

ANGLEŠKI JEZIK (2. letnik, EF)

POVZETO PO:

- Mark Powell: BUSINESS MATTERS

- Zapiski predavanj

IZPISAL IN UREDIL:

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Unit 1: GLOBAL MARKETING

WORDS & EXPRESSIONS:

Logo = is the symbol by which we know a company (simplicity, symbolic design, non-verbal impact)

Global = all over the world

Advertisement = in papers

Commercial = on TV

Slogan = a short, easily-remembered phrase, used in advertisements

To promote = [promovirati]

Bland = boring, not appealing [dolgočasen, nezanimiv]

Mileage = [kilometrina]

Brand = [blagovna znamka]

Consumer = [potrošnik]

Customer = [stranka, kupec]

Niche = used in word partnership: niche market [niša]

To feature = to show, to include [vključevati, prikazati]

In-flight magazine = a free magazine you get in a plane

To screen = to show [prikazati]

Vividly = clearly, lively [jasen, živahen]

Compelling = forcing [prisiljen, izsiljen]

To obscure = to hide, not known [skriti, nepomemben]

Succinctly = without any other necessary additions [jedrnato]

Impact = effect [vpliv, udarec]

Reinforce = to make stronger [okrepiti]

Costly = expensive [drag]

To devise = [izmisliti, izumiti]

To cost the Earth = very costly

To outsell = to be sold more quickly and in large quantities than sth else

Non-verbal impact = effect without words

A handful = a very small number [peščica, prgišče]

To great effect = with excellent results

Costs a fortune = costs the Earth

To pay to think big = a good idea to do things on a large scale

Stance = [drža, stališče]

Embark = [lotiti se; vkrcati se]

To establish a brand = to make people aware of it

Niche market = one of specialized areas; market is divided into specialized areas for which particular products are produced

To face the challenge = to deal with it

WORD PARTNERSHIPS:

A commercial:

- to produce
- to devise
- to create
- run
- to screen
- to show

Marketing:

- plan
- strategy
- expenditure
- mix
- drive

Advertising:

- budget
- agency
- costs
- campaign
- slogan

Market:

- leader
- trend
- share
- segmentation
- forces

Business:

- lengthy
- costly
- risky
- tricky
- shady

- to face the challenge
- to establish a brand
- niche market
- to appeal to consumer
- to get a message across
- to reinforce a brand-image
- reasonably / fairly / highly cost-effective strategy
- widely / universally / generally regarded as
- well / lavishly / superbly produced
- powerfully / clearly / vividly expressed

Causes for market leadership: a better brand image, superior marketing, superior production methods, technological superiority, innovative research,...

Article summary: GOING GLOBAL

The biggest challenge now facing the international advertising industry is that of establishing 'world brands' by appealing to the global consumer. There will always be niche markets with specific market strategies. Coca Cola's and British Airways' universal TV and cinema advertisements invented the global advertising genre. BA's commercial 'the world's favourite airline' caused a sensation in industry. Their secret: the message is straightforward, easily understood and vividly expressed. Most famous: Coca Cola, Marlboro cowboy, Nike, 7 up,.. The message should be reduced to minimum (or the message might get obscured) and got across succinctly. Music and pictures have great effect. Image outsells product every time. Global ad can be used over a period of many years. But creating it can cost the earth. Also often global ads are not the answer for the companies. It doesn't always pay to think big nevertheless the world is getting smaller.

Unit 2: ENTERPRISE

WORDS & EXPRESSIONS:

Ingenuity = [bistroumnost, iznajdljivost]

Entrepreneur = [podjetnik]

Resilient = to be able to recover quickly and easily from unpleasant or damaging events

Marital = [zakonski]

Corporation = [organizacija, združba]

Crackpot = mad or eccentric person

Cashflow = [denarni tok]

Icon = a classic image [ikona, podoba]

Budding = [nadobuden]

Flair = a natural skill or talent

Perseverance = [vztrajnost]

Expansion = [širjenje, večanje]

Recap = to repeat the main points of explanation, argument, description

Venture = [tvegan]

Premise = [osnovno načelo, vodilo, osnova]

To thrive = [uspevati, razvijati se, povzpeti se]

Ambiguity = [dvoumnost, nejasnost]

Stamina = [vzdržljivost]

To be in = popular, fashionable

In retrospect = looking back

To make it = to succeed

To lose money hand over fist = losing money rapidly

Revived = brought back from the dead

Bring something back from the dead = revived

Rise through the ranks = climb the corporate ladder

Corporate raider = a person who launches hostile takeover bids

WORD PARTNERSHIPS:

- to make a decision
- self-starter
- self-reliant
- to have a flair for doing something
- to deal with something
- to handle a stress
- to cope with something
- single-minded
- risk-taking
- open to suggestions
- to make sacrifices (to achieve goals)

PREPOSITIONS:

- to thrive on
- to be good at
- to deal with
- to blame for
- to depend on
- to warn about
- to prevent from
- to concentrate on
- to believe in something
- to succeed in something
- to think of
- to thank for

Unit 3: MONOPOLIES

WORDS & EXPRESSIONS:

Slogan = short and easily remembered phrase, used in advertisement

Commodity = [proizvod, blago]

Artificially = [umetno]

Clout = [zadetek]

Saturated = [zasičen]

To outstrip = if 1 thing outstrips another, the 1st thing becomes larger in amount, or more successful or important, than the second thing

Glut = [prenasičenost]

Stranglehold = to have control over sth and prevent it from being free and developing

Outlet = a shop or organization which sells the goods made by a particular manufacturer

Unhindered = [nezadržan]

Monopoly = [monopol]

Chequered = a chequered career or history is a varied past with both good and bad periods

Plunging = [hitro padajoče (cene)]

Surplus = [presežek]

To loosen its stranglehold = to moderate the extent of its control

Their share price takes a tumble = a sharp decline in the value of its stocks

Throughout its long and chequered history = the varied fortunes of the past

WORD PARTNERSHIPS:

- World diamond supply
- World's greatest cartel
- Chronic cash flow problems
- Massive accumulation of stocks
- keep prices artificially high
- saturate the market overnight
- cut surplus production
- contain a huge surplus
- force prices down
- dump surplus gems onto the market
- seize control of a company
- soak up excess supply

UNDER~ - estimate

& - state

OVER~ - rate

- over cut (not undercut)

- value

- charge

- react

- price

OUT~ - sell

- bid

- class

- number

- strip

- perform

- manoeuvre

- rank

DESCRIBING THE MARKET:

- start competing in the market: break into / enter / penetrate
- be prevented from competing: to be pushed / squeezed out of the market
- the market is bigger than it used to be: the market has grown
- the market is smaller than it used to be: the market has shrunk
- the market is in a good state: the market is buoyant (živahen)
- the market is in a bad state: the market is depressed / has suffered
- supply exceeds demand: to saturate / flood the market
- describes a sudden process: the bottom's dropped out of the market / the market's collapsed
- describes a gradual process: the market has dried up
- surplus / shortage
- boom / slump
- stockpiling / dumping
- disaster / triumph
- failure / success
- prosperity / hardship

Article summary: DIAMONDS ARE FOREVER

Diamonds have sentimental value and without romance and tradition they would be worthless because they are one of the most common minerals on Earth. DeBeers (South African conglomerate) were strictly regulating the mining and distribution and so managed to keep prices of diamonds artificially high. They also turned them into a universal symbol of romance and so prevented 2nd handed diamonds flooding the market. There is a surplus of diamonds, which would be cheap if there weren't DeBeers. Most diamonds are produced in India (3/4) where is cheap labour. DeBeers made the tradition to propose with a diamond ring, first in Europe, then in USA, Japan, DeBeers have always found the way to boost demand and cut surplus. Their biggest fear is that other diamond producers might dump their surplus gems onto the market. So far they have managed to soak up the excess supply by buying most of the diamonds in the world. But their monopoly could fall.

Unit 4: CORPORATE STRUCTURE

WORDS & EXPRESSIONS:

Obsolete = [zastarel]

Pace = [tempo]

Alliance = [zveza]

Affiliate = [pridružiti ali povezati se z večjo organizacijo]

Downsizing = [odpuščati]

Redundancy = [odpuščati]

Guru = an expert, leader

JIT = Just in time

Empowerment = the process of giving someone or something power and status in particular situation

Trend = the latest fashion

From scratch = right from the beginning

Really caught on = became popular

An out-of-work executive = unemployed executive

Management guru = management expert

Restructuring companies from the bottom up = completely restructure at all levels

May increasingly find itself by-passed altogether = may be excluded

Has not been able to keep pace with = can't match the competition

To cut back = to economize

WORDS ABOUT RUNNING A COMPANY:

Merge = [združitev]

Expand = [širiti se]

Take over = [prevzem]

Restructure = [prestrukturirati]

Streamline = [izboljšati, poenostaviti način dela]

De-merge = [razpasti]

Diversify = [popestriniti, narediti različno]

Downsize = [zmanjševati število zaposlenih]

Wages = [plače]

Productivity = [produktivnost]

Turnover = [preobrat]

Strike = [stavka]

Redundancy = [odpuščati]

WORD PARTNERSHIPS:

- come up to expectations
- come up with a solution (suggestion)
- cut back on spending
- get on to the accounts department
- keep up with the latest developments
- back out of an agreement
- put in for a promotion
- get down to business
- come in for criticism
- put up with a lot of hassle (prepir; napor)

- lose your job
- be made redundant
- layers of management
- remain competitive
- cross-functional teams
- team-players

- middle management
- junior managers
- shopfloor workers
- delegate responsibility
- get rid of staff

Article summary: RE-ENGINEERING THE CORPORATION

Business Process Re-engineering (BPR) is about smashing up the corporate hierarchies we're used to and rebuilding them from scratch. And the result is that many managers are losing their jobs on the name of re-inventing the corporation. 4 layers of management is better than 12. The vertical hierarchy is out, the new streamlined is in. Team players will become important. Middle management may become by-passed sometimes. Responsibility is passed down the line to cross-functional teams of junior managers and shopfloor workers. They will become largely self-managing and the corporate pyramid will be turned completely upside down. This is called empowerment. BPR isn't that good in Europe and USA. The main idea of BPR is that customer always comes first, empowerment and streamlined hierarchy.

Unit 5: BRAND MANAGEMENT

WORDS & EXPRESSIONS:

Brand = [blagovna znamka]

Subliminal = subliminal influences or messages affect your mind without you being aware of it

To escalate = [stopnjevati (se); povzpeti se]

To slash prices = to cut prices drastically

Mark-up = profit margin [pribitek]

Revenue = [dohodek]

Hence = [odslej; zato]

Crackdown = severe measures against law-breakers

Retail = [prodaja na drobno]

Clutter = [razmetati, narediti zmedo]

Proliferation = increasing in numbers very quickly

Household = [gospodinjstvo/ski]

To reach a fever pitch = to reach a ridiculous level

Cut-throat = fiercely competitive

To knock 1\$ off = took 1\$ off

Went to the wall = went bankrupt

Corporate heavyweights = major companies

Turnover = total sales before costs are deducted [promet, iztržek]

To spend a fortune = to pay a lot of money for

The book value = official value of an asset

WORD PARTNERSHIPS:

MARKET ~	- forces	BRAND ~	- image
	- penetration		- manager
	- leaders		- war
	- domination		- loyalty
	- value		- awareness
	- share		
	- saturation		

- CONSUMER ~
- advertising (*commercials aimed at the end-user*)
 - non-durables (*goods used shortly after purchase such as food, newspaper, etc.*)
 - goods (*products purchased by a member of the public*)
 - durables (*goods which last a long time such as cars, TVs, etc.*)

- protection (*laws to defend buyers against unfair trading*)
- research (*market study of buyer behaviour patterns*)
- profile (*description of a typical buyer according to age, sex, social status, etc.*)

- aggressive advertising
- household names
- me-tooism
- look-alike products
- retail sales
- supermarket chain
- branded goods
- free market
- subliminal advertising
- anti-consumerism
- fair competition
- recommended retail price

Unit 6: PRICES AND COMMODITIES

WORDS & EXPRESSIONS:

Price tag = [listek s ceno]

To pay over the odds = pay more for something than it's worth

Gross = [na debelo]

To equalize = [izenačiti]

To go for a song = to sell extremely good

To cost a bomb = very expensive and therefore isn't selling good

Subsidized = [subvencionirati]

To impose = [vsiliti komu kaj; naložiti, naprtiti]

To stock up = [založiti se z nečim]

Money talks = money will get you anything

Strictly speaking = absolutely accurate

Commodity = [proizvod, blago]

WORD PARTNERSHIPS:

- | | |
|----------------------|---------------------|
| - tradable goods | - borderless Europe |
| - profit margin | - common currency |
| - product pricing | - free trade |
| - sales volume | - trade barrier |
| - overall profit | - luxury item |
| - strategic position | - mass market |
| - product profile | - niche market |
| - market forces | |

PRICE + NOUN:

- cut
- war
- rise
- reduction
- sensitivity
- elasticity
- index
- hike

ADJECTIVE + PRICE(S)

- fixed
- competitive
- reasonable
- attractive
- elastic
- unbeatable

VERB + PRICE(S)

- cut
- fix
- slash
- reduce
- raise
- quote
- freeze
- equalize

MONEY EXPRESSIONS:

- Let's talk figures.
- Just take a look at the figures.
- Can you give us a rough figure?
- How did you arrive at these figures?
- Where did these figures come from?
- The figures speak for themselves.
- The figures are not very encouraging.
- Can you put a figure on it?

TRENDS – How to describe a graph (always in past tense)

<i>(nahitro navzgor)</i>	<i>(rast navzgor)</i>	<i>(izravnava v mirno)</i>	<i>(padanje)</i>	<i>(močan padec)</i>	<i>(ponovno povzpetje)</i>	<i>(kolebanje gor in dol)</i>
Soar	Rise	Flatten out	Decline	Slump	Pick-up	Fluctuate
Rocket	Climb	Stabilize	Fall	Plunge	Recover	
Take off		Hold steady	Drop	Crash	Bounce back	
Escalate			Slide	Plummet	Rally	
			Dip			

MARKET EXPRESSIONS:

- to lose ground slightly (fall a little)
- an upsurge (sudden , big increase)
- signs of growth (grow a little)
- dramatic downturn (big fall)
- to bottom out (where the prices stops after falling)
- volatile (unstable, many small ups and downs)
- to level off (a point where growth will stop)
- not much movement
- to stage a recovery (rise after falling)
- to peak, peaked (the highest point)
- an all-time low (the lowest point)
- one thing slips back against another (1st things rises while 2nd is falling)
- nose dive (to fall deeply)
- hike (big change)
- slip (small change)
- a leap (a huge , positive change)
- a slump (big fall)
- a collapse

Article summary: IF THE PRICE IS RIGHT

Products don't have a fixed price. Prices vary from country to country. We differ goods on tradable (can be exported) and non-tradable (they have to be consumed where they are produced). There are always consumers, prepared to pay over the odds. A higher price will often raise a product's profile and a high product profile commands a higher price. In spite of all the talk of a single market, borderless Europe and a common currency, prices remain alarmingly elastic. What goes for a song in one country can cost a bomb in another. Some commodities are heavily subsidized (agriculture). In absence of free trade, food will be cheap in some countries and expensive in other. Trade barriers compound the problem. Governments distort prices by imposing different tax rates in each country (Jaguar produced in Britain is cheaper in Brussels). To get the best deal, you should buy a car in Belgium, white goods in the UK, medicines in France, CDs in Germany.

Unit 7: CORPORATE ENTERTAINING

WORDS & EXPRESSIONS:

A bribe = [podkupnina]
To tender = [konkurirati]
Venue = a place where a certain event would take place
Entertainment = [reprezentanca]
Staggering = shocking [osupljiv]
Expenditure = [strošek]
Dimmer = [zatamnjen; pesimističen]
Fraudsters = [prevaranti]
Spree = good time
Power lunch = people with power go there to lunch
To clinch a deal = to reach a deal
Lucrative = profitable [donosen, dobičkonosen]
Crucial = essential, vital, fundamental [ključen, kritičen, odločilen]
To acknowledge = [priznati, potrditi]
To consolidate = to make it stronger [utrditi]
Conducted = guided [voden]
Across-the-board = to everyone
Above-the-line = sth paid for
Bellow-the-line = advertising not paid for
Extravagant = spending too much money
There is no doubt = this is certain
This is a million miles away = this is a different thing altogether
Open to question = this is doubtful

WORD PARTNERSHIPS:

- corporate entertainment
- relationship building
- wining and dining
- sweeten valued clients
- power lunch
- lunch out
- consolidate relationships
- charge it to expenses a return on an investment

- marketing effort
- public relations

EXPRESIONS WITH 'DEAL':

- We clinched the deal. (reached)
- We wrapped up the deal. (reached)
- We blew the deal. (failed to reach)
- We struck a deal. (reached)
- We swung the deal. (reached)

- The deal fell through. (failed to reach)
- We screwed up the deal. (failed to reach)

- The deal's off. (failed to reach)

DESCRIBING THE FOOD:

Meal: light, heavy, quick, vegetarian

Food: rich, spicy, plain, fast

Dish: traditional, unusual, exotic, local

Meat: roast, stewed, cold, sliced, minced; beef, lamb, pork, chicken, duck, turkey, horsemeat, veal, mutton, venison, poultry, hen, goose, liver, kidneys

Steak: rare, medium, well-done, fillet

Sea food: fish, crabs, octopus, shark, lobster, shelles, squid, shrimps, prawn, scampi, oysters, mussels (dagnje)

Vegetables: fresh, frozen, crisp, seasonal; potato, tomato, cabbage, garlic, onion, bean, broccoli, pepper, lettuce, carrots, zucchini, peas, corn, cucumber, cauliflower, turnip, leek, radish, brussels sprout, celery, chicory, beetroot, pickles, egg-plant

Mushrooms: boletus (jurček), chanterelles (lisičke), champignons

Salad: green, side, chicken, mixed

Fruit: apple, pear, plum, cherry, pineapple, banana, peach, apricot, strawberry, melon, watermelon, grapes, tangerines, oranges, kiwi, blueberry, raspberry, grapefruit, coconut, nectarine, blackcurrant, blackberry, cranberry, figs, lime, lemon

Red wine: light, full-bodied, robust

White wine: dry, medium, sweet, crisp, fruity

Beer: strong, bottled, export, draught

Article summary: LOOKING AFTER THE 20 PERCENT

Corporate entertainment is big business. Japanese annually spend 40 billion \$ (or 365 new jumbo-jets) on wining and dining. For some corporate entertainment is luxury, for some bribery. But most successful people would agree that it is a crucial part of clinching lucrative deals and that goodwill costs more than a smile. The Ritz Hotel invented an award of Business Luncher of the Year by which it was acknowledging that business lunches are an important part of corporate culture whether to consolidate relationships or to manipulate clients. Fiat owns an art gallery for customers, Neckerman organizes weekend trips to Mediterranean, in Austria (where corporate entertaining is free) offer Mozart festivals, free skiing, etc. How cost-effective is all that? In the future might be more important getting a client on your side, so probably is cost-effective. And as Pareto said: 80% of your business comes from 20% of your customers. Why not take care of that 20% ?

Unit 8: INNOVATION

WORDS & EXPRESSIONS:

Lateral thinking = looking at the problem in a different and unusual way [stranski]

Breakthrough = a discovery [odkritje, dosežek]

Boardroom = [sejna soba]

Screwed up = [zmečkan]

Litter = waste [odpadki]

Viable = able to succeed

To backfire = to go wrong

To be deferred = to be put off

To cut in = to interrupt

Chairman = [predsednik uprave]

C.E.O. = chief executive officer

Blueprint = a master plan [načrt]

Reluctant = not willing [nenaklonjen]

To flop = to fail badly

To exploit = [izkoriščati]

Infuriatingly slow = extremely slow

To rule out = to exclude

Portfolio = a set of sth [zbirka]

Implementation = to build in

Counter-productive = [proti produktiven]

To conceal = to hide [skriti, prikriti]

Foresight = providence [previdnost]

Proposition = a business deal

Hindsight = a look back

Feasibility = if it can be done [možnost, izvedljivost]

Creativity = to generate an idea

Innovativity = to implement an idea

To tear your hair out = to be frustrated

Lucky break = unexpected opportunities

It speaks for itself = is obvious

Climate for creativity = a creative environment

It's no coincidence = it's not by chance

Brainstorming session = idea-generating meeting

Commercial proposition = viable enterprise

To conceal your source = not telling people where you got the idea

WORD PARTNERSHIPS:

- to see an opportunity

- to create a climate for creativity

- the launch has backfired

- to turn a great idea into a commercial proposition

- difficulties to face

- key to the problem/success

- to take advantage of something

RESEARCH:	- carry out - put money into - fund - cut back on - develop - promote		- create
		IDEAS:	- brainstorm - define - generate - come up with - implement - create - develop - promote - have
PROBLEMS:	- solve - define - come up against - face - tackle - have -cause		
MAKE:	- progress - a breakthrough - an impact - discovery - a comment - an effort - a loss - a phone-call - recommendation - an appointment - a decision - money - a proposal - mistake - offer - a profit - arrangement - an excuse - an improvement - a comparison	DO:	- business - research - tests - project - a feasibility study - project - a good job - a rush-job
		MAKE / DO:	- a presentation - a survey - a deal - a report

Article summary: BRIGHT IDEAS & THE LATERAL THINKING:

In business a surprising number of good ideas is simple. Blueprint for creativity in business: be a risk-taker, be illogical, be stupid from time to time, regularly re-think things, take advantage of lucky breaks. There is some truth in statement: East innovates and West creates. Anything that won't sell isn't worth inventing. If your competitors can exploit ideas, is expensive and that's why companies seek to merge.

Lateral thinking is looking at the problem in an unusual way (like implementing full-sized mirrors into elevator instead of replacing the whole elevator – refer to the book (66)). Redefining and reformulating a problem is one of the ways how to create a climate for creativity, which is becoming vital to survival. Workers at 3M spend 15 % of their time on new ideas, 25 % of managers' portfolio consist of product that are less than 5 years old. Creativity is essentially about generating and not judging ideas. Innovation is successful implementation of those ideas. Originality seems to be the art of concealing the source and too many companies fail to see an opportunity until it ceases to be one.

Unit 9: SALES TECHNIQUES

WORDS & EXPRESSIONS:

Retail = [maloprodaja]

Mall, shopping center, department store, supermarket, hypermarket

Cash register = [blagajna]

Cashier = [blagajnik]

Department store = divided to different departments

Chain store = [verižna trgovina]

Stand = [stojnica]

Flea-market = [boljši trg]

Wholesale = selling to retailers [prodaja na debelo]

Just browsing = [samo gledam]

Soft sell = nice way

Hard sell = aggressive way, you push it

Pitch = to throw, to strike

Sales pitch = [hvaljenje blaga, poudarjanje prednosti]

Demand management = soft sell

VAT = Value Added Tax [DDV]

Sales tax = [prometni davek]

Unanimous = [soglasno]

Anonymous = [anonimno]

Trolley = [voziček]

WORD PARTNERSHIPS:

SALES are:

- booming (very good)
- brisk (good)
- sluggish (ok)
- static (not changing)
- plunging (falling, bad)

SALES:

- figures
- representative
- technique
- volume
- area
- tax

DECISION:

- final
- major
- hasty
- clear-cut
- snap
- last-minute
- crucial
- unanimous
- right

DEMAND:

- manage
- meet
- satisfy
- create
- gauge
- boost
- stimulate

Article summary: THE SOFT SELL

Selling doesn't work because buyers don't like people selling things to them and all your so-called sales tactics just turn buyers off. Good news: just manage the demand, that's all you have to do. If they say no, except that no. It's a waste of time. Stop selling and start listening. Listen to everything the customer says. If they say 'no', don't argue with them. Also don't make an extravagant claims for your product. And listen when the customer asks questions. It sounds obvious but honesty sells. Give people time to think. You can't make them buy, but if they want to buy it, make sure it's from you. What it comes down to in the end is trust.

Article summary: THE HARD SELL

Selling's out. It's too pushy, too aggressive. Now it is demand management. Selling is creating and stimulating demand. People can't make buying decisions. They panic when they say yes. So push them. Get on the phone and sell. *Lesson 1*: you can't sell sitting down. Selling's dynamic – move around. It improve your performance. You sell more on the move. *Lesson 2*: don't be afraid of rejection. *Lesson 3*: are you sure the customer means 'no'? *Lesson 4*: never invite your buyer to think the matter over. If you make a second appointment, you've halved your chances. Be able to close the deal. Selling is just a test of endurance. Hang in there when the buyer says 'yes'. Don't sit around waiting for the buyer to come to you. Make that cold call. Selling is not social work, it is psychological warfare. It's all about wining.

Unit 10: CULTURAL AWARENESS

WORDS & EXPRESSIONS:

To conduct a meeting = [voditi sestanek]

Clash = [nesoglasje, prepir]

Agenda = [dnevni red]

Stony silence = [smrtna tišina]

Animated = lively [živahen]

To dispute = disagree [oporekati; spor]

Constitutes = makes [določiti]

Meticulous = very exact [pikolovski]

To assess = evaluate [oceniti]

Prompt = on time [točen]

To keep your competitive edge = to compare favourably with your competitors

Adversarial = hostile [nasproten, tekmovalen]

To lose face = to be embarrassed

To meet disagreement head on = to react strongly to differences of opinion

To diffuse tension = [razpršiti, zmanjšati napetost]

To come up with the goods = to do as you promised

To transmit information = [prenašati informacije]

To pool information = [zbirati informacije]

WORD PARTNERSHIPS:

- hold a meeting

- disagree on a minor point

- build a good business relationships

- report back to superiors

- strike a deal

- come to a decision

- reinforce team spirit

- withdraw their business

- question their arguments

- offer an opinion

- diffuse tension

- get results

- generate new ideas

- transmit information

- pool information

- profit-oriented
- quality-conscious
- price-sensitive
- market-driven
- client-centred
- technology-led
- cost-effective

DIPLOMATIC EXPRESSIONS:

- Unfortunately, we would be unable to accept that
- With respect, that's not quite correct
- I'm sure we don't need to remind you of your contractual obligations
- We're rather surprised you expect us to cover the costs
- We would find this somewhat difficult to agree to
- We were rather hoping to finalize the deal today
- I'm sorry but we're not very happy with this offer
- Actually, we were hoping for a slightly more substantial rebate
- I'm afraid you don't seem to understand
- We understood there would be a discount
- We would need some sort of guarantee
- We're not completely satisfied

Article summary: BOARDROOM CULTURE CLASH

If you put a pressure on Japanese you will be met with a stony silence. Hold an informal fact-finding meeting with Germans and expect a battery of searching questions. Disagree with the French even on a minor point and they will engage a spirited verbal combat. Good business relationships are built on cultural awareness. Most Americans will insist on hard sell. You must let them sell you a product not just buy it. The Spaniards are unimpressed by the most meticulous prepared meetings and pay much attention to people. Trust is built (like in Middle and Far East) over a long period of time. For Italians is the main purpose of meetings to assess the mood of those present and reinforce team-spirit. The majority of decisions will be made elsewhere and in secret. Scandinavians are rather like Americans. They value efficiency, novelty, systems and technology. They are firmly profit-oriented. They want results yesterday. Germans are efficient and quality-conscious and are convinced that you are too. You will be given more business after you have proved yourself. They will want prompt delivery and you to keep your competitive edge. If you succeed you will have long-term business relationships. The French will be ready for the meeting but they will withdraw when you fail to come up with the goods. Meetings in France tend to be adversarial. The Spanish will offer no opinion unless sure of themselves. The French meet disagreement head on while the British tend to diffuse tension. The French, Germans and Americans have individualistic business culture, while the British, Japanese and Greeks have a collective one. How you should behave depends on where you will be holding the meeting.

COUNTRY	PERSON	PEOPLE	LANGUAGE	ADJECTIVE
Albania	An Albanian	The Albanians	Albanian	Albanian
Australia	An Australian	The Australians	English	Australian
Austria	An Austrian	The Austrians	German	Austrian
Belgium	A Belgian	The Belgians	French, Flemish, German	Belgian
Bulgaria	A Bulgarian	The Bulgarians	Bulgarian	Bulgarian
Canada	A Canadian	The Canadians	English, French	Canadian
China	A Chinese	The Chinese	Chinese	Chinese
Croatia	A Croat	The Croats	Croatian	Croatian
The Czech Republic	A Czech	The Czechs	Czech	Czech
Denmark	A Dane, a Danish	The Danes	Danish	Danish
England	An Englishman	The English	English	English
Finland	A Finn, a Finnish woman	The Finns	Finnish	Finnish
France	A Frenchman	The French	French	French
Greece	A Greek	The Greeks	Greek	Greek
Holland, The Netherlands	A Dutchman	The Dutch	Dutch	Dutch
Hungary	A Hungarian	The Hungarians	Hungarian	Hungarian
Iceland	An Icelander	The Icelanders	Icelandic	Icelandic
India	An Indian	The Indians	Various	Indian
Ireland, Eire	An Irishman	The Irish	English, Gaelic	Irish
Italy	An Italian	The Italians	Italian	Italian
Japan	A Japanese	The Japanese	Japanese	Japanese
New Zealand	A New Zealander	The New Zealanders	English	New Zealand
Norway	A Norwegian	The Norwegians	Norwegian	Norwegian
Poland	A Pole	The Poles	Polish	Polish
Portugal	A Portuguese	The Portuguese	Portuguese	Portuguese
Romania	A Romanian	The Romanians	Romanian	Romanian
Russia	A Russian	The Russians	Russian	Russian
Scotland	A Scot	The Scots	English	Scottish (Scotch)

Slovenia	A Slovenian	The Slovenians	Slovenian / Slovene (UK, EU)	Slovenian
Spain	A Spaniard	The Spanish/Spaniards	Spanish	Spanish
Sweden	A Swede	The Swedes	Swedish	Swedish
Switzerland	A Swiss	The Swiss	French, German, Italian, Romansch	Swiss
Turkey	A Turk	The Turks	Turkish	Turkish
The USA	An American	The Americans	English	American
Wales	A Welshman	The Welsh	English, Welsh	Welsh
Yugoslavia	A Yugoslav	The Yugoslavs	Serbian	Yugoslav

Unit 11: QUALITY CONTROL

WORDS & EXPRESSIONS:

Eminence = [zelo cenjen]

To embrace = [objeti, sprejeti]

Originator = [izvirnik]

To rectify = to correct sth [popraviti]

Chiefly = mostly [glavno]

JIT = Just In Time

Buzz-word = a popular and fashionable term

Byword = [sinonim]

TQM = Total Quality Management

Supremacy = [prevlada]

Executive = [izvršni]

Counterpart = a colleague [kolega]

On-going = long-lasting, long term

To foster = to nurture [vzgajati]

A management guru = an expert on management

A gimmick = an unusual idea, whose main idea is to attract attention

To set someone on the road = to help someone on his way

To become a thing of the past = to no longer exist

Infer = conclude [sklepati]

Exuberant = cheerful, happy [živahen]

Covert = secret [skriven]

Wary = cautious [previden]

Pitfall = danger [nevarnost]

Etiquette = [bonton]

WORD PARTNERSHIPS:

PRODUCT:

- sell

- develop

- manufacture

- distribute

- withdraw

- launch

- re-launch

- design

- modify

- to hold up (a production)

- to phase out (a product) = gradually

- mass production

- halt the production

- production methods

- line approach

- speed up, step up

- to go out

- to discontinue (a product)

- argue

- bring up

- raise

- | | | | |
|-------------------|---|-----------|-------|
| - query | | - minor | |
| - re-affirm | A | - crucial | POINT |
| - make | | - key | |
| - emphasize | | - main | |
| - concede (admit) | | | |
| - question | | | |

- subtle

EXPRESSIONS WITH POINT:

- There's no point.
- Just get to the point.
- What's the point?
- OK, you've made your point.
- That's not the point.
- You may have a point there.
- That's just the point.
- I agree with you up to a point.
- I don't see the point.
- There's no point going on about it.
- That's beside the point.
- I never did see the point of that.

PRODUCT LIFE CYCLE:

- **Introduction:** A new product starts in the introduction phase. It is usually characterised by low sales because buyers are still unsure about the product and many distributors may not yet stock it.
- **Growth:** But once the product's reputation starts to spread it enters the growth phase. The product is now much more widely available and sales will correspondingly increase.
- **Maturity:** The maturity phase is reached when rival products enter the market, supply and demand even out and sales stabilise.
- **Saturation:** Unfortunately, the tendency at this point is for yet more rival products to be launched, forcing us into the saturation phase, where supply inevitably begins to exceed demand.
- **Decline:** Eventually, a new product which better satisfies consumer needs will emerge and our original product will go into the decline phase. And it is at this point that our product should ideally phased out or withdrawn.

Article summary: MADE IN JAPAN

American management guru E. Flemming one evening in 1950 addressed 20 of Japan's top corporate bosses and set them on the road to the manufacturing miracle of the 20th century. At that time, Japan was byword for low-quality goods and inefficiency. Deming advised statistical quality control instead of rectifying products. West is looking up to the Japan who has adopted their production methods. Westerners picked up JIT whose main idea is to match industrial output with market demand so closely that products roll off the production lines and reach the distributors and retail outlets at precisely the rate at which they are purchased by the end-user in one smooth operation. TQM is originated in this Japanese commitment to eliminating error and waste at all stages of the production process. West adopted that too, but it's not working. The key to Japan's supremacy in the quality wars is loyalty. Japanese work together on the basis that they will be doing so for the rest of their lives. It's all long-term. The first rule of quality seems to be continuity. Japanese Quality Circles are groups of people from different levels in a production department who are assigned to study ways of maintaining and improving quality. But that only works if

they are open and participative. Westerners seem to be too cautious and that's one reason why 80% of their TQM programs fail. Total quality is a way of life in Osaka but in Ohio it may never be more than a gimmick.

Unit 12: MANAGEMENT STYLES

WORDS & EXPRESSIONS:

Initiative = [pobuda]

Conscientious = [natančen, vesten, skrben]

Assertion = [trditev; izjava; zagotovilo]

Ruthless = [nusmiljen, krut]

Consensus = [soglasje, privolitev]

Conciliation = [sprava; pomiritev]

Articulate = [razločno govoriti]

Predominantly = [prevladujoče]

It's hardly surprising = it's to be expected

It's a different story = it's not the same thing at all

It's an overgeneralization = it's not always the case

Subsidiary = [pomožen, dopolnilen, stranski]

WORD PARTNERSHIPS:

- senior positions
- career progress
- forward planning
- tight budgeting
- risk-taking
- high fliers
- hierarchical structures
- flexible organizations
- communication skills

STAFF:

- recruit
- train
- develop
- take on
- lay off
- dismiss
- poach
- headhunt
- full-time
- part-time
- permanent
- temporary
- extra
- administrative

- run
 - launch
 - set up
 - form
 - join
 - leave
 - sell off
 - wind up
 - float
- A
- holding
 - parent
 - subsidiary
- COMPANY

Unit 13: WORKING FROM HOME

WORDS & EXPRESSIONS:

- Substantial** = [precejšen, znaten]
Fringe benefits = [ugodnosti, ki jih ima zaposleni poleg plače]
Perk = [ugodnost, dodatek k plači]
Incentive = [spodbuda, pobuda]
Telecommuting = working from home (tele = od daleč; commuting = voziti se od doma-vozač)
Via = [preko]
Head office = headquarter [centrala, štab]
Startling = surprising [prezveljiv]
Contingent employee = possible worker/employee
Lured = [zavabljen]
Profound = deep, thorough [temeljnit]
Sustenance = [podpora, pomoč]
To offset = compensate [nadomestiti]
Enhanced = increase [višati, izboljšati, povečati]
Autonomous = [avtonomen, neodvisen]
Commission = [pooblastilo; provizija]
Blue-chip company = large and well-established company
Lifespan = [življenjska doba]
By the turn of the century = before the year 200
In charge of your career = in control of your life
To be in for a shock = going to be unpleasantly surprised

WORD PARTNERSHIPS:

- telecommunications network
- economic environment
- job offer
- financial reward
- working life
- enhanced status
- fringe benefits
- industrial giants
- industrialized society
- blue-chip company

- fast-changing (world)
- worst-hit (areas)
- far-reaching (consequences)
- best-selling (product)
- wide-ranging (possibilities)
- long-lasting (benefits, relationship)
- hard-hitting (campaign)

- clear-cut (decision)

Article summary: TELECOMMUTING

Soon 30% of workforce will be telecommuters – entrepreneurs working from home with a computer connected by modem to head office and in touch via a powerful telecommunications network with colleagues and clients all over the world. (by Kinsman) Social, political and economic environment of the next decade will favour the so called contingent employee, a self-motivator, contracted by company for as long they will need them and later replaced. Likewise, telecommuters are likely to be constantly changing employer. Jobs for life will be rare. A study discovered 3 broad categories of employee: Outer-directed (workaholic), chiefly motivated by status and financial reward; the inner-directed worker who wants to enrich his mind; the sustenance-driven worker, a born follower. Employees will have adapt. Corporations too will need to become leaner, more flexible and more responsive in order to survive. The trend is towards smaller, more independent companies. From 1970, of 500 listed blue-chip companies, no less than a third has disappeared by 1983. 'Companies grow old quicker than managers.'

Unit 14: ENVIRONMENTAL ETHICS

WORDS AND EXPRESSIONS:

Green issues = issues concerning environmental pollution

Community = [skupnost]

Sustain = [vzdrževati]

Effluent = [odpadna voda, odplaka]

Household = [gospodinjstvo]

Crumbling = [drobiti se, krušiti se]

Liability = [obvezanost, zavezanost, odgovornost]

To run aground = [nasesti]

Undiminished = [nezmanjšán]

Livelihood = [preživljanje, eksistenca]

Conservation = [ohranitev]

Incompatible = [nezdržljiv]

Doing our bit = making our contribution

The track record = past performance

Wreck livelihoods = destroy jobs, means of living

Bribery = persuading people to do what you want by illegal payment

Insider trading = illegal manipulation of share price

Antagonistic to = opposed, hostile to

WORD PARTNERSHIPS:

- consumption of energy

- natural resources

- northern hemisphere

- secure employment

- job security

- social inequality

- civil war

- dynamics of the market

- environmentally-friendly goods

- human nature

- economic programme

- transport systems

- sustainable society

- daily acts

- intelligent users

- environmental issues

- solid waste

- global terms

- private individual

- big business

- world economy

- eco-system

- global trend

- ecological disaster

- practical plan

- track record
- antiquated technology
- financial strength
- corporate crime

- insider trading
- commercial powers
- environmental degradation
- global reach

- | | |
|-------------------------------|-------------------------------|
| - protect / harm / threaten | <i><u>the environment</u></i> |
| - control / create / cut | <i><u>pollution</u></i> |
| - develop / exploit / tap | <i><u>resources</u></i> |
| - address / face / settle | <i><u>an issue</u></i> |
| - make / break / keep | <i><u>a promise</u></i> |
| - adopt / implement / abandon | <i><u>a policy</u></i> |
| - set / achieve / reach | <i><u>a goal</u></i> |
| - exercise / wield / seize | <i><u>power</u></i> |

ENVIRONMENTAL DANGERS:

- toxic waste
- nuclear waste
- industrial waste
- littering
- nuclear reactors
- industrial emissions
- the destruction of rainforest
- fumes from vehicles
- oil spills at sea
- chemical effluent

- the greenhouse effect
- global warming
- the consumption of non-renewable energy
- the use of non-biodegradable materials
- water contamination by dropping waste material, chemicals, pesticides, fertilizers (lack of drinking water, endangering water animals)
- sewage
- pesticides

COMMON EXPRESSIONS:

- I shouldn't think so.
I might have known!
I wouldn't be surprised.
I must be mad.
- I wouldn't like to say.
I couldn't agree more.
I can understand how you feel.
I could be wrong, of course.
- You must be joking!
You can't be serious!
You could be right.
You should have known better.
- You can say that again!
You should have told me sooner.
You needn't have bothered.
You may have a point there
- We'll never know.
We'll have to wait and see.
We can't be certain.
- It wouldn't surprise me.
It shouldn't be a problem.
It couldn't have come at a worse time.
It might just be the best thing we ever did.
- There'd be no point.

There must be a way round this.
There wouldn't be time.

Article summary: MANAGING THE PLANET

Nowadays, most of us are more or less aware of environmental issues. But what impression are we actually making on the environment by saving energy, recycling, etc.? The answer is almost none. If every household would recycle practically everything it uses, solid waste would be reduced by only 2%. Real problem lies in the world economy. Though business is the only mechanism powerful enough to reverse the current global trend towards ecological disaster but there are no solutions yet. In the past there was Chernobyl, Union Carbide in India and Exxon Valdez tanker which ran aground and wrecked the Alaskan livelihoods. General Electric took the 'corporate crime' to the next level. It stood accused amongst other things, of bribery, insider trading and being one of America's greatest toxic polluters. Paul Hawken says: 'If business is not only about making money, but also sustaining life, then perhaps it really can make conservation profitable, productive and possible.' And some say that, if they wanted to, the commercial powers could actually halt the environmental degradation within as little as 20 years. The simple answer is that big business is, by definition, hostile to nature. It may turn out, that our planet's greatest enemy will be the only force strong enough to save it. (The largest 1000 companies in the US).

Unit 15: FINANCE AND CREDIT

WORDS & EXPRESSIONS:

Debtor = the one who owes money [dolžnik]

Rapidly = very fast [hiter, deroč]

Deadline = [rok]

Invoice = [faktura, račun]

Brink = [rob; on the brink of = na robu]

To distinguish = [razločiti; odlikovati se]

To stall = [zavlačevati]

Pre-payment = [predplačilo]

To ease = [olajšati]

Alienating = [odtujiti]

Genuine = [pristen]

Bulk = [količina, masa]

To see the colour of your money = to see evidence that you have the necessary capital

A no-win situation = you can't get what you want

Cut your losses = to accept a modest loss in order to prevent a huge one

WORD PARTNERSHIPS:

- payment in cash

- cross-border trade

- debt collector

- agreed deadline

- commercial operation

- money management

- customer relations

- technological advances

- credit controller

- cashflow problems

- current assets

- to demand immediate payment

- to regulate business-to-business relations

- to put pressure on debtors

- to minimize the risk of bad debt

- to damage customer relations

- to insist on money in advance

- to ease the cashflow situation

- to process letters of credit

- to run a credit check

- to charge interest on outstanding debts

- to risk alienating customers

- to finance new projects

- win

- lose

- handle
- process
- receive
- place
- cancel
- phone or fax through
- dispatch

A(N)

- new
- bulk
- emergency
- repeat
- regular

ORDER

- cancel
- phone or fax through
- dispatch

EXPRESSIONS TO GO BANKRUPT:

- go bust
- go to the wall
- go down the tubes
- go under
- go broke
- go down the pan

EXPRESSIONS WITH MONEY:

- waste of money
- to throw good money after bad
- the money's tied up
- money's a bit tight
- liquid money
- to throw money at
- to channel money
- to be made of money

Article summary: CREDIT OUT OF CONTROL

It is said that money makes the world go round. But it's not money, it's credit. Corporations buy on credit. If everyone were to demand immediate payment in cash, the world would literally go bust. Credit is rapidly going out of control with the amount of cross-border trade increasing. In Germany, Denmark and Sweden, whose governments strictly regulate business-to-business relations, companies pay on time or they might get billed by professional debt collectors. In Britain, France and Italy you will wait long past the deadline to get paid. Bad debt is not a bad business. A key feature of successful money management is a skill with which a company can stall its creditors and at the same time put pressure on its debtors. How to minimize the risk of a bad debt? Pre-payment. But that can endanger customer relationships. You have to secure your business in the future. Modern technological advances haven't eased this cashflow situations. Quite the reverse. There used to be credit controllers in companies but now you just get a telephone call, the computer runs a simple credit check and you deliver straightaway.

For more and more companies it is a no-win situation. You can cut your losses by selling the debts on to a factoring agency although you'll have to pay the commission. In order to recover what you're owed, you'll have to write some of it off. People forget their promises and creditors have better memories than debtors.

Unit 16: ECONOMIC ISSUES

WORDS & EXPRESSIONS:

Poverty = [revščina]

To soar = [poleteti]

Slump = [nepričakovan padec cen, kriza]

Vast = [velikanski, ogromen]

Underclass = those members of population who are poor and have little chance of improving their situation

Influx = [pritok, dotok]

Undermine = [podminirati]

Fragile = [krhek, drobljiv]

Sterling = [excellent in quality]

No one has a clue = no one has any idea

Industrial might = industrial strength

Are on the verge of economic collapse = are on the point of economic collapse

Crippling deficits = severe deficits

To be tightened = to be made stricter

An influx = a mass entry

Dead-end jobs = jobs without prospects

It goes without saying = it's obvious

The pound is fragile = the pound is in a weak position

WORD PARTNERSHIPS:

- world economy is falling apart

- no one has a clue

- supply and demand even out

- economic statistics

- to close the trade gap

- soaring unemployment

- to slide deeper into recession

- on the verge of economic collapse

- greatest threat

- exploiting cheap labour

- below the minimum wage

- far-reaching consequences

- economic growth

- economic recovery

ECONOMIC:

- indicators

- forecasts

- ruin

- outlook

- recession

- measures

- union

Current affairs:

- nationalize privatise	INDUSTRY
- increase cut	SOCIAL BENEFITS
- go into come out of	RECESSION
- damage improve	INTERNATIONAL RELATIONS
- tighten relax	IMMIGRATION CONTROLS
- set up scrap	AN INVESTMENT PROGRAMME
- widen close	THE TRADE GAP
- enter into break off	NEGOTIATIONS / TALKS
- promote harm	OUR IMAGE ABROAD
- bring about impede	ECONOMIC RECOVERY
- raise reduce	TAXATION
- unite divide	PUBLIC OPINION
- bring down push up	UNEMPLOYMENT
- hit help	THE UNEMPLOYED
- give in to resist	PRESSURE
- attract put off	FOREIGN INVESTORS
- come under launch	AN ATTACK
- accumulate pay off	DEBTS
- abandon adopt	A POLICY
- invest in neglect	EDUCATION

Abbreviations:

AGM = annual general meeting
IMF = International Monetary Fund
GNP = gross national product
GDP = gross domestic product
NAFTA = North American Free Trade Agreement
GATT = General Agreement on Trade and Tariffs
RPI = retail price index
VAT = value added tax

Word grammar:

PREFIX: Pre-

Post-	In favour of
Pro-	Many
Anti-	Not
Non-	New
Ex-	Before
Neo-	Against
Multi-	Former
MEANING:	After

Quotes from political speech:

- I honestly believe that I was right.
genuinely
- I totally refuse to accept that.
utterly
- I deeply regret having to do that.
profoundly
- I distinctly remember the occasion.
clearly
- I freely admit I was to blame.
openly

Article summary: THE DEATH OF ECONOMICS

The world economy is falling apart and no one has a clue what's going wrong. In the past, supply and demand have always evened out but now we swing from hyperinflation to soaring unemployment. Business cycles have gone out of control. Economic statistics are unreliable. Politicians talk about 'the death of economics'. US can't close trade gap with Japan which is sliding deeper into recession. Same story in Germany. Many of former Soviet countries are on the verge of economic collapse. West has crippling deficits, East has post-communist chaos. Latin America has debt crisis, Third World is politically unstable. But the biggest economic disaster is the emergence of a vast and permanent underclass of unemployed. In Europe the unemployment is 5 times what it was 20 years ago, wages are falling far behind escalating inflation, immigration controls in the West have had to be tightened to prevent an influx of workers from the East. In the USA they claim to be creating jobs but in many inner cities of the USA millions of people working for far below the minimum wage. Also in Japan the problem is under-employment not unemployment. Europe on the other hand has a growing army of unemployed. The consequences are far-reaching. Consumers need to be earning money in order to consume. Eventually, a disadvantaged minority will undermine the whole social system. There is talk about economic growth. But the rate of growth amongst world's richest countries has actually been declining since the 1960s. Current government figures point to an economic recovery. But can we trust them?

THE PASSIVE

When we transform Active into Passive form we use:

TO BE		
ARE BEING		
WERE		
WERE BEING		PAST
HAVE BEEN	+	PARTICIPLE
HAD BEEN		
WILL BE		
ARE GOING TO BE		
MUST BE		
Etc.		

Passive expresses not who does the action but what does it concern!

Examples:

- Krka exports drugs all over the world. [Active]

Drugs are exported all over the world (by Krka). [Passive]

- Krka is exporting drugs all over the world. [Active]

Drugs are being exported all over the world (by Krka). [Passive]

Example with 2 possible passives:

- The committee awarded Mr. Smith the first prize.

1. *Mr. Smith was awarded the first prize (by the committee)* [Passive]

2. *The first prize was awarded to Mr. Smith (by the committee)* [Passive]

CONDITIONALS (IF clauses)

ZERO CONDITIONAL:

Zero conditional refers to 'all time', not just present or future. They express a situation that is always true.

FORM: If + Pres. Simple + Pres. Simple

Example:

- If you *increase* productivity, the turnover *rises*.

FIRST CONDITIONAL:

First conditional expresses a possible condition and its probable result in the future. We can also use First conditional to express functions (threat, warning, offer, promise). It refers to present and future.

FORM: If + Pres. Simple + Future Simple (will, won't)

Example:

- If you *increase* productivity, the turnover *will rise*.

SECOND CONDITIONAL:

We use Second Conditional to express an unreal situation and its probable result. The situation or condition is improbable, impossible, imaginary, or contrary to known facts. It refers to present and future.

FORM: If + Past Simple + would (other modal verbs can be used in the result clause)

Example:

- If you *increased* productivity, the turnover *would rise*.

Example of giving and advice: (Subjunctive)

- *If I were you* I *would* apologize to her.

THIRD CONDITIONAL:

Third conditional is used to express that the action doesn't take place. It refers only to the past.

FORM: If + Past Perfect Simple + Past Conditional

(have + Past Participle.)

(would + have + Past Participle.)

Example:

- If you *had increased* the productivity, the turnover *would have risen*.

IF NOT = UNLESS:

- If we don't break into new markets, we'll go bankrupt.

↓
Unless we break into new markets, we'll go bankrupt.

Providing, provided, on condition, on the understanding are followed by **THAT** (you emphasize the condition):

The bank will lend you the money, *providing that* you invest it wisely.

HOW TO WRITE A LETTER

Tvoj naslov brez
imena in priimka

Monday 19th May

Naslov prejelnika

Dear Mr / Mrs / Miss / Editor (vejica ali pa brez ločila)

Uvod

Jedro

Zaključek

Yours faithfully (sincerely),
Lastoročni podpis
Ime in priimek

APPENDIX 1

SUCCINCTLY - jedernato
THRIVED - grow and develop well
INCOME BRACKET - dohodkovni razred
BLUE, WHITE COLLAR WORKER
AFFILIATES - podružnice
BUREAUCRATIC - birokratski
ADVERSE - sovražen
PROFITS ARE TIPPED TO REACH.....
MARK-UP - pribitek stroškom
MARGIN - marža k ceni
FEASIBILITY STUDY - študija izvršljivosti ???
CONSTITUT - opredeliti
METICULOUSLY - natančno
RECTIFY - popraviti
ENDUSER - končni porabnik
PARTICIPATIVE - sodelujoč
WARY - previden
INFER - sklepati
EXUBERANT - živahen
SUBTLE - neizrazit
INCENTIVE SCHEME - spodbuden načrt
PROFOUND - temeljit
COMMISSIONED - orderd
COMPENSATORY LIABILITY - odškodninska odgovornost
UNDIMINISHED - ne zmanjšano
INDEFINITELY - brez časovnih omejitev
APPALLED - prestrašen od ...
AS A TOKEN OF... - v znak...
TO CLINCH A LUCRATIVE DEAL - zakovati dobičkonosen posel

APPENDIX 2 (iz neta)

ADOPT - take over (an idea etc.) from another person.
A BILL - a proposal for a new law
ACHIEVEMENT - something achieved., 2 a the act or process of achieving. b an instance of this.

ADVERTISEMENT - a public notice or announcement, esp. one advertising goods or services in newspapers, on posters, or in broadcasts.

ADVERTISING CLINIC - a place to brainstorm or discuss ideas about advertising

ANNUAL REPORT – a yearly publication showing a company’s financial position

ANTI – ESTABLISHMENT – non in agreement with government or authority

APPLIANCE - a device or piece of equipment used for a specific task, esp. a machine for domestic use.

APPLY - make a formal request for something to be done, given, etc.

APPRAISAL PROGRAMMES – a series of tests

ASSET - a useful or valuable quality. b a person or thing possessing such a quality or qualities

AVAILABILITY OF LABOUR – that is how easy or difficult is to find workers

AVAILABILITY OF RAW MATERIALS – such as oil and wood

BALANCE SHEET - a document showing assets and liabilities of an organization at a particular point in time.

BAR CODES – they are patterns of thick and thin stripes, or bars, which an electronic scanner reads

BENEFITS - a favourable or helpful factor or circumstance; advantage, profit.

BORROW - acquire temporarily with the promise or intention of returning.

CABLE – cables were used to communicate before telex or fax

CARDINAL NUMBER - number indicate quantity (one, two, three, etc.), as opposed to an ordinal number

CASE – container

CASH AND CARRY – customer can buy from the manufacturer’s

CHAIN STORE – one of a group of shops owned by the same company

CHAIRMAN - a person chosen to preside over a meeting, a the permanent president of a committee, a board of directors

CHECKOUT COUNTER - a long flat-topped fitment in a shop, bank, across which business is conducted with customers.

CODE OF PRACTICE – or set of rules, for -CUSTOMER CARE

COLOURFUL - 1 having much or varied colour; bright., 2 full of interest; vivid, lively.

COMPETING - competing, esp. in an examination, in trade, etc

COMPETITOR - a rival, esp. in business or commerce.

CONVENTI - a general agreement, esp. agreement on social behaviour etc. by implicit consent of the majority. b a custom or customary practice, esp. an artificial or formal one

COURTEOUS - polite, kind, or considerate in manner; well-mannered

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CUSTOMER - a person who buys goods or services from a shop or business., a person one has to deal with

CUSTOMER PROFILE – the sort of persons who will buy the product

CUSTOMISED – designed for a particular customer

DECLINE - deteriorate; lose strength or vigour; decrease, reply with formal courtesy that one will not accept

DECREASE - make or become smaller or fewer

DECREASE - make or become smaller or fewer, the act or an instance of decreasing.

DELICATESSEN COUNTER – a section of a shop which sells special cheeses, cooked meat, salads...

DEPARTMENT STORE – a large shop with many departments or sections-each department sells a different type of goods

DEVELOP - bring or come into existence

DISPOSABLE - intended to be used once and then thrown away

DOOR-TO-DOOR SALES – an agent for the company sells the product or service to the customer at home

DROP - a reduction in prices, temperature, etc.

DROPPED SLIGHTLY FRO 1997 TO 1999

EMBLEM - symbol

EMPLOYEE - a person employed for wages or salary, esp. at non-executive level.

ENCOURAGE - give courage, confidence, or hope to.

ENTERTAINMENT - a public performance or show.

ENVIRONMENT - the physical surroundings, conditions, circumstances, etc., in which a person lives

ESTABLISH - set up or consolidate (a business, system, etc.) on a permanent basis

ESTABLISHED - achieve permanent acceptance for (a custom, belief, practice, institution, etc.),

ETHICAL CUNSUMERS – they expect the companies they buy from to behave responsibly

ETHICAL POLICY covers areas such as PAYMENT ON TIME , PRODUCT POLICY and the environment
 EXECUTIVE - a person or body with managerial or administrative responsibility in a business organization etc.; a senior businessman or businesswoman.
 EXPENSIVE - costing much, 2 making a high charge.
 EXPERIENCE - knowledge or skill resulting from this
 FALL - go or come down freely; descend rapidly from a higher to a lower level
 FEATURE - a distinctive or characteristic part of a thing.
 FELL DRAMATICALLY FROM 1992 TO 1993
 FELL SHARPLY FRO 1999 TO 2000
 FLATTER ORGANISATION – organization in which there are fewer managers and people have equal status
 FOUNDER - a person who founds an institution.
 GLOBAL - worldwide
 GOALS - the object of a person's ambition or effort; a destination; an aim
 GOODS- all kinds of personal property.
 HOUSEHOLD - the occupants of a house regarded as a unit, 2 a house and its affairs.
 HYPERMARKET – a very large supermarket often located on the edge of a town or city
 INCREASE - make or become greater in size, amount, or more numerous, advance (in quality, attainment, etc.)
 INCREASE - make or become greater in size, amount, or more numerous, intr. advance (in quality, attainment, etc.)
 INCREASED*CONSIDERABLY* - thoughtful towards other people; careful not to cause hurt or inconvenience.
 INFLATION - a general increase in prices and fall in the purchasing value of money. b an increase in available currency regarded as causing this.
 INFRASTRUCTURE - roads, bridges, sewers, etc., regarded as a country's economic foundation.
 INNOVATIV - Latin innovare ‘make new, alter’ (as in-2, novus ‘new’)]
 INTEREST RATE – the amount the bank charges you to borrow money
 INVESTMENT OPPORTUNITY – a chance to make your money work for you
 INVESTORS – people who use money to earn more money
 ITINERARY - a detailed route.,2 a record of travel.,3 a guidebook., adj. of roads or travelling.
 KEENLY SOUGHT – are taken very seriously
 LABOUR COSTS – how much it costs to employ people
 LATERAL THINKING – thinking in a creative way, making unusual connection
 LEGAL UP – some extra help
 LIGHTER - a device for lighting cigarettes etc
 MAIL ORDERE – a company sends goods by post from its warehouse
 MAMAGEMENT - the process of managing or being managed; the action of managing., 2 a the professional administration of business concerns, public undertakings
 MANAGE - organize; regulate; be in charge of (a business, household, team, a person's career, etc.)
 MANAGING BY CONSENSUS – managing by getting everyone to agree
 MANUFACTURE - a the making of articles, esp. in a factory etc. b a branch of industry
 MARKET - The gathering of people for the purchase and sale of provisions, livestock,... with a number of different vendors
 MARKET- conditions as regards, or opportunity for, buying or selling.
 MOTIVATION – reason why people do thinks
 MULTINATIONALS – are companies which operate in a number of countries
 NET PROFIT - the effective profit; the actual gain after working expenses have been paid
 OBJECT - a material thing that can be seen or touched
 OPEN MARKET - an unrestricted market with free competition of buyers and sellers.
 OPERATING PROFIT – the gross profits minus the costs of overheads
 ORDINAL NUMBER – a number which shows order or sequence
 PACKAGING - a wrapping or container for goods, is used to protect goods and presents the image of them
 PARTICIPATION - taking part
 PATENT – to get a legal document to stop others manufacturing a product

PIE CHART – a circular graph divided into sectors
PLANT – factory
PRICE – is the amount the good cost
PRODUCT - a thing or substance produced by natural process or manufacture
PRODUCTION- the act or an instance of producing; the process of being produced
PROFIT MARGIN - the profit remaining in a business after costs have been deducted.
PRONOUNCED - of a word, sound., uttered. strongly marked; decided (a pronounced flavour; a pronounced limp).
PROTECTION - a the act or an instance of protecting. b the state of being protected; defense (affords protection against the weather). c a thing, person, or animal that provides protection
PROVIDE - supply; furnish (provided them with food; provided food for them; provided a chance for escape)
QUEUE- a line or sequence of persons, vehicles, etc., awaiting their turn to be attended to or to proceed.
REBEL – someone who fights against authority
RECESSION - a temporary decline in economic activity or prosperity, a receding or withdrawal from a place or point. a receding part of an object; a recess
REFEREE - a person willing to testify to the character of an applicant for employment etc
REPEAT BUSINESS- companies want customers to buy from them again and again- CUSTOMER LOYALTY
RETAIL- the sale of goods in relatively small quantities to the public, and usu. not for resale (
RISING - going up; getting higher.
ROSE STEADILY FROM 1993 TO 1997
SALARY - a fixed regular payment, usu. monthly or quarterly, made by an employer to an employee, esp. a professional or white-collar worker
SERVICE- assistance or benefit given to someone.
SHAREHOLDER - an owner of shares in a company.
SHOPPING CENTRE MALL – a covered with shops, supermarkets and restaurants
SKILL- expertness, practiced ability, facility in an action; dexterity or tact.
SMART - a clever; ingenious; quick-witted (a smart talker; gave a smart answer).
SNACK – FOOD - a light, casual, or hurried meal. 2 a small amount of food eaten between meals.
SOCIAL - of or relating to society or its organization.
SPECIALIST RETAILER – a shop which only sells one type of product, usually of high quality
STABILIZE - make or become stable.
STEAL - take (another person's property) illegally, take (property etc.) without right or permission, esp. in secret with the intention of not returning it.
STOCK - a store of goods etc. ready for sale or distribution etc
STRATEGY - a plan of action or policy in business or politics etc.
STYLISH - fashionable; elegant., 2 having a superior quality, manner, etc
SUBSIDIARIES – Parent or HOLDING COMPANY owns other companies or parts of other companies
SUPERMARKET – a large self-service shop selling food and drink and also small household items
SUPPLIER – is an agent who provides goods or services
SUPPORTIVE - providing support or encouragement.
SWOT ANALYSIS – an analysis of company's strengths S and weaknesses W and also of opportunities O and threats T
SYNONYMOUS WITH A DISPOSABLE AGE – represents our fast-moving world
TAX YEAR - financial year - a year as reckoned for taxing or accounting (e.g. the British tax year, reckoned from 6 April)
TAXES - a contribution to state revenue compulsorily levied on individuals, property, or businesses
THE END JUSTIFIES THE MEANS – it doesn't matter what methods you use ; success is only important thing
THE INTERNET (E- COMMERCE) – electronic shopping from companies websites
TILL DISPLAY - a drawer for money in a shop or bank , esp. with a device recording the amount of each purchase.
TO MODIFY – make small changes
TO POSE AS – to pretend or make believe
TO REFINE - improve

TRADEMARK - a device, word, or words, secured by legal registration or established by use as representing a company, product.

TREND - a general direction and tendency (esp. of events, fashion, or opinion etc.), bend or turn away in a specified direction

TROUBLESHOOTING – solving problems

TURNOVER - the amount of money taken in a business.

TV SALES – customer see product advertise on the screen and place their orders by phone / fax / the internet

UNEMPLOYMENT - the state of being unemployed., the condition or extent of this in a country or region

UNIQUE SELLING POINTS of a product are the things that make it special and different from other similar products

USEFUL - a of use; serviceable. b producing or able to produce good results (gave me some useful hints)