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Т. А. Гудкина, М. А. Пирогова

COMPANY PRESENTATION

(Презентация компании)

Учебное пособие

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Гудкина Т. А., Пирогова М. А.

Company Presentation (издание 2-е). Учебное пособие по развитию навыков презентации информации о структуре, характере деятельности и перспективах развития компании (организации) на английском языке. Благовещенск: Амурский гос. ун-т, 2018.

Пособие предназначено для обучения студентов языковых вузов, изучающих английский язык как профессиональную дисциплину, а также для студентов экономических специальностей, изучающих английский язык углубленно.

Введение – М. А. Пирогова, Part 1 – Т. А. Гудкина, Part 2, 3 – Т. А. Гудкина, Part 4 – М.А. Пирогова, Part 5 – Т. А. Гудкина.

Рецензенты: **З.Г. Прошина**, зав. кафедрой теории и практики перевода Института иностранных языков ДВГУ, д-р филол. наук, проф. ;
С.В. Деркач, ст. преподаватель кафедры иностранных языков АмГУ, канд. филол. наук.

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ВВЕДЕНИЕ

Обучение иностранным языкам в современных условиях является комплексной задачей, не ограничивающейся формированием базовых навыков и умений. Использование разнообразных лексико-грамматических структур ориентировано на достижение определенных коммуникативных целей, одна из которых – осуществление полноценного речевого акта с носителями иностранного языка в условиях делового общения.

Настоящее пособие представляет собой сборник упражнений, направленных на развитие и закрепление навыков презентации компании (ее структуры, динамики развития, причин экономического развития или спада) на английском языке. Весь материал организован в тематические блоки.

В разделе COMPANY PROFILE содержатся базовые тексты и упражнения на отработку вокабуляра, коммуникативные задания.

Разделы COMPANY STRUCTURE и COMPANY HISTORY состоят из упражнений, направленных на формирование навыков презентации информации о структуре и истории развития компании с использованием аннотированной справки и заданного формата сообщения.

В разделе COMPANY PERFORMANCE умение студентов применить отработанный ранее материал проверяется с помощью комплексных упражнений, включающих в себя работу с таблицами, графиками и диаграммами, что позволяет научить студентов грамотно описывать графический материал на английском языке.

В разделе WORD POWER содержатся упражнения на отработку правил употребления устойчивых словосочетаний и выражений с глаголами **to do** и **to make**, что способствует снижению вероятности появления стилистических и грамматических ошибок в высказываниях студентов при использовании указанных глаголов.

Каждый раздел состоит из оригинального базового текста с отмеченными в нем лексическими единицами, лексико-грамматических упражнений, направленных на отработку изучаемого вокабуляра, коммуникативных упражнений, целью которых является формирование навыка составления и презентации устного высказывания в заданном формате.

Пособие сопровождается тремя приложениями (Files), содержащими большой практический материал (в виде информации о деятельности известных мировых компаний и организаций) для тренировки изучаемого формата “Company Presentation”, структуру устной презентации, список необходимых устойчивых словосочетаний и выражений.

PART I COMPANY PROFILE

1.1. *READING* Black & Decker Corporation

The Black & Decker Corporation is a diversified global manufacturer and maker of household and industrial products. The company headquarters are in Philadelphia. B&D operates 61 manufacturing plants: 32 in the United States and 29 in 14 other countries. Its products are **marketed** in 100 countries.

The B&D owns plumbing **subsidiaries** in Mexico, South American and Asian countries including Mallory Controls, which is the largest in terms of sales. B&D operates 14 **franchises** in different countries, which carry a complete line of B&D products. Company produces a wide range of household small appliances. Its business portfolio consists of power tools and power tools accessories, household appliance products, lawn and garden care products, plumbing products. We have a full line of products that can **compete** with anyone in the world. The small appliance market **accounts for** the majority of sales.

