

Now I'll move on to....

 Turn to

Finishing

Are there any questions?

thank you very much.

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

It is essential to use the following business plan.

Business plan for a Small Business Presentations

Objectives :

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

Project requirements

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

Business Plan
Suggested Outline

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

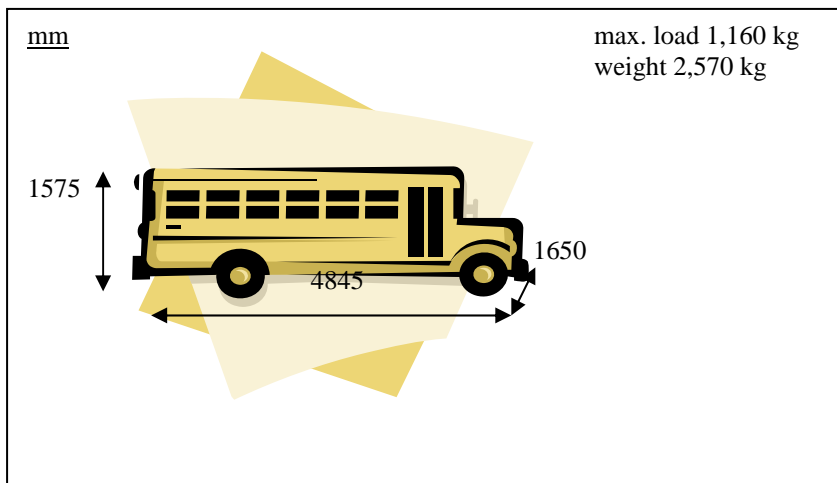
* Suggested Outline for a short Plan

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

Size and dimension

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

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



IV

REPORTING

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

Company history

LANGUAGE WORK

THE HISTORY OF THE NISSAN MOTOR COMPANY

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

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

- What happened in 1925?

Three small motor companies merged.

- What happened in 1947?

Nissan began car production again.

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

2. Ask and answer more questions about Nissan.

- where did the original three companies merge?

.....

For information on past simple tense see page 8

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

Remember to use the past simple tense.

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

THE HISTORY OF THE NISSAN IN THE UK

Nissan established a small trading company in 1969. it..... cars from Japan andthem in the UK. The company only0.2% of the market in 1970 but it fast. By 1974 itthe UK's leading car importer.

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

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

In 1991 Nissan.....a new distribution company and itoperations in January 1992 with a network of 150 dealers. By the end of the year there267. Nissanthe Micra (March) in 1993 and itthe European Car of the Year Award. It The first Japanese-badged car even to win.

Saying when

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

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

Which preposition do we use with:

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

2) Put the right preposition with these times.

.....1969Christmas
.....ThursdayChristmas day
.....19 Januarythe autumn (Us: the fall)
.....Januarythe 1960s
.....midnightthe weekend
.....the morningthe turn of the century

Complaints

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

Ask questions about these problems.

A You delivered the wrong quantity .

B Oh dear. What quantity did we deliver?

A 300. we ordered 3,000.

B I'm sorry about that.

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

* what possible reasons are there for these problems?

We're very short staff at the moment.

Our computer crashed and we lost a lot of data.

Think of some more excuses.

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

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

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

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

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

SKILLS WORK

Reading

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

WHAT WENT WRONG?

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

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

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

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

3 Look through the passage again and find the words below.

- two abbreviations for the word advertisement.
- The word for people who advertise.
- The word for an advertisement on television.

Speaking

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

- the launch of a new product
- a start up

1 what are the objectives or goals of the project?

2 list the tasks you performed to achieve those objectives.

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

Presentation

Imagine you are welcoming a visitor to your home town. Act out a similar conversation.

Complete this dialogue first.

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

In the restaurant

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

Waiter The wine list, sir.

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

Paolo I.....white.

Kevinor dry?

Paolo Dry.

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

Paolo Howdo you come here?

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

Waiter Yes, sir?

Kevin We'llthe Chablis, please. Number 63.

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

LANGUAGE WORK:

Put these different foods into the right list.

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

Meat	Fish	Poultry	Vegetables	Fruit

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

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

I'll have the cheese tart.

Salmon for me . what about you, Jhon?

I'd like the duck.

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

What do you suggest?

Offers

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

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

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

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

take in turns to offer food and drink.

OFFERING

Would you like a.....?

Some.....?

SAYING YES

thanks

yes please.

I'd love one,

Some.

SAYING NO

no, thanks.

It looks lovely, but.....

Interests And Routines

Work in pairs. Find out about your partners interests.

What sort of books do you like?

Kind films

Type music

I like I don't like...

I love I hate....

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

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

Speaking

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

Estimated savings

- | | | |
|---|---|---------|
| 1 | cut the research and development budget: | |
| | by 5% | 400.000 |
| | by 10% | 800.000 |
| 2 | cut the staff training budget: | |
| | by 10% | 200.000 |
| | by 20% | 400.000 |
| 3 | cut the advertising budget: | |
| | by 10% | 350.000 |
| | by 20% | 700.000 |
| 4 | stop all donations to charity | 100.000 |
| 5 | make the company security staff redundant and outsource the work: | 150.000 |
| 6 | close the company health centre: | 100.000 |
| 7 | cancel the plans to buy: | |
| | new production machinery: | 200.000 |
| | new computer equipment | 150.000 |

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

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

Who is going to be responsible for this?

Can you deal with that?

Could ypu take care of this?

How soon can you do it?

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

VII

MAKING ARRANGEMENTS

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

Timetable, plans, and arrangements

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

A when does the London train leave?

B it leaves at 11.20.

The London train	Leave	11.20.a.m
	Arrive	3.45 p.m
The meeting	Start	3.00 p.m
	finish	5.15 p.m
The bank	Open	9.30 a.m
	Close	3.30 p.m

2 now look at the conference programme and ask about

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

IAMT CONFERENCE	
Programme for July 22nd	
9.30 am	Regional Performance Reports: germany Italy Scandinavia Marlborough Room Conference Suite 6 th floor
12.30 p.m	lunch Swithins Restaurant 3 rd Floor.
2.30 p.m	Regional Performance Reports: The USA Haugary Spain Marlborough Room Conference Suite 6 th floor
8.00 p.m	Roof-Top Barbecue with the 'Hill
Midnight	Runners jazz Quartel' Riverside Hotel Roof Garden

SHTTLEBUSES TO THE AIRPORT
Riverside Hotel offers a regular daily service to Heathrow and Gatwick. Coaches leave from the main entrance at 7.00, 10.00, 13.00,16.00 and 19.00
Please allow 60 minutes for your journey to Heathrow and 90 minutes for Gatwick.

MANGE TOUT RESTAURANT
FRENCH CUISNE

Lunch
12 noon-2.30 p.m
Dinner
7.00 p.m – 11.00 p.m

The restaurant is located in the Florence Arcade on the Ground Floor: patrons are kindly requested to reserve a table in advance to avoid disappointment.
(0175) 248260

HIGHLIGHTS
UNISEX HAIRDRESSERS
9.45.a.m 6.30 p.m
Florence Arcade
Riverside Hotel
01751-248197
No appointment necessary

COACH TOURS OF THE CITY
Twice daily tours
10.30-12.30;2.30-4.30
£8 adult £5 child
Please book at reception

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

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

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

25 JULY

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

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

* Complete these sentences with words from the box.

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

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

Invitations:

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

Use the phrases in the table opposite.

INVITING	SAYING YES	SAYING NO
Would you like to.....?	Thank you. I'd like that.	I'd love to but
	That would be lovely	I'm sorry, but...

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

INVITING	SAYING YES	SAYING NO
Do you feel like....-ing?	That's a good idea	well, actually
How about.....-ing?	Yeah, great.	I'm afraid...

FIXING A TIME:

- 1 Study these phrases for fixing a time.

Suggesting a time

Can you make 2o'clock on Thursday?
manage

How about

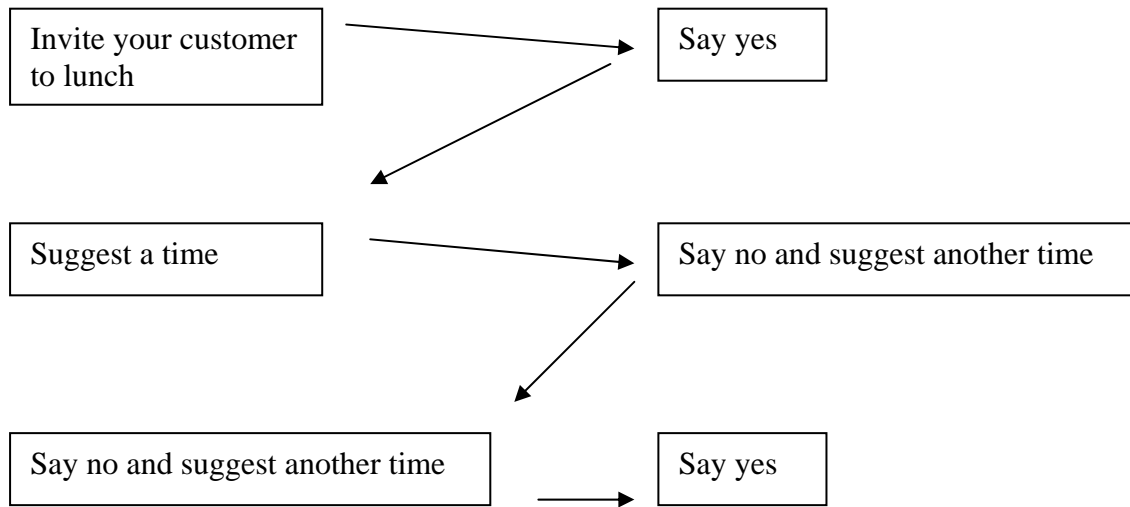
Are you free on the 26th?
at 3.30?

SAYING YES	SAYING NO
Yes, that suits me.	I'm afraid I can't make it.
Yes, I'm free.	manage
Yes, that's fine	I'm tied up.

Practise the phrases in pairs. Use the pattern below.

SALES PERSON

CUSTOMER



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

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

SKILLS WORK

Writing

1 read this fax. What is it about?

NIHON INFORMALINK KK

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

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

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

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

Thank you for your fax or 1 june.

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

I look forward to seeing you on the 16 th.

Kind regards.

Masahiro Nakagawa

Masahiro Nakagawa

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

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

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

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

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

Speaking

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

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

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

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

VIII **DESCRIBING TRENDS**

Objective	To describe and discuss figures and graphs
------------------	--

Tasks	<ul style="list-style-type: none"> - To describe changes in a company's finances - To analyse the reasons for rises or falls
--------------	--

Rises and falls:

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

Increase	decrease
Rise	fall
Go up	go down

A our market share fell by 1% last year.

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

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

Pronunciation:

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

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

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

Describing changes:

1 complete these tables

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

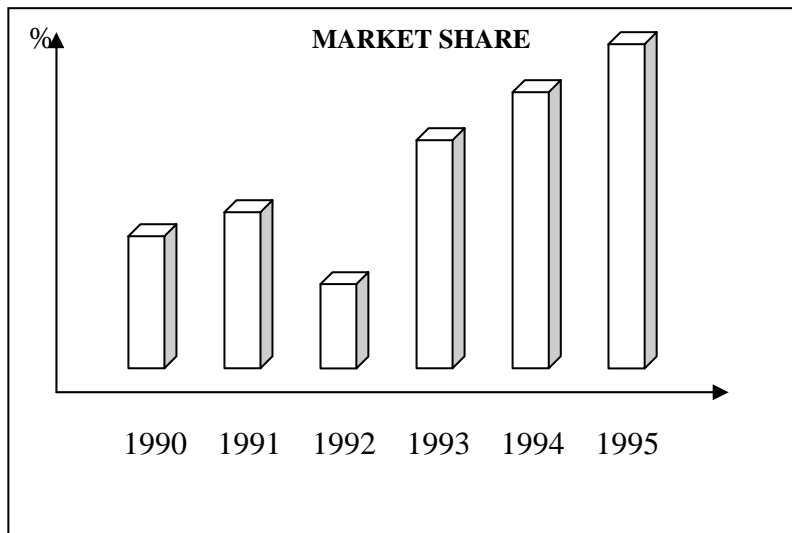
Now complete this table.

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

Which adjective describes:

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

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



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

Reading:

1 what do you know about the Coca Cola Company?

Do you know the story of:

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

THE STORY OF COKE

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

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

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

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

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

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

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

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

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

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

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

Notice how the sentences introduce the topic of the paragraphs.

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

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

Talking about quantity

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

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

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

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

Giving advice:

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

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

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

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

1 there's a mistake on this invoice e. what shall I do?

2 They want me to sign a contract but I don't understand the small print. What shall I do?

3 I've received a bad reference for one of the candidates for the new sales job. What shall I do?

4 I'm planning to go on holiday next week but four of my staff are off sick. What shall I do?

5 I have to give a presentation in five minutes and I can't find my notes. What shall I do?

6 My English is not good enough to negotiate the deal and the translator hasn't arrived. What shall I do?

Pronunciation: contraction

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

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

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

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

- there aren't many machines working today.
- It won't be a problem.
- You'd better speak to your lawyer.
- I'd like to speak to the manager.
- I've done a lot of work today.
- He hasn't got much money left.
- He's finished the job.
- She's waiting for you in Susan's office.

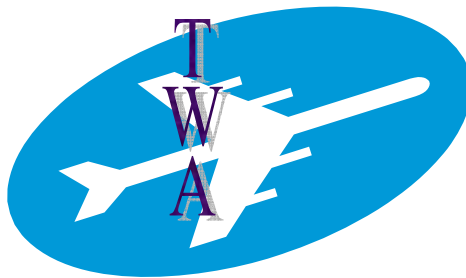
2 what words can we contract in these sentences?

- he will call you when he has got the information.
- We have been very busy so I have not had much time today.
- I am not in the office next week but I would like to arrange a meeting with you the week after.
- You had better not sign the contract until they have checked it.
- She does not know what it is like.

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

LANGUAGE WORK

Air travel



- | | | |
|---|---|--|
| <p><i>“ I have to ring my office ”</i></p> <p><i>“ what’s the taxi fare to the city centre ? ”</i></p> <p><i>“who won last night ball game ? ”</i></p> <p><i>“ what’s the code for Cleveland Ohio ? ”</i></p> <p><i>“ is it to early for the bar ? ”</i></p> <p><i>“ I have to be in Alaska by 8 tonight.”</i></p> <p><i>“can I go through to the departure lounge now?”</i></p> <p><i>“ is there anybody here to met Mrs Leroy ?”</i></p> <p><i>“where can I get a bus into town ?”</i></p> <p><i>“ I can’t find my boarding card”</i></p> | <p><i>“ do they take travellers’ cheques at the Duty Free ?”</i></p> <p><i>“ where is the Gents?”</i></p> <p><i>“ how long is the stopover ?”</i></p> <p><i>“ will the flight leave on time ?”</i></p> <p><i>“am I in time ?”</i></p> <p><i>“ what star sign is the pilot?”</i></p> <p><i>“ I can’t find a porter”</i></p> <p><i>“ where are all the trolleys ?”</i></p> <p><i>“ can I leave my luggage here over night?”</i></p> <p><i>“ is this ticket out of date?”</i></p> <p><i>“ where do I check in?”</i></p> <p><i>“ where can I rent a car?”</i></p> | <p><i>“ can I reserve a hotel room in Denver, Colorado?”</i></p> <p><i>“ which gate are we boarding from?”</i></p> <p><i>“ I have to catch the shuttle at 7”</i></p> <p><i>“ do I have to declare my camera?”</i></p> <p><i>“ what’s going on?”</i></p> <p><i>“ can you cancel my hotel reservation?”</i></p> <p><i>“ I think that’s my plane taking off”.</i></p> <p><i>“ please, somebody”</i></p> |
|---|---|--|

TWA HAVE THE ANSWERS.

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

‘White Coats’ are a team

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

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

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

- 1 which airline is this advertisement for?
- * What special service are they advertising?

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

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

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

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

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

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

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

Rules and regulations:

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

Can	possible
Can't/cannot	impossible
Must	necessary or
Have to	obligatory
Don't have to	not necessary
Mustn't	prohibited or forbidden

- passengers-----make sure their luggage is clearly labelled.
 - Passengers-----take a small bag onto the plane with them.
 - Passengers-----carry dangerous articles such as compresses gases, weapons, explosives, or fireworks.
 - Passengers-----check in 60 minutes before departure on international flights.
 - Passengers ----- check in 60 minutes before departure on domestic flights-30 minutes is sufficient.
 - The airline -----accept responsibility for delays due to bad weather.
- 2 notice the difference between mustn't and don't have to. Decide which to use in these sentences.
- they transfer our baggage to the next plane. We-----carry it.
 - Passengers -----use portable telephones because they interfere with the planes' electronic equipment.
 - Passengers-----smoke when the plane is taking off or landing.
 - You-----take out travel insurance, but it's a good idea.
 - This meeting is very important. We -----be late
 - We've got plenty of time. You-----hurry.
 - You-----return the car to the place you hired it. You can return it to another Hertz garage.
 - If you haven't got an international licence, you -----drive

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

Future possibilities:

1 match these two halves of these sentences.

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

(For more information on conditionals see page 20)

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

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

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

BA sees profits more than double
British Airways has reported a big rise in profits for the July to September period, but warned that surging fuel costs and competition remain a concern.

Pre-tax profits jumped to £220m (\$408m) - up from £105m in the same quarter last year - pushing profits for the first half of the year up to £335m.

Tighter costs and higher passenger numbers helped operating profits rise 23% to £240m during the quarter.

However, BA revised its annual fuel bill estimate up by £20m to £245m.



Surcharges have helped to offset rising fuel costs

“Rising fuel costs are expected to continue and remain a challenge along with employee costs”

Rod Eddington, BA chief executive

[Check BA's share price](#)

The airline added that fuel costs were 12% up on last year.

However, fuel surcharges, which the airline introduced earlier this year to offset rising energy costs, are expected to raise £160m.

Debts cut

"We are making steady progress in building a more robust airline," said chief executive Rod Eddington.

"Rising fuel costs, however, are expected to continue and remain a challenge along with employee costs," he added.

The company's net debt figure of £3.3bn was now the lowest it has been since 1993, he added.

Despite the improvement, the airline said it would not be issuing a half-year dividend.

Turnover rose 2.2% in the second quarter to £2.03bn.

Employee costs rose by 7.7%, as increased pension contributions and wage awards more than offset savings from job cuts.

BA has slashed its staff numbers by more than 13,000 as part of a Future Size and Shape strategy unveiled by Mr Eddington following the September 11 attacks.



Passenger traffic rose in October

Jump in online bookings

BA also released passenger figures for October, which showed traffic, measured in by revenue per passenger kilometres, was up 1.8% on a year ago.

The airline's load factor - the number of seats filled - was up to 74.2% from 73% last year.

BA said its online booking service was becoming more popular, with a quarter of its passengers opting to book online. Booking revenue from ba.com was up 42% on last year.

The introduction of online printed flight boarding cards - now accepted at 31 airports in the UK and Europe - had helped drive down selling costs by 17.6%.

"Market conditions have remained broadly unchanged since our last report," said chairman Martin Broughton.

"All market segments remain price sensitive and yield declines are expected to continue."

"Consequently, our focus will remain on reducing both controllable costs and debt," he said.

The dollar has fallen to another record low against the euro, amid mounting worries over the US' tightly-stretched public finances.

One euro was worth \$1.2975 in early Asian trade, down from Friday's previous record low of \$1.2973.

The decline reflects market speculation that US public spending will continue to outstrip government revenues under President Bush's second administration.



The greenback is set to fall further, analysts say

The dollar is expected to fall further, denting European and Asian exports.

"The euro-dollar's break of \$1.30 is only a matter of time," said Naomi Fink, currency strategist at BNP Paribas.

"It's just a question of momentum."

Export outlook

The dollar also weakened against the Japanese currency on Monday, falling to a seven-month low of 105.33 yen.

The US currency has been weakening for much of the past year, pressured by worries over the US' record \$427bn budget deficit.

But the pace of the dollar's decline has picked up since President Bush - whose heavy spending has pushed the US finances into the red - was elected to a second term in office last week.

“ This loss of competitiveness is what European exporters could do without. ”

Joanne Collins, Daiwa SMBC

The currency markets are also concerned about the US current account deficit, which hit a record \$166bn in the second quarter of 2004.

The weaker dollar will make European and Asian exports more expensive, and hence less competitive, in the US.

Analysts warned that this could seriously dent the European economy, which currently relies on exports for much of its growth amid sluggish domestic demand.

"The main source of growth is external demand," Joanne Collins, senior economist at Daiwa SMBC, told the BBC's World Business Report.

"This loss of competitiveness is what European exporters could do without."

The euro has now risen by 57% compared with its all-time low of \$0.82, recorded in October 2000.

Elsewhere on the Asian financial markets, gold was up \$1.25 at a 16-year high of \$434.50 an ounce early on Monday, while US oil prices fell \$0.21 to \$49.41 a barrel.

By Ben Richardson

BBC News business reporter in Rossiglione, Italy

The first thing you notice about the new primary school in Rossiglione, northern Italy, is the smell.

Despite the fact that it is brand new, there is no eye-stinging stench from chemicals, glues and fresh paint.

Instead it has a warm woody odour that is more afternoon walk than building site.

Set deep in the Ligurian hills, about 30 winding minutes from Genoa, Rossiglione is home to a project that the European Union hopes will provide a blueprint for future constructions.

Partly-funded by Brussels, partly by the local council, the sleepy village is home to one of Italy's first environmentally friendly schools.

Demonstrative

"It is a project that aims to illustrate how things can be done," explains Luciana Zuaro, an architect working on the project.

"People say that bio-architecture is either something for the rich or for private companies, but we need to get it out into the mainstream, the public sector."

"That way, it is no longer a product of privilege but something that benefits us all," said Ms Zuaro, kicking up a cloud of dust as she heads into the unfinished secondary school that is being built next door.

Despite her ready laugh and wild hair, Ms Zuaro is not an isolated player on the lunatic fringe of her industry.

The issue of environmental, or sustainable, building is moving through the UK construction industry "like a hurricane", according to Ed Badke, director for construction and the built environment at the Royal Institution of Chartered Surveyors.

"You have a push-pull scenario," he explains. "The push comes from the government saying you have to do this. The pull comes from the consumers becoming more environmentally conscious."



Rossiglione's school (right) has been rebuilt from the ground up



The healthier the environment, the better off we are supposed to be

The changing construction landscape also plays its part.

With less land to build on, people are living closer together, increasing the need for better sound proofing, fewer emissions and greener living.

Britain has set out a target of cutting carbon emissions by 60% by 2050, and there is talk of requiring all new buildings to include some form renewable energy, such as solar panels.

"The issue is very much on the agenda," said Gary Clark, a project manager for Hopkins Architects in London.

"There has been a change of mindset as an industry and more architects are taking it seriously. The profession as a whole is fairly keen to push things along."



Green credentials are visible from an early age

The total value of new construction projects in 2003 was £49.6bn (71bn euros; \$91bn), according to RICS figures.

Sustainable building accounts for a small part of that total at present, but that is expected to increase with time.

"It's something that happens gradually," said RICS's Mr Badke. "But there is a definite trend from suppliers in the industry to respond to sustainability."

Driving force

In Rossiglione, Ms Zuaro is less keen to wait for change, ducking under scaffolding, checking finishes and asking workers for updates.

"What's interesting is the contrast between the building materials and the techniques that rely heavily on the past, but can be used today thanks to technological advances," she says.

Tiles are made from marble that has been ground down and baked hard; wires and circuit boxes are coated to cut emissions; blinds are incorporated into the double glazed doors and windows, and solar panels are used to generate electricity.

Windows are large to let in natural light, and even when they are closed, there is a current of air that helps the building and its inhabitants breathe.



Natural cork has more uses than just plugging wine bottles

Ms Zuaro is particularly pleased with the school's underfloor heating system.

There are none of the problems associated with maintaining and changing air conditioning filters - and in summer, the hot water is switched for cold, cooling the building.

An added bonus is that the system is fuelled by debris collected from the surrounding woods, cutting heating costs.

Too much?

The main complaint that has been levelled against "green building" is the extra costs that are involved.

Ms Zuaro estimates that the school in Rossiglione will cost between 15% and 20% more than a traditional building.

"If you want to do it on the cheap, then this isn't the method," she admits. "But it is about spending smart, rather than as little as possible.

"And what price do you put on public health?"

Personal insolvencies in England and Wales have hit another record high as interest rate rises take their toll on already over-extended households.

The number of individuals declared bankrupt rose to 9,156 in the third quarter, up 4% on the quarter, and 28.8% on the same period in 2003.

Company liquidations fell 5.6% on the quarter and 12% on the year.

The Bank of England has raised the cost of borrowing five times to 4.75% in an effort to dampen consumer spending.

The figures, from the Department of Trade & Industry (DTI) also showed that 2,811 people took out Individual Voluntary Agreements (IVAs) over the quarter.

IVAs allow interest on debts to be frozen in exchange for people making regular monthly payments.

The number of people taking this option rose 13.6% on the quarter - the highest ever recorded - and 40.6% on the year.

Rates bite

The figures show that higher interest rates have left many people struggling to repay their debts, according to the government's Insolvency Service.

People who have signed up to seductive credit deals are also vulnerable to sudden changes in personal circumstances, such as accidents or loss of unemployment, it said.

"The two things linked together imply the numbers are more likely to go up than come down," said Desmond Flynn, inspector general of the Insolvency Service.

The Citizens Advice Bureau agreed that changes in personal circumstances were partly driving the acceleration in insolvencies.

"When people's circumstances change, it can often be quite minor but enough to tip people over the edge when it comes to paying off their debts," said Sue Edwards at the Citizens Advice Bureau.



Flashing one of these can be more trouble than it's worth

“ The numbers are more likely to go up than come down ”

Desmond Flynn, Insolvency Service

The increase in personal insolvencies is also being fuelled by an increase in the number of people declaring themselves bankrupt, rather than being forced into bankruptcy by a creditor, accountants KPMG pointed out.

Nearly two-thirds of personal bankruptcies are entered into voluntarily - the highest proportion ever.

Enterprise Act reforms which came into force in April make it easier for bankrupts who are in a position to make repayments on what they owe to negotiate a deal with creditors.

This means creditors get a better return than they would have done if full bankruptcy procedures were adopted.

The Act allows for 'honourable bankrupts' to be discharged more quickly, but also can extend the restrictions of bankruptcy for up to 15 years.

"As these figures reveal, more people are making themselves bankrupt which suggests bankruptcy is now seen as a more acceptable way of dealing with debt difficulties," said Steve Treharne, head of personal insolvency at KPMG.

"I suspect this is a result of the perceived simplification introduced by the Enterprise Act.

"Many bankrupts are now discharged from the effects of bankruptcy after only six months, whereas three years was previously more typical."

Companies resilient

The bankruptcy situation for UK businesses, however, has been less bleak.

As personal insolvencies are growing, company bankruptcies have gone in the opposite direction.

"Company insolvencies are now at their lowest ever rate, a trend we expect to see continue over the coming months," said Malcolm Shierston, a partner at Grant Thornton.

During the third quarter 2,975 companies went into liquidation in England and Wales, the lowest quarterly increase on record.

This improved environment for business can be put down to low interest rates, high employment and steady GDP, said accountants PricewaterhouseCoopers (PWC)

When they do hit rocky times, there appears to be a marked shift towards administration from the traditional creditor led receiverships.

Again this can be attributed to a greater take-up of the Enterprise Act, which gives firms more flexibility to restructure their business.

However, small businesses and the self-employed are much less able to ride out economic storms than their larger counterparts.

Insolvencies in the self-employed sector have risen by 130% year-on-year, the DTI's

“ Many bankrupts are now discharged from the effects of bankruptcy after only six months, whereas three years were previously more typical ”

Steve Treharne, KPMG



Companies bask in the glow of a stable economy

figures showed.

"We are seeing a marked shift towards administrations as stakeholders take a more inclusive approach to the insolvency process," said Mike Jervis, of PWC.

"What is of concern, however, is the number of small self-employed businesses which are currently failing."

Seven Asian telecommunications firms are coming together to invest between \$30m and \$40m (£16.3m and £22m) in new mobile phone services and technology.

The Bridge Mobile Alliance will run for three years and aims to develop a common mobile phone service platform.

With a potential subscriber base of 300 million users, member companies include Singtel from Singapore, Cellular from Taiwan, and India's Bharti.



Mobile phone use is still growing across Asia

They are joined by firms from Malaysia, Australia and Indonesia.

The Philippines' Globe Telecom is also represented.

'Seamless usage'

Bridge Mobile Alliance hopes to make it easier for people to better "roam" or use their phones while in another country represented by one of its seven members.

Plans include a common way in which to top up pay-as-you-go handsets.

"The regional collaboration will improve cross-border service delivery and customer care, delivering a seamless service experience for users who roam from one preferred partner's network to another," said Singtel chief executive Lim Chaun Poh.

The seven Bridge Mobile Alliance members are PT Telkomsel (Indonesia), Singapore Telecommunications Inc, Taiwan Cellular, Bharti (India), Optus (Australia), Globe (Philippines), and Maxis (Malaysia).

Mr Lim said talks were ongoing with four other regional operators to join the alliance, but declined to name them.

One in four second-hand cars sold in the UK has dangerous or illegal faults, motoring group the RAC says.

More than 40% of the cars up for sale would fail an MoT test, it said.

The RAC analysed 500 of its own vehicle inspection reports and found 18% of the cars had at least one dangerous fault, with a further 4% classed as illegal.



More than two out of four used cars would fail an MoT, the RAC says

Among the faults found - described by the RAC as "very worrying" - were badly or unevenly worn tyres, fuel leaks, damaged brakes and uneven steering.

The RAC study follows last week's Which? magazine report, which said three out of four cars it had tested received poor service from garage mechanics.

'Buyer beware'

Tony Noakes, head of RAC inspection services, said: "The level of issues we find with used vehicles is very worrying.

"Half of vehicles we checked had more than 10 faults. And even if they weren't a risk to motorists' safety, 60% of those with faults would cost the new owner more than £200 to fix.

"Potential issues are many and varied but reliable inspection services are not. Our motto for RAC inspections is always 'buyer beware'," he said.

Motorists buying a used car are being advised to get it independently inspected, but also to check its history to make sure it has not been stolen, written off for insurance purposes or still carries an outstanding loan.

Last week's Which? survey showed mechanics carried out unnecessary work at a quarter of garages. Others skimmed on basic checks.

This included not checking the brakes or gearbox, which could leave motorists with potentially unsafe cars.

Which? booked 48 cars into garages for a full service, introducing three faults that should be picked up in a service.

Immediately after each service, the cars were checked to see whether the faults had been spotted, and inspected to see exactly which parts of the car had been checked and which items had been fixed or replaced.

Which? found that 35 of those cars did not get a good service.

Your curriculum vitae is the single most important weapon in your armoury when it comes to job hunting.

A prospective employer will often make a snap judgment the second they read it and even the most qualified people on the planet can find themselves rejected if the resume fails to come up to scratch. So how can you give yours the edge?

Avoid making it too fancy and complicated. You only have about five seconds to grab the attention - if it is too clever and unreadable it will go in the bin.

Don't try to make jokes and never slag off previous employers.

CV length

There are no set rules governing the length of your cv - this will be decided on your career history, education and achievements. If possible try to keep it to one page, but if this looks too cramped then feel free to spread it out over two sheets.

Everyone has a different theory when it comes to cv design. Don't get too bogged down over this, just make sure everything is clearly marked. Include your career progression, education and achievements prominently so your prospective employer doesn't have to search.

Here is a basic format: Start off with your name, address and contact details clearly listed at the top of the page. Follow this with a profile of yourself which should include an outline of your skills, experience and immediate career goals.



Check the ad and match up your skills with the requirements

Remember to include

- Career history
- Skills and strengths
- Awards and achievements
- Contact details

After this you can put in your career history - in reverse chronological order over the past 10 years - with brief descriptions of your responsibilities and achievements. Then comes education, interests/personal details and references.

Stick to the truth

Make sure it is printed on good quality A4 size paper and never attach extra documents, letters or certificates - save these for the interview. Read and re-read your cv, and then ask a friend or family member to read it as well.

Make sure there are no spelling errors or coffee stains as these will be fatal.

It might sound obvious, but be truthful. Never try to smudge dates and jobs to hide periods of unemployment. The most basic of checks will expose your deceit and ruin any chance of getting the job.

Follow all instructions on the job advert. If they want four copies of your cv then you should send four. It is also vital to get it in on time. The covering letter should be customised for each job you apply for as this is your chance to tailor your skills to the demands required.

Short temper, anxiety, tension, depression - just some of the symptoms of stress. And with Britons putting in the longest hours in Europe, work is a prime cause. Is it possible to de-stress the workplace?

When the sun blazed down on Monday, countless workers gazed grumpily at the blue skies and wished - if not for a day off - that they could at least head to a local park for the afternoon meeting.

Not those at the microelectronics firm Ingenico Fortronic in Fife. As the temperature rose, its 250-strong workforce spilled into the garden to conduct their daily business. For the office has a lavish staff playground - including a chill-out zone, bistro and games room - kitted out for wireless working.



Can't wait to get away?

"We encourage staff to hold meetings in the garden - on hot days it is always packed," says spokeswoman Rochelle Bushell. "And no-one abuses it. People take time out when they need to, but we find that they stay longer and work harder. People are a lot more relaxed too."

While few firms have gone this far in their attempts to sweeten work life, the onus is now firmly on employers to deal with stresses that arise.

Bosses could face legal action if they fail to keep pressure at a manageable level, and to this end the Health and Safety Executive has published a six-point code on how to measure stress at work.

If fewer than 85% of all staff feel they can cope with the demands of the job, for instance, or one-third say they have been bullied at work, the company must do better.

Employees can already sue their companies for causing them unnecessary stress under the Health and Safety at Work Act. But cases can be difficult to prove, and the HSE has not brought any prosecutions on these grounds. The new guidelines may change that by giving its inspectors a way of assessing a firm's performance.



Workers cannot relax by fun and games alone - but it might help

Ben Williams, an Edinburgh-based chartered corporate psychologist, says distractions such as table football or at-desk pampering sessions do not necessarily ease tensions.

"If people really want time out, they should go outside and have a walk in the fresh air, or a coffee in the canteen - anything that takes them out of their work environment."

And generous paypackets do not equal relaxed staff. The supermarket chain Asda came out top in the Sunday Times 100 Best Companies to Work For last year, a list compiled from staff satisfaction surveys. The average salary may only be £9,000 a year, but workers praised the family spirit of the company and its approachable management.

Chilled-out change manager

Bosses keen to beat stress should ensure that support is available, and that the work to be done is sufficiently challenging to keep it interesting.

"Without sufficient challenges, workers run the risk of rust out, in which they get bored and start clock-watching - that is stressful in itself. But if the pressure becomes too great, people suffer burn out."

One of the greatest causes of stress in the workplace is change, Mr Williams says, and staff need help to work through their reactions to a shift, be it a physical relocation or lay-offs.

Which is not to say that only stressed-out workers need attention. Mr Williams recommends that all bosses offer praise rather than criticise slip-ups, and encourage friendly interaction between staff.

"Praise is an antidote to the blame culture, and it's very important for getting the best out of people. It doesn't surprise me in the least that David Beckham wants to leave Manchester United - after working with [England manager] Sven Goran Eriksson, going back to Sir Alex Fergusson must be like going back to prison."



David Beckham after a run-in with his boss, Sir Alex Ferguson

Is your workplace stressful or stress-free, and why? Send us your comments.

Earlier this year I had a heart attack for which the usual underlying causes could not be blamed. Despite there being no proven link between stress and heart attacks, stress and long working hours were almost certainly the cause. I had a very time consuming job for an ISP - at my desk from 7:30, no lunch, left at 18:30 if I was lucky, and a couple more hours at home in the evenings. My heart attack gave me chance to realise that chasing a career is pointless if there is no quality of life to go with it. My employer is supportive (so far) of my new regime, but I can't help thinking that if I had not had a heart attack, they would have expected me to keep delivering more than was reasonable.

Peter, UK

Working for the NHS can be extremely stressful due to the workload that is around at the moment. We have to meet deadlines & targets, trying to minimise waiting lists. We have no perks in the NHS BUT we have a "stress policy" (big deal), then people wonder why nurses & allied health professionals are leaving.

Paul, UK

I used to work for a company where I ended up being the only member of the customer service team, as well as cover reception and any other odd jobs. After my manager retired in Nov 2001, I had no immediate manager to turn to for help or assistance. The last straw came at Christmas when I received no recognition or reward for 'holding the fort' for the past 12 months. I was so stressed and bitter about the whole experience, I felt the only way out was to find another job.

Lisa, UK

If you think the UK workplace is stressful, you should try the US. A six-day work week is quickly becoming the norm, and late evenings in the office are compulsory - in that if you don't spend a good 12 hours in the office (with a half hour to choke down lunch) it means that you aren't serious about building the company, and you're next in line to be laid off.

Rob, New York City

Being paid for overtime should be mandatory, so that like the minimum wage, it stops employers taking advantage of employees. Humans are not designed to sit at a desk for even 7 hours let alone 10+.

Spencer, UK

Not know what's going on in the company can be very stressful. Recently a For Sale sign appeared outside our office - fortunately it wasn't because the company was in trouble, but we were moving. No announcement or information came down from the top. Gossip and rumour circulated for ages until the truth came out.

Ian, Scotland

I start work when I want between 8.30 and 10.00, I lunch for an hour, and I finish around 5.00 to 5.30. I'm appreciated by everyone I work with and supported by my team and manager. My employer provides a gym, a pool, tennis courts, lunch every day, tea and cakes at 4.00 - all as part of my package. My salary isn't the highest, but its enough.

Steve, Oxford, UK

We can take a day's holiday at the drop of a hat (I did so yesterday, because our contract specifies that if the sun is shining, then we should be allowed to take the day off to go surfing). Because of their attitude to us, we are all happy to work extra time, without extra pay. They have a 'give and take' attitude, and all the staff respond to it.

Sal, UK

Here in Finland work attitudes are way more relaxed than in the UK. You can come in late, go home early, spend three hours in town on a sunny afternoon if you want, so long as you get the job done and are in for meetings.

Ben Cornwell, Finland

Our company has gone through a restructure and a takeover, which means job cuts and relocation. New location is inconvenient for everyone (apart from the directors), which will no doubt decrease our standard of living (longer commutes) and lower moral (inconsiderate company). Change has to be acceptable to the staff - without us, the directors would not be able to produce good results.

Lee, West Midlands, UK

The US economy added 337,000 jobs in October - a seven-month high and far more than Wall Street expectations.

In a welcome economic boost for newly re-elected President George W Bush, the Labor Department figures come after a slow summer of weak jobs gains.

Jobs were created in every sector of the US economy except manufacturing.

While the separate unemployment rate went up to 5.5% from 5.4% in September, this was because more people were now actively seeking work.

Markets boost

The 337,000 new jobs added to US payrolls in October was twice the 169,000 figure that Wall Street economists had forecast.

In addition, the Labor Department revised up the number of jobs created in the two previous months - to 139,000 in September instead of 96,000, and to 198,000 in August instead of 128,000.

The better than expected jobs data had an immediate upward effect on stocks in New York, with the main Dow Jones index gaining 45.4 points to 10,360 by late morning trading.

"It looks like the job situation is improving and that this will support consumer spending going into the holidays, and offset some of the drag caused by high oil prices this year," said economist Gary Thayer of AG Edwards & Sons.

Hurricanes' silver-lining

Other analysts said the upbeat jobs data made it more likely that the US Federal Reserve would increase interest rates by a quarter of a percentage point to 2% when it meets next week.

"It should empower the Fed to clearly do something," said Robert MacIntosh, chief economist with Eaton Vance Management in Boston.

Kathleen Utgoff, commissioner of the Bureau of Labor, said many of the 71,000 new construction jobs added in October were involved in rebuilding and clean-up work in Florida, and neighbouring Deep South states, following four hurricanes in August and September.

The dollar rose temporarily on the job creation news before falling back to a new record low against the euro, as investors returned their attention to other economic factors, such as the US's record trade deficit.

There is also speculation that President Bush will deliberately try to keep the dollar low in order to assist a growth in exports.



Manufacturing was the only sector that did not add jobs in October

The dollar fell to a record low against the euro on Friday, with analysts forecasting more declines to come.

Meanwhile, oil prices moved in the opposite direction, with a barrel of US light crude ending up 79 cents to \$49.70 on fresh Iraqi security concerns.

With the US forces stepping up the pressure on Iraqi rebels in Falluja, Brent crude also finished up in London, gaining 41 cents to close on \$46.42.



The currency market is not optimistic about another Bush term

Analysts believe the US will try to keep the dollar weak to boost exports.

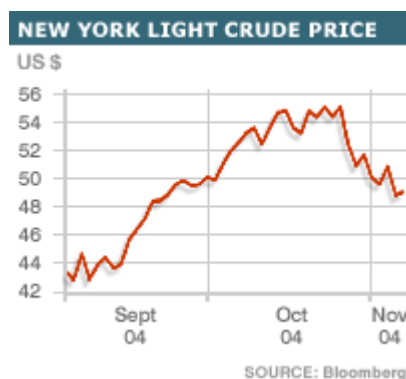
They point to America's giant trade deficit.

Further falls?

The US currency dropped as low as \$1.2962 against the euro on Friday.

The fall came despite positive jobs data from the US Labor Office on Friday, showing that 337,000 new positions were created in the US in October - double Wall Street's expectations.

"What this (the dollar's fall) shows is that the structural problems in the US economy are completely dominating the positive cyclical news that we had today from payrolls [unemployment figures]," said Aziz McMahon, a strategist at ABN Amro in London.



"It seems now that the longer-term investors like pension funds and perhaps monetary authorities are either hedging their dollar risk or moving assets out of the United States.

"It looks like the dollar has further to fall," Mr McMahon said.

European concern

Richard Franulovich of Westpac Banking said Friday's dollar fall was "nothing short of stunning".

"This is a pretty good guide at just how entrenched negative sentiment is toward the dollar," he said.

In Europe the dollar's decline, and in turn - the euro's rise - raised fears that it will hit European exports.

The euro is now 57% above its all-time low against the dollar of 82 cents from October, 2000.

French President Jacques Chirac said he was "a little bit worried about the weakness of the dollar".

Speaking at a summit of European leaders in Brussels he hinted that the European Union should take action.

"This should provoke certain reactions on our part," he said

The business plan captures the strategic operational and financial aims of the business.

A good business plan will contain:

- an initial executive summary, summarising the detail of the business proposal
- a written overview of the business' aims
- its product or service
- management team
- financial forecasts and appendices, such as the CVs of key management members, market research data or technical product information.



A good business plan will attract initial investors

The body of your business plan should cover several areas in detail.

Give the reason for the business being established - include business goals, for example, whether ambitious growth is desired or a regular, steady trading level.

Explain what your business will do in simple terms, highlighting any features that set it apart from rivals.

Include market and competitor information, outlining what part of the market you are targeting, key competitors and what differentiates you from them.

Financial forecast

Think about your sales and marketing strategy, include information on how the product or service will be priced, channels to market, advertising and marketing plans.

Details of key personnel and their relevant experience are also important, as is operational information like office location, special equipment and expected employee headcount.

State the financing you need, based on your financial forecasts.

Include details of any finance provided by the founder or management team and indicate the key risks to the business and any mitigating action you can take.

Business plan essentials
Management background
Business aims - what are your future plans?
An assessment of the competition
Research to back claims and forecasts

Your plan should also include a sales forecast, cashflow forecast and a projected profit and loss account for up to five years' ahead.

Larger businesses should also draw up a projected balance sheet.

The figures used must be reasonable - avoid being over optimistic. The involvement of a qualified accountant in preparing these forecasts is recommended.



By David Wilkinson
Partner, Ernst & Young

How do you turn your idea into a thriving business? BBC News Online asked David Wilkinson to provide a roadmap to success.

Before pursuing any form of finance you need to ensure you have a good business plan to present to potential investors. This will be your blueprint for development.

There is a lot of readily available information out there to assist you. For example, Ernst & Young has a best practice business plan guide on its website or in hard copy, as do many other blue chip companies and professional advisers.

You also need to be able to communicate:

- what you need the capital for
- the nature of your business
- the market
- your plans and aspirations.

That will determine in turn what funding you have a chance of getting.

What kind of funding is right for you?

You can fund your business by equity, debt, grants or a combination of these.

As an entrepreneur you need to balance the desire to retain control of the business with your appetite for external funding.

Retaining control is often important and some funding sources can dilute your own return on the business.

For those of you who want to avoid such dilution, an attractive option is a traditional business loan from a bank.

Loans

Types of loan can vary greatly depending on the bank, so researching what is on offer is very important.

Alternatively banks may be willing to offer an extended overdraft facility if the funding requirement is relatively low.

It is also important for the entrepreneur to identify his/her personal goals. If 100% control is required, then often self-funding the capital is the most effective way of establishing a revenue-generating company.

If that is the case, it might be time to call in some favours from family and friends.



“ As an entrepreneur you need to balance the desire to retain control of the business with your appetite for external funding ”

David Wilkinson

[Email David for advice on how to start up or develop your business](#)

It's worth having a hard think, though. Which will yield the best returns: 10% of a business worth £20m, or 100% of a business worth only £20,000?

Venture capital

A second option is venture capital. Generally, venture capitalists have a less conservative view of risk compared to banks although the expected return is much higher.

The benefits of venture capital are many.

Venture capitalists can provide a good source of financial and management expertise when they invest in a company, as well as possibly make the company more attractive to other funders, especially secured lenders.

However, venture capital can be expensive with a great deal of up-front preparation required including potentially costly legal and financial advice.

Venture capitalists will take an often controlling equity stake in the company. For most entrepreneurs this is the biggest disadvantage.

Business angels

An alternative source of equity funding can be found in wealthy private individuals, known as business angels.

As with venture capital, these individuals will look for a high return rate through taking an equity stake in the business.

(However, they are more likely to support start-up ventures and will offer lower amounts of equity.)

Many business angels are established members of the business community who, in addition to providing much needed capital, can also provide invaluable industry insight.

The disadvantage here, again, is that the entrepreneur would have to relinquish a relatively large proportion of equity.

Grants

Grant funding remains a popular choice for business start-ups.

Government agencies such as Small Business Gateway offer help and advice on which grants are available.

Other types of assistance include soft-loans and consultancy assistance, which can help with the fund raising process.

A good source of knowledge is your local Business Link, which advises and helps on all aspects of setting up and running a business.

www.businesslink.org

There may also be some special initiatives or grants that are available to you depending on your individual circumstances.

For example, The Phoenix Fund encourages entrepreneurship in disadvantaged communities and groups.

Where can you go for more general assistance?

Small Business Service (SBS) is a government agency that champions small businesses.

The SBS operates a number of schemes & initiatives that are tailored to help people starting up a business. For example, Business Link falls under the umbrella of the SBS.

www.sbs.gov.uk

Local Enterprise Agencies (LEAs) are partners with Business Link and carry out business counselling and training.

They have a number of courses, titled the 'Start Right programme', run jointly with a high street bank, which can help you answer some of your questions (majority are free).

Most LEAs can assist in strategy, business planning & raising finance.

National Association of LEAs

The Busygirl Network, meanwhile, supports women entrepreneurs in developing fast-growth profitable businesses.

It represents about 8,000 corporate and entrepreneurial women and provides information about coaching and mentoring, business development and raising finance.

www.busygirl.com

There are a growing number of print publications that address the issues of this sector, such as Growing Business, Real Business and Business XL. There are also websites like startups.co.uk.

www.startups.co.uk

David Wilkinson is head of entrepreneurial growth markets at Ernst & Young

The customer is always right. This has long been a key motto for successful businesses, and it still applies.

Attracting new customers is costly and unpredictable. Gaining business from existing customers is far easier.

Customers who have received a good service may well recommend you to others but customers who feel badly treated are likely to moan about you instead.



Is the customer always right?

As a small business you won't have national advertising campaigns to boost your image, so you need to make sure that any word-of-mouth publicity is positive.

Maintaining a positive reputation is vital.

Customer value

Develop a service promise, and deliver against it.

If you claim to offer personal service at affordable prices, make sure that you do.

Try to accommodate your customers' needs - going the extra mile can be a big distinguishing factor, so use your size and flexibility to your advantage.

Remember that little things - such as a friendly approach - can make a big, positive impression.

Ensure that all staff who deal directly with customers are trained appropriately.

Determine which are your most valuable customers: these are the ones who buy most from you over the longest period, taking into account any costs involved in servicing them.

The most valuable customers should receive the highest degree of customer care.

Dealing with customer complaints

Welcome complaints and encourage feedback
Train staff to deal with angry customers
Make a record of problems and try to track the source

Take customer complaints seriously. Always apologise first, even before establishing the details.

Once you have found that there is a problem, agree a solution and make sure it is handled quickly.

Handling complaints well can turn a dissatisfied customer into a loyal one. You should even encourage complaints as they can indicate where your service could be improved with the most impact.

BUSINESS GLOSSARY

English-French

A

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

assets l'actif
assets, current actif circulant, de roulement
assets, fixed les immobilisations
at carrier's risk (CR) aux risques du transporteur
at owner's risk (OR) aux risques du propriétaire
auction sale une vente aux enchères
auctioneer un commissaire priseur
audit the accounts, to vérifier, apurer les comptes
auditor un commissaire aux comptes
automatic debiting (transfer) prélèvement automatique
automatic teller machine (ATM) guichet (bancaire) automatique

B

bailiff un huissier
balance un solde
balance sheet le bilan
ban, to interdire
bank, merchant une banque d'affaires
bank, overseas une banque d'outremer
bankrupt un failli
bankrupt, to go faire faillite
bankruptcy la faillite
bankruptcy, to file a petition in déposer le bilan
bargain une affaire
bargain prices prix de soldes
bargain sale une vente en soldes
bid une offre, une soumission
bidder, a bidding company une entreprise adjudicataire ou soumissionnaire
bill of exchange (B/E) une lettre de change
bill of lading (B/L) un connaissement
bill, accommodation une traite de complaisance
black, to be in the avoir un solde créditeur
board of directors conseil d'administration

bond un bon d'état
bond, in sous douane
bonus un prime
book an order, to enregistrer une commande
book of specifications le cahier des charges
book, to enter in the passer les écritures
bookkeeper un aide-comptable
bookkeeping la comptabilité (les écritures)
bookkeeping entries les écritures comptables
bookkeeping, double-entry comptabilité en partie double
bookkeeping, single-entry la comptabilité en partie simple
bookkeeping/accounts department le service de comptabilité
books, to keep the tenir les livres
borrower un emprunteur
bound by law, to be être légalement tenu
branch une agence, une succursale
breakdown une ventilation (des coûts)
broke, to be être fauché
broker un courtier
brokerage fee un droit de courtage
brown paper papier 'kraft'
browse, to feuilleter
bulk, in en grand volume, en vrac
bulky volumineux
business connections les relations d'affaires
buyer, potential un acheteur éventuel

C

cancel an order, to annuler une commande
carrier le transporteur
case une caisse
cash a cheque, to encaisser un chèque
cash book le livre de caisse

cash on delivery (COD) paiement comptant à la livraison
cash with order (CWO) paiement comptant à la commande
cash, to toucher, encaisser
cash, to be in être en fonds
cash, to be out of être à court d'argent
chain of stores, a une chaîne de magasins
chair a meeting, to présider une réunion
charge interest, to percevoir des intérêts
charge to an account, to imputer à un compte (crédit)
charges, freight frais de transport
charter party (C/P) une charte partie
check up un bilan de santé
check, to contrôler
cheque book carnet de chèques
cheque stub talon (de chèque)
cheque to bearer chèque au porteur
cheque without cover chèque sans provisions
cheque, certified chèque certifié
cheque, crossed un chèque barré
cheque, dud un chèque en bois
cheque, to cross a barrer un chèque
cheque, to stop a faire opposition à un cheque
civil servant un fonctionnaire
clearing bank une banque de dépôts
clearing house la chambre de compensation
cold-storage unit une chambre froide
collateral une caution pour un prêt
collection letter une lettre de recouvrement
company une société
company, private (Ltd.) une société à responsabilité limitée (SARL)
company, public (Plc.) une société anonyme (SA)
complaint une plainte

comply with, to se conformer à
compulsory obligatoire
computer un ordinateur
computerize, to mettre sur ordinateur, informatiser
concern une entreprise
consign expédier
consign goods, to expédier des marchandises
consignee le consignataire, destinataire
consignment note un bordereau d'expédition
consignor l'expéditeur
consultant un conseiller
consumer un consommateur
consumerism la défense du consommateur
consumption la consommation
container, air-tight un conteneur hermétique
containerization mise en conteneurs
containers, waterproof conteneurs étanches
contractor un entrepreneur
convey, to acheminer, transporter
conveyance le transport
copywriter un rédacteur publicitaire
cost price prix de revient
costs, operating les coûts d'exploitation
costs, production coûts de production
counterfoil un talon
crate une caisse à claire-voie
credit, to grant accorder du crédit
creditor un créancier
Custom House le bureau de douane
customer, prospective un client éventuel
customs duties droits de douane
customs entry déclaration en douane

customs officer un douanier

customs tariffs tarifs douaniers

customs unions unions douanières

cut price/rate à des prix réduits

D

damage les dégâts

damage, in case of en cas d'avarie

data processing l'informatique

date of maturity date d'échéance

debenture une obligation

debit note note de débit

debt une dette

debt, to settle a régler une dette

debtor un débiteur

decision, to make a prendre une décision

deeds des titres

delivered at frontier (DAF) rendu à la frontière

delivered duty paid (DDP) livré droits acquittés

delivered duty unpaid (DDU) livré droits non acquittés

delivery dates délais de livraison

delivery note bon de livraison

delivery, overdue une livraison retardée

department un service

department store un grand magasin

department, legal le service contentieux

department, records le service des archives

department, staff le service du personnel

deposit account un compte de dépôts

deposit slip un bordereau de versement

designer un concepteur publicitaire

director un administrateur

disclose, to révéler

discount un escompte, une remise
discount a bill, to escompter une traite
discount rate le taux d'escompte
discount, rate of taux d'escompte
discount, to escompter
discount, trade escompte d'usage
dismiss, to licencier
dismissal un licenciement (pour faute)
dispatch, to expédier
display, to présenter, exposer
dispute (legal) un litige
draft une ébauche, une traite
draft, documentary une traite documentaire
draft, to back a avaliser une traite
draughtsman un dessinateur industriel
draw a bill, to tirer une traite
drawback le 'drawback' (remboursement des droits d'importation)
drawee le tiré
drawer le tireur
duplicate, in en double exemplaire
dutiable, to be être soumis aux droits de douane
duties, specific droits spécifiques
duty paid dédouané
duty, excise droit de régie, accises
duty-free goods marchandises exemptes de droits, libres à l'entrée
E-F
endorser un endosseur
ex-warehouse (EXW) prix ex magasin
ex-works (EXW) prix départ usine
factory outlet un magasin de vente directe d'usine
fall due, to arriver à échéance
file, to classer

filing le classement
filing cabinet un meuble de classement
filing tray une corbeille à classement
fill in a document, to remplir un document
financial year l'exercice financier
flight un vol
flow chart un organigramme
foodstuffs produits alimentaires
foreman un contremaître
free carrier (FRC) franco transporteur
free of charge franco
freight, airborne le fret aérien
freight, sea transport maritime
freight, seaborne le fret maritime

G

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

H

handle with care manier avec soin
handling operations opérations de manutention
hardware l'équipement informatique
haul un trajet
haul, to transporter par la route
haulage, road le transport routier

head office le siège social
head storekeeper chef magasinier
hoisting device un appareil de levage
hold a meeting, to tenir une réunion
holder le titulaire, le porteur (d'un document)
home trade le commerce intérieur

I-J

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

just-in-time stock control gestion de stock zéro

K-L

keyboard un clavier (key une touche)

lawyer un juriste, un avocat

leaflet un dépliant

ledger, a un livre de comptes

Ledger, the le grand livre

lend money, to prêter de l'argent

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

levy taxes, to prélever des taxes

liabilities le passif

liabilities, current dettes

liable to duty, to be être passible de droits

line un produit, un article

link un lien

list, packing une liste de colisage

litigation un litige

load, to charger

loan un prêt

loan, secured un prêt sur titres

loan, unsecured un prêt sans garantie

M

mail-order business la vente par correspondance

manage, to administrer, diriger, gérer

management la direction

market a product, to distribuer un produit

mass production la production en série

maturity, to come to venir à échéance

means of conveyance moyens de transport

measures, non-tariff des mesures non tarifaires

memorandum of association (M/A) acte constitutif

merge, to fusionner

merger une fusion

middleman un intermédiaire

mishandle, to malmener

N-O

network un réseau

notice of tender un appel d'offres

notice of transfer avis de virement

office automation la bureautique

office equipment des machines de bureau

office, registered le siège social

one-man concern une entreprise individuelle

order form un bon de commande

order, money un mandat

order, standing ordre de prélèvement automatique

order, to commander

order, to meet an exécuter une commande

order, to place an passer une commande

output production, rendement

overcharged, to be être surfacturé

overdraft un découvert

overdraw, to tirer à découvert

overheads les frais généraux

owner un propriétaire

P

pack, to emballer (protection)

package, to emballer, conditionner

packer un manutentionnaire

partner un associé

partner, active un commandité, associé gérant

partnership une société de personnes

partnership, limited une société en commandite

partnership, to enter into former une société en nom collectif

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

Q-R

quotation un devis, une cotation
quote a price, to fournir un prix
range une gamme
rate, tapering un tarif dégressif

real estate biens immobiliers
rebate un rabais
receipt un reçu (de paiement)
receipt, railway un récépissé
receipts les recettes
receiver, official l'administrateur judiciaire
red, to be in the être dans le rouge, avoir un découvert
refund, to rembourser
registered, to be être inscrit
Registrar of Companies le registre des sociétés
regulated, to be être régi
rent le loyer
rental une location
representative un représentant
request, to solliciter, prier
require, to exiger
retail outlet un point de vente
retail trade le commerce de détail
retire, to prendre sa retraite
retirement la retraite
roll on/roll off system le roulage

S

safe, a un coffre fort
sale, clearance une vente liquidation
sale, hire-purchase vente 'en leasing', location-vente
sales policy une politique de vente
sales terms les conditions de vente
salesman, travelling un voyageur de commerce
sample un échantillon
sample, by sur l'échantillon
sample, up to conforme à l'échantillon
save money, to économiser de l'argent

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

stock, to take faire l'inventaire
stock, unsaleable stock invendable
stockbroker un agent de change
store magasin
storekeeper magasinier
strike une grève
style la raison sociale
subsidiary une filiale
supplier un fournisseur
supply someone with something, to fournir quelque chose à quelqu'un
supply, money la masse monétaire
survey une étude, une enquête

T

take over, to acheter, prendre la direction
tax authorities les services fiscaux
thrifty économe
timber le bois de construction
Trade Courts tribunaux de commerce
trade, foreign le commerce extérieur
trade, wholesale le commerce de gros
trader un commerçant
trader, sole un commerçant indépendant
train, by goods en petite vitesse
train, by passenger en grande vitesse
trustee un administrateur
turnover chiffre d'affaires
type, by sur spécimen

U-V

undercharged, to be être sous-facturé
underwriter un assureur (maritime)
unless otherwise agreed sauf indications contraires
utility bill une facture des services publics (gaz, électricité)

valuable les objets de valeur

Value Added Tax (VAT) Taxe sur la Valeur Ajoutée (TVA)

vehicle, articulated un véhicule semi-remorque

venture une entreprise

W

wagons, sealed des wagons scellés

warehouse le magasin

warehouse, bonded un magasin général de douane

warehouseman un magasinier

warehousing l'entreposage

warrant un warrant

waybill une feuille de route, lettre de voiture

wind up a company, to dissoudre une société

withdraw money, to retirer de l'argent

withdrawal un retrait

withdrawal slip un bordereau de remboursement

word processor un traitement de textes (TTX)

worker, skilled un ouvrier qualifié

wrap, to envelopper

wrapping la couverture (de protection)

writing, in par écrit

French-English

A

accorder du crédit to grant credit
accorder une remise to grant a discount
accusé de réception de commande acknowledgement of order
achat comptant prompt cash sale
acheminer, transporter to convey
acheter, prendre la direction to take over
acheteur éventuel potential buyer
acquit, pour payment received
acte constitutif memorandum of association (M/A)
actif assets
actif circulant, de roulement current assets
administrateur director
administrateur judiciaire official receiver
administrer, diriger, gérer to manage
affaire a bargain
agence de publicité advertising agency
agence, succursale branch
agent de change stockbroker
agent en douane clearing agent
agent exclusif sole agent
agent maritime shipping agent
aide-comptable bookkeeper
annuler une commande to cancel an order
appareil de levage hoisting device
appel d'offres notice of tender
arriver à échéance to fall due
article item
article défectueux defective item
assemblée générale general meeting

associé partner
associé gérant general partner
assurance maladie sickness benefits
assurance vieillesse old age insurance
assurances insurance
assuré, un an insured person
assureur (maritime) underwriter
avaliser une traite to back a draft
avarie, en cas de in case of damage
avis de virement notice of transfer
avoir un solde créditeur to be in the black

B

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

bourse des valeurs Stock Exchange

bureau de douane Custom House

bureautique, la office automation

C

cahier des charges book of specifications

caisse a case

caisse à claire-voie a crate

calibrer to grade

carnet de chèques cheque book

cas de force majeure, catastrophe naturelle act of God

casser les prix to slash prices

caution pour un prêt collateral

chaîne de magasins a chain of stores

chaîne de montage assembly line

chambre de compensation clearing house

chambre froide cold-storage unit

charger to load

charte partie charter party (C/P)

chef magasinier head storekeeper

chèque au porteur cheque to bearer

chèque barré crossed cheque

chèque certifié certified cheque

chèque en bois dud cheque

chèque postal britannique Giro cheque

chèque sans provisions cheque without cover

chiffre d'affaires turnover

classement filing

classer to file

clavier keyboard (une touche a key)

client éventuel prospective customer

coffre fort a safe

commande de l'étranger an indent

commande de l'étranger shipping order
commande, passer une to place an order
commander to order
commanditaire, bailleur de fonds silent partner (sleeping partner)
commandité, associé gérant active partner
commerçant shopkeeper/trader
commerçant indépendant sole trader
commerce de détail retail trade
commerce de gros wholesale trade
commerce extérieur foreign trade
commerce intérieur home trade
commettant the principal
commissaire aux comptes auditor
commissaire priseur auctioneer
commissionnaire, un commission agent
compagnie d'assurance insurance company
compagnie maritime shipping company
comptabilité (les écritures) bookkeeping
comptabilité en partie double double-entry bookkeeping
comptabilité en partie simple single-entry bookkeeping
comptable an accountant
comptant d'usage prompt cash
compte courant current account
compte de dépôts deposit account
concepteur publicitaire designer
conditions de vente sales terms
conforme à l'échantillon up to sample
congé de maladie sick leave
connaissance bill of lading (B/L)
conseil d'administration board of directors
conseiller, un a consultant
consignataire, destinataire the consignee

consommateur the consumer
consommation consumption
conteneur hermétique air-tight container
conteneurs étanches waterproof containers
conteneurs, mise en containerization
contingents d'importation import quotas
contremaître foreman
contrôler to check
corbeille à classement filing tray
court d'argent, être à to be out of cash
courtier broker
coûts de production production costs
coûts d'exploitation operating costs
couverture (de protection) wrapping
créancier creditor

D

date d'échéance date of maturity
débiteur debtor
déclaration en douane customs entry
découvert, un an overdraft
dédouaner les marchandises to clear goods
défense du consommateur consumerism
défraîchi shop-soiled
dégâts damage
délais de livraison delivery dates
demande de renseignements inquiry/enquiry
dépliant, un a leaflet
déposer le bilan to file a petition in bankruptcy
dessinateur industriel draughtsman
dette debt (dettes current liabilities)
devis, cotation quotation
direction, la the management

dispositions provisions (of a contract)
dissoudre une société to wind up a company
distribuer un produit to market a product
documents d'expédition shipping documents
douanier, le customs officer
double exemplaire, en in duplicate
drawback (remboursement des droits d'importation) drawback
droit de courtage brokerage fee
droit de régie, accises excise duty
droits de douane customs duties
droits de douane, être soumis aux to be dutiable
droits spécifiques specific duties

E

ébauche, traite draft
échantillon a sample
échantillon, sur le by sample
échéance, venir à to come to maturity
économe thrifty
économiser de l'argent to save money
écrit, par in writing
écritures comptables bookkeeping entries
écritures, passer les to enter in the book
effet de commerce instrument of trade
emballer (protection) to pack
emballer, conditionner to package
emprunteur a borrower
encaisser un chèque to cash a cheque
enchères, vente aux auction sale
endosseur the endorser
enregistrer une commande to book an order
entreposage warehousing
entrepreneur contractor

entreprise concern, venture
entreprise adjudicataire ou soumissionnaire a bidder, bidding company
entreprise individuelle one-man concern
envelopper to wrap
envoi, expédition a shipment
équipement informatique hardware
escompte d'usage trade discount
escompte/remise a discount
escompter to discount
escompter une traite to discount a bill
établir un document to issue a document
établir une facture to make out an invoice
étude, enquête survey
exécuter une commande to meet an order
exercice financier financial year
exiger to require
expédier (des marchandises) to ship/consign/dispatch/send (goods)
expéditeur, agent d'expédition shipper/consignor

F

facture invoice
facture consulaire consular invoice
facture des services publics (gaz, électricité) utility bill
facture pro-forma pro-forma invoice
failli, un a bankrupt
faillite, une a bankruptcy (faire faillite to go bankrupt)
fauché, être to be broke
feuille de route, lettre de voiture waybill
feuilleter to browse
fiche de stock stock control card
filiale a subsidiary
fonctionnaire, un a civil servant
fonds, être en to be in cash

former une société en nom collectif to enter into partnership
fournir quelque chose à quelqu'un to supply someone with something
fournir un prix to quote a price
fournisseur a supplier
frais de transport charges, freight
frais généraux overheads
franco free of charge
franco transporteur free carrier (FRC)
fret aérien airborne freight
fret maritime seaborne freight
fusion a merger
fusionner to merge

G

gamme range
gare d'arrivée receiving station
gestion de stock zéro just-in-time stock control
grand livre, le the Ledger
grand magasin department store
grève strike
guichet (bancaire) automatique automatic teller machine (ATM)

H-I

huissier bailiff
immobilisations fixed assets
imprimante a printer
imputer à un compte (crédit) to charge to an account
informatique data processing
informatiser, mettre sur ordinateur to computerize
inscrit, être to be registered
insolvabilité insolvency
interdire to ban
intermédiaire, un a middleman
inventaire, faire le to take stock

J-L

juriste, avocat lawyer

légalement tenu, être to be bound by law

lettre de change bill of exchange (B/E)

lettre de crédit letter of credit (L/C)

lettre de recouvrement collection letter

lettre de transport aérien (LTA) air waybill

licenciement (pour faute) dismissal

licencier to dismiss

lien link

lieu d'émission place of issue

liste de colisage packing list

liste de tarifs pricelist

litige legal dispute, litigation, lawsuit

livraison retardée overdue delivery

livre de caisse cash book

livre de comptes a ledger

livre des effets à payer accounts payable book

livre des effets à recevoir accounts receivable book

livre des salaires, les salaires the payroll

livré droits acquittés delivered duty paid (DDP)

livré droits non acquittés delivered duty unpaid (DDU)

livret d'épargne passbook

location rental

locaux premises

logiciel(s) software

loyer rent

M

machine à adresser addressing machine

machines de bureau office equipment

magasin store, warehouse

magasin de vente directe d'usine factory outlet

magasin général de douane bonded warehouse

magasinier storekeeper, warehouseman

malmener to mishandle

mandat money order

manier avec soin handle with care

manutention, opérations de handling operations

manutentionnaire packer

marchandises exemptes de droits, libres à l'entrée duty-free goods

marchandises présentant un défaut flawed goods

marges bénéficiaires profit margins

masse monétaire money supply

mesures non tarifaires non-tariff measures

meuble de classement filing cabinet

moyens de transport means of conveyance

N-O

nomination appointment

note de débit debit note

objets de valeur valuables

obligation debenture

obligatoire compulsory

offre, soumission a bid

opposition à un cheque, faire to stop a cheque

ordinateur a computer

ordre du jour agenda

organigramme flow chart

ouvrier qualifié skilled worker

P

paiement à vue payment at sight

paiement comptant à la commande cash with order (CWO)

paiement comptant à la livraison cash on delivery (COD)

papeterie stationery

papier 'kraft' brown paper

passible de droits, être to be liable to duty

passif, le liabilities

percevoir des intérêts to charge interest

plainte complaint

plan comptable accounting system

planification planning

point de vente retail outlet

police d'assurance insurance policy

politique de vente sales policy

port de destination, port d'arrivée port of discharge

port d'embarquement port of loading

poursuivi, être to be prosecuted

pousser les gens à acheter to induce people to buy

prélèvement automatique automatic debiting (transfer)

prélèvement automatique, ordre de standing order

prélever des taxes to levy taxes

prendre sa retraite to retire

prendre une décision to make a decision

présenter, exposer (un produit) to display

présider une réunion to chair a meeting

prêt a loan

prêt sans garantie an unsecured loan

prêt sur titres a secured loan

prêter de l'argent to lend money

prime (d'assurance) a premium

prime bonus

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

R

rabais rebate
raison sociale style
rapport avec quelqu'un, être mis en to be put in touch with someone
rayonnage, étagère shelf
récépissé receipt, acknowledgement
recettes receipts
reconnaissance de dette an IOU
reçu (de paiement) receipt
rédacteur publicitaire copywriter
régé, être to be regulated
registre des sociétés Registrar of Companies
régler en numéraire/en espèces to settle in cash
régler un différend to settle a dispute
régler une dette to settle a debt

relations d'affaires business connections
relevé de factures statement of invoices
rembourser to refund
remplir un document to fill in a document
rendu à la frontière delivered at frontier (DAF)
représentant, un an agent/representative
réseau network
retirer de l'argent to withdraw money
retrait, un a withdrawal
retraite, la retirement
révéler to disclose
risques du propriétaire, aux at owner's risk (OR)
risques du transporteur, aux at carrier's risk (CR)
rouge, être dans le/avoir un découvert to be in the red
roulage roll on/roll off system
rupture de stock stock shortage

S

sauf indications contraires unless otherwise agreed
se conformer à to comply with
se renseigner to inquire/enquire about
secrétaire de direction executive secretary
secrétariat général general office
service department
service après-vente after-sales service
service comptable accounts department
service contentieux legal department
service de comptabilité bookkeeping/accounts department
service des archives records department
service des expéditions shipping department
service du personnel staff department
service publicité advertising department
services fiscaux tax authorities

siège social head office, registered office
société company
société à responsabilité limitée (SARL) private company (Ltd.)
société anonyme (SA) public company (Plc.)
société de capitaux joint-stock company
société de personnes partnership
société en commandite limited partnership
société en nom collectif general partnership
solde balance
soldes, vente en bargain sale
solliciter, prier to request
sous condition on approval
sous douane in bond
sous-facturé, être to be undercharged
spécimen, sur by type
statut ou condition légal status
statuts de la société articles of partnership (A/P), of association (A/A)
stock invendable unsaleable stock
subir une perte to incur a loss
supports publicitaires, médias advertising media
surfacturé, être to be overcharged

T

talon counterfoil (talon de chèque cheque stub)
tarif dégressif tapering rate
tarifs douaniers customs tariffs
taux d'escompte rate of discount
Taxe sur la Valeur Ajoutée (TVA) Value Added Tax (VAT)
tenir les livres to keep the books
tenir une réunion to hold a meeting
tiré, le the drawee
tirer à découvert to overdraw
tirer une traite to draw a bill

tireur, le the drawer
titre, valeur a security (titres deeds)
titulaire, porteur (d'un document) holder
toucher, encaisser to cash
traite de complaisance accommodation bill
traite documentaire documentary draft
traitement de textes (TTX) word processing, a word processor
trajet haul
transitaire, le the forwarding agent
transport conveyance/transport
transport maritime sea freight
transport par cadres (conteneurs) container shipping
transport routier road haulage
transporter par la route to haul
transporteur carrier
tribunaux de commerce Trade Courts
trier to sort
U-W
unions douanières customs unions
valeur, action stock
véhicule semi-remorque articulated vehicle
vente 'en leasing', location-vente hire-purchase sale
vente liquidation clearance sale
vente par correspondance mail-order business
ventilation (des coûts) breakdown
vérification, sur on inspection
vérifier/apurer les comptes to audit the accounts
vitesse, en grande by passenger train
vitesse, en petite by goods train
vol flight
volumineux bulky
voyageur de commerce travelling salesman

vrac, en in bulk

wagons scellés sealed wagons

warrant warrant

List of usual irregular verbs

to awake	awoke	awoken	(se) réveiller
to bear	bore	borne	supporter
to beat	beat	beaten	battre
to become	became	become	devenir
to begin	began	begun	commencer
to bend	bent	bent	(se) courber
to bet	bet	bet	parier
to bid	bid	bid	offrir (un prix)
to bind	bound	bound	lier, relier
to bite	bit	bitten	mordre
to bleed	bled	bled	saigner
to blow	blew	blown	souffler
to break	broke	broken	casser
to breed	bred	bred	élever (du bétail)
to bring	brought	brought	apporter
to build	built	built	construire
to burn	burnt	burnt	brûler
to burst	burst	burst	éclater
to buy	bought	bought	acheter
to cast	cast	cast	jeter
to catch	caught	caught	attraper
to choose	chose	chosen	choisir
to cling	clung	clung	s'accrocher
to come	came	come	venir
to cost	cost	cost	coûter
to creep	crept	crept	ramper
to cut	cut	cut	couper
to deal	dealt	dealt	distribuer
to dig	dug	dug	creuser
to do	did	done	faire
to draw	drew	drawn	dessiner
to dream	dreamt	dreamt	rêver
to drink	drank	drunk	boire
to drive	drove	driven	conduire
to dwell	dwelt	dwelt	habiter
to eat	ate	eaten	manger
to fall	fell	fallen	tomber
to feed	fed	fed	nourrir
to feel	felt	felt	sentir, éprouver
to fight	fought	fought	combattre
to find	found	found	trouver

to flee	fled	fled	s'enfuir
to fling	flung	flung	jeter violemment
to fly	flew	flown	voler
to forbid	forbade	forbidden	interdire
to forget	forgot	forgotten	oublier
to forgive	forgave	forgiven	pardonner
to freeze	froze	frozen	geler
to get	got	got	obtenir
to give	gave	given	donner
to go	went	gone	aller
to grind	ground	ground	moudre
to grow	grew	grown	grandir
to hang	hung	hung	pendre, accrocher
to have	had	had	avoir
to hear	heard	heard	entendre
to hide	hid	hidden	(se) cacher
to hit	hit	hit	frapper, atteindre
to hold	held	held	tenir
to hurt	hurt	hurt	blesser
to keep	kept	kept	garder
to kneel	knelt	knelt	s'agenouiller
to know	knew	known	savoir, connaître
to lay	laid	laid	poser à plat
to lead	led	led	mener
to lean	leant	leant	s'appuyer
to leap	leapt	leapt	sauter
to learn	learnt	learnt	apprendre
to leave	left	left	laisser, quitter
to lend	lent	lent	prêter
to let	let	let	permettre, louer
to lie	lay	lain	être étendu
to light	lit	lit	allumer
to lose	lost	lost	perdre
to make	made	made	faire, fabriquer
to mean	meant	meant	signifier
to meet	met	met	(se) rencontrer
to pay	paid	paid	payer
to put	put	put	mettre
to quit	quit	quit	cesser (de)
to read	read	read	lire
to rid	rid	rid	débarrasser
to ride	rode	ridden	chevaucher

to ring	rang	rung	sonner
to rise	rose	risen	s'élever, se lever
to run	ran	run	courir
to saw	sawed	sawn	scier
to say	said	said	dire
to see	saw	seen	voir
to seek	sought	sought	chercher
to sell	sold	sold	vendre
to send	sent	sent	envoyer
to set	set	set	fixer
to sew	sewed	sewn	coudre
to shake	shook	shaken	secouer
to shear	sheared	shorn	tondre (des moutons)
to shed	shed	shed	verser (des larmes)
to shine	shone	shone	briller
to shoe	shod	shod	ferrer, chausser
to shoot	shot	shot	tirer
to show	showed	shown	montrer
to shrink	shrank	shrunk	rétrécir
to shut	shut	shut	fermer
to sing	sang	sung	chanter
to sink	sank	sunk	couler
to sit	sat	sat	être assis
to sleep	slept	slept	dormir
to slide	slid	slid	glisser
to sling	slung	slung	lancer (avec force)
to slink	slunk	slunk	aller furtivement
to slit	slit	slit	fendre, inciser
to smell	smelt	smelt	sentir (odorat)
to sow	sowed	sown	semmer
to speak	spoke	spoken	parler
to speed	sped	sped	aller à toute vitesse
to spell	spelt	spelt	épeler
to spend	spent	spent	dépenser
to spill	spilt	spilt	renverser (un liquide)
to spit	spat	spat	cracher
to split	split	split	fendre
to spoil	spoilt	spoilt	gâcher, gâter
to spread	spread	spread	répandre
to spring	sprang	sprung	jaillir, bondir
to stand	stood	stood	être debout
to steal	stole	stolen	voler, dérober

to stick	stuck	stuck	coller
to sting	stung	stung	piquer
to stink	stank	stunk	puer
to stride	strode	stridden	marcher à grands pas
to strike	struck	struck	frapper
to string	strung	strung	enfiler, tendre (une corde)
to strive	strove	striven	s'efforcer
to swear	swore	sworn	jurer
to sweep	swept	swept	balayer
to swell	swelled	swollen	enfler
to swim	swam	swum	nager
to swing	swung	swung	se balancer
to take	took	taken	prendre
to teach	taught	taught	enseigner
to tear	tore	torn	déchirer
to tell	told	told	dire, raconter
to think	thought	thought	penser
to throw	threw	thrown	jeter
to thrust	thrust	thrust	enfonce
to tread	trod	trodden	fouler aux pieds
to understand	understood	understood	comprendre
to wake	woke	woken	(se) réveiller
to wear	wore	worn	porter (des vêtements)
to weave	wove	woven	tisser
to weep	wept	wept	pleurer
to win	won	won	gagner
to wind	wound	wound	enrouler
to wring	wrung	wrung	tordre
to write	wrote	written	écrire

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