Surveys show Black & Decker is the seventh most powerful **consumer** brand name in the United States (behind Coca-Cola and Kodak but ahead of Levi's and Hershey' and in the top 20 in Europe). The company's brand names are recognized worldwide for quality, design, innovation, and value.

B&D is the overall world leader in the power tool industry followed by Japanese maker Makita and Germany's Robert Bosch Power Tools. No other manufacturer comes close to matching B&D's global distribution **capabilities** in the do-it-yourself segment.

The household appliance industries are composed of 69 firms. Company's primary competitors are Hamilton Beach, Sunbeam Appliance, Norelco and Toastmaster which is the leader in the toasters and toaster ovens segment. These four competitors **capture** 40% of the small appliance market. The competition revolves around which company outperforms its **rivals** in terms of market share.

B&D enjoys high **market share** in most categories, only in toasters, food processors and hair care products the company holds a lesser share. Irons constitute

company's most prized category where it owns over 50% of the market. Irons **account for** almost 25% of total sales. The company sells its products through **wholesale** distributors, discount chains, home improvement centers, **retail outlets**. B&D spends rather heavily on advertising and promotion activities: TV and magazine ads, trade shows, and in-store displays. The company offers training seminars and provides training videos to dealers and distributors to upgrade their knowledge and sales skills and to help with promotion and display activities.

LANGUAGE PRACTICE

1.1.1. Match the words with their definitions

- | | |
|-----------------|--|
| 1. market share | a. a company that is owned or controlled by another larger company |
| 2. rival | b. shop, company, or organization through which products are sold |
| 3. market | c. company which has the right to sell other company products or services |
| 4. subsidiary | d. skill, or power that makes an organization able to do something, especially something difficult |
| 5. consumer | e. the sale of goods in shops to customers, |
| 6. franchise | f. the business of selling goods in large quantities at low prices to other businesses |
| 7. retail | g. organization that you compete with in business |
| 8. wholesale | h. to try to do better than another organization |
| 9. outlet | i. someone who buys and uses products and services |
| 10. account for | j. percentage of sales in a market that a company or product has |
| 11. compete | k. to form a particular amount of something |
| 12. capability | l. to make a product available in shops |

1.1.2. Complete each item with a word from the box.

compete	retail	subsidiary
rival	capability	market share
wholesale	account for	consumer
outlet	capture	market

1. This gives the company a competitive advantage over its _____.
2. In a fight with other video chains for _____, Blockbuster spent heavily on advertising and promotion.
3. The company has exclusive European rights to _____ the new software.
4. Relco plans to establish a _____ company in the UK with a capital of \$4m.
5. Hamburger _____ are by far the most important, representing almost 80% of total turnover in the fast food market.
6. We are looking for more _____ outlets for our products.
7. We aim to _____ eight percent of the UK wine market.
8. Does the company have the _____ to change to meet market needs?
9. Small, independent bookstores simply can't _____ with the big national chains.
10. The shopkeeper buys his fruit and vegetables at _____ prices.
11. Replicas _____ a small portion of total Quetzal sales.
12. Only 25% of the price a _____ pays for vegetables goes to the farmer.

1.2. *READING* **The Philips Company**

1.2.1. Before reading the text below about Philips, decide whether you think these statements are true (T) or false (F).

1. It is the world's second biggest electronics company.
2. It has produced over 100 million TV sets.
3. Its headquarters are in Amsterdam.
4. It was the first company to produce compact discs.
5. It is active in a small number of specialized businesses.
6. It provides the lights for famous landmarks such as London's Tower Bridge.

1.2.2. Read the text and check your answers.

Profile

Philips' headquarters are still in Eindhoven. It employs 256,400 people all over the world, and has sales and service outlets in 150 countries. Research laboratories are located in six countries, staffed by some 3000 scientists. It also has an impressive global network of some 400 designers spread over 25 locations. Its shares are listed on 16 stock exchanges in 9 countries and it is active in about 100 businesses, including lighting, monitors, shavers, and color picture tubes; each day its factories turn out a total of 50 million integrated circuits.

Story

The foundations of the world's biggest electronics company were laid in 1891 when Gerard Philips established a company in Eindhoven, the Netherlands, to manufacture light bulbs and other electrical products. In the beginning, it concentrated on making carbon-filament lamps and by the turn of the century was one of the largest producers in Europe. Developments in new lighting technologies fuelled a steady program of expansion and, in 1914, it established a research laboratory to stimulate product innovation.

In the 1920s, Philips decided to protect its innovations in X-ray radiation and radio reception with patents. This marked the beginning of the diversification of its product range. Since then, Philips has continued to develop new and exciting product ideas like the compact disc, which it launched in 1983. Other interesting landmarks include the production of Philips' 100-millionth TV set in 1984 and 250-millionth Philishave electric shaver in 1989.

People

Royal Philips Electronics is managed by the Board of Management, which looks after the general direction and long-term strategy of the Philips group as a whole. The Supervisory Board monitors the general course of business of the Philips group as well as advising the Board of Management and supervising its policies. These policies are implemented by the Group Management Committee, which consists of the members of the Board of Management, chairman of most of the product divisions and some other key officers. The Group Management Committee also serves to ensure the business issues and practices are shared across the various activities in the group. The company creed is 'Let's make things better'. It is committed to making better products and systems and contributing to improving the quality of people's work and life. One recent example of this is its 'Genie' mobile phone. To dial the

number you just have to say it aloud. Its Web TV Internet terminal brings the excitement of cyberspace into the living room. And on travels around the world, whether passing the Eiffel Tower in Paris, walking across London's Tower Bridge, or witnessing the beauty of ancient pyramids of Giza, you don't have to wonder any more who lit these world famous landmarks, it was Philips.

1.2.3. Read the Philips Story' again. Why are these date important?

- a. 1891 b. 1914 c. The 1920s d. 1983 e. 1984

1.2.4. Find the figures in the text that correspond to the following pieces of information.

Example: The approximate number of designers working for Philips : 400

- 1 The number of people working for Philips worldwide _____
2. The number of countries with sales and service outlets _____
3. The number of countries where Philips has research facilities _____
4. The approximate number of scientists working in Philips' research laboratories _____
5. The number of integrated circuits produced every day _____

1.2.5. Match the words from the text with their definitions.

- | | |
|-----------------------------|---|
| 1. an innovation (line 8) | a. a planned series of actions |
| 2. a patent (line 9) | b. main offices |
| 3. diversification (line 9) | c. a place or address |
| 4. a range (line 10) | d. the introduction of a new idea |
| 5. headquarters (line 15) | e. a selection or series |
| 6. a location (line 24) | f. making different types of products |
| 7. a strategy (line 32) | g. an agreed course of action |
| 8. a policy (line 36) | h. the right to make or sell an invention |

1.2.6. Replace the words in bold with the words used in the text.

1. Gerald Philips **set up** (*established*) a company in Eindhoven.
2. The company initially **specialized in** (c _____) making carbon-filament lamps.
3. Developments in new lighting technologies fuelled a steady **plan for growth** (p _____ of e _____).
4. In 1983 it **introduced** (l _____) the compact disk onto the market.
5. Each day its factories **produce** (t _____) a total of 50 million integrated circuits.
6. Royal Philips Electronics is **run** (m _____) by the Board of Management.
7. The Supervisory Board **carefully watches** (m _____) the general course of business.
8. Policies are **put into practice** (i _____) by the Group Management Committee.
9. The Group Management Committee consists of members of the Board of Management and chairmen of most of the product **sectors** (d _____).
10. The Group Management Committee serves to ensure the **important matters** (i _____) and **ways of doing business** (p _____) are shared across the company.

1.2.7. Complete the passage using the words from Ex. 1.2.5. – 1.2.6.

The key to Philips' success can be described by two words. The first is **1** innovation: the company designers are continually developing and creating new products. The second is **2** _____: Philips is active in about 100 businesses varying from consumer electronics to domestic appliances and from security systems to semiconductors. With such a wide **3** _____ of products the company needs a complex system of management. Each product **4** _____ has its own chairman: most of these chairmen are members of the Group Management Committee, which **5** _____ all company decisions and plans. The Supervisory Board **6** _____ the general business of the group and it also advises and supervises the Board of Management.

1.3. *VOCABULARY* Manufacturing and Services

A. Manufacturing sector

Industries	Products
aerospace	planes and space vehicles
cars (BrE) / automobiles (AmE)	cars
computer hardware	computers, printers, etc.
construction	buildings
defense	arms, weapons
food processing	canned, frozen foods, etc.
household goods	washing machines, refrigerators, toasters, etc.
pharmaceuticals	medicines
textiles	cloth and clothes

B. Service Sector

Services/service industries	Products/services
catering	restaurants, bars, etc.
computer software	programs for computer
financial services	banking, insurance
healthcare	medical care
leisure	sport, theme parks, etc.
media	books, newspapers, film, television
property (Br.E) / real estate (AmE)	buying, selling and managing buildings
retail	shops
telecommunication	phone, Internet services
tourism	travel and holidays

LANGUAGE PRACTICE *Classification*

X	consists of is made up of is divided into	α and β	α and β	make up compose form	X
----------	---	---	---	----------------------------	----------

Example:

Manufacturing sector **is made up of** construction industry, food processing, textiles
 Construction industry, food processing, textiles **make up** Manufacturing sector.

1.4. VOCABULARY Types of Company

1.4.1. Match the business type with the correct characteristics.

- | | |
|-----------------------------------|---|
| 1. partnership | a. quoted on stock exchange |
| 2. cooperative | b. an individual owns the business |
| 3. Private limited company (Ltd.) | c. companies work together on specific projects |
| 4. Public limited company (Plc.) | d. a company that is controlled by another larger company |
| 5. sole proprietor | e. two or more people working together |
| 6. subsidiary | f. one company gains control of another |
| 7. merger | g. a company that buys the right to use / sell a product or service |
| 8. franchisee | h. workers run the company |
| 9. joint venture | i. unlisted company with limited liability |
| 10. acquisitions | j. agreement between two or more companies to join together |

LANGUAGE PRACTICE *Name*

X is called **Y**
 is known as

Example:

Company, (which is) quoted on stock exchange **is called** Public limited company

1.4.2. Match the words in the box with the information below.

take over	joint venture	a limited company
a sole proprietor	a partnership	a plc

1. Mike Cobb set up an art gallery last year. He owns the gallery and manages it by himself. _____
2. Cool-Cola is a British company. They would like to launch their product to Japan, and would like a Japanese company to help them to do this. They need _____
3. Craftsplay is a medium-sized firm whose shares are available on the stock market. _____
4. Ovensclean went bankrupt last year, but its shareholders were not made responsible for all the money it owed. _____
5. Brothers Gianfranco and Giancarlo Belen recently set up an import-export company. They run the business together. _____
6. Supersavers is an ailing supermarket chain. BigFood plans to buy enough shares to take control of the company. It is planning a _____

1.5. *SPEAKING* **Company Profile**

Take turns to question each other about the companies.

Student A	Briggs and Stratton Corporation
Employees:	750
Activity:	manufacturing of gas-powered engines
Location:	St. Paul, Minnesota
Affiliates:	1 retailing company in Mexico
Factories:	1 manufacturing plant in Omaha repair workshop and warehouse in Minneapolis
Markets:	Eastern Europe, Australia

Student B Campbell U.S.A.
Employees: 12000
Activities: production of soups, biscuits, and bakery
Location: Ann Arbor, Michigan
Factories: 2 plants in Kentucky
 1 manufacturing plant in Florida
 2 warehouses in California
Branch: Paris, France (sales only)
Offices: Buenos Aires, Argentina
Markets: North America. Europe

What company do you work for?

Where is your company based?

What size is your company?

What does the company do?

Do you have factories in other parts of the United States?

Does your company have offices in other countries? Where?

What markets do you target at?

1.6. SPEAKING **Working for Revlon or Dolce & Gabbana?**

Choose the company and then take turns to ask other students about their company's profile. Look at File 1.

1. What company do you work for? _____
2. What does your company do? _____
3. Where are your headquarters? _____
4. How many people do you employ? _____
5. Do you have subsidiaries/franchises in other countries? _____
6. What is your turnover, market share? _____
7. What are your main competitors? _____
8. Where do you market your products? _____
9. How do you distribute your products? _____
10. How do you promote your products? _____

PART II COMPANY STRUCTURE

2.1. *READING* Company Staff

Read the text and draw an organization chart. Describe the chart.

The management team of the company is a highly professional staff with an average age under 40. Face-to-face communication between management and employees has played a key role in building the excellent labor relations on which we pride ourselves. Our employees are very creative and versatile. So, they don't let anyone overtake our company in productivity.

We will outline the structure of the company from the top, starting with a Chief Executive Officer. In 1990 Paul Marshall was elected CEO. He **oversees** all aspects of company's activities. His immediate subordinates include four Vice-Presidents who are directly **responsible to** CEO.

James Lestroy is the Vice-President of Manufacturing. He **is involved in** the activities connected with creating the goods and the services for the company. He also **supervises** several middle managers, who **handle** inventory, production and quality control. So, such staff members as he Director of Operations (Dustin Wales). The Director of Quality Insurance (Sam Robinson), the Director of Engineering and maintenance (Robin Stewart) and the Manager of Special Projects (Katie Smithers) **report to** the Vice-President of Manufacturing.

The Vice-President of Marketing is Deborah Minter. She is in charge of market research and product development. Besides, she **takes care** of the pricing, promotion and distribution strategy of the company. Regional managers are directly **responsible to** the Vice-President of Marketing. They are **in charge of** group managers who **oversee the work** of brand managers.

The Vice-President of Finance is Peter Brinner who **is engaged in** managing financial assets of the company. He **supervises** the Director of Accounting (Brooke Spacey) and the Director of Finance (Clayton Manners) who **deal with** accounting, investments, budgeting and financial controls.

The Vice-President of Human Resources is Leia Swanson. She **administers** all the tasks related to the human resource management of the company. MRS. Swanson **controls** the work of the Director of Safety, Worker’s Compensation and Benefits (Jack Polansky), Director of Security, Cafeteria and Facilities (Irene Stanton), the Director of Recruiting and Training Programs (Robert Cusack). Their tasks embrace forecasting the need for human resources, recruiting, selecting, orienting and developing these resources. They are also **responsible for** creating performance appraisal and compensation systems, **looking after** the welfare of the employees and **handling** all legal issues concerning human resources.

LANGUAGE PRACTICE

Pyramid	Responsibilities
report to	be responsible for
be responsible to	deal with
supervise	handle
oversee	look after
be in charge of	take care of

2.1.1. Complete each item with a word from the box.

1. Cabinet members are directly _____ the President.
2. His job at the White House had been to _____ the press.
3. Her secretary always _____ the details.
4. I must _____ the Director of the Office of External Operation.
5. He is _____ recruiting and training new staff.
6. Team leaders and project managers _____ groups of programming staff.
7. Ruff _____ a staff of more than 200 lawyers.
8. The finance department _____ all the accounts.
9. I'm leaving you here to _____ business until I get back.
10. Stern put Travis _____ the research team.

2.2. READING Parts of a Company

Someone is giving a visitor a tour of a company. Read about the nine departments and underline the names of all the departments.

Ok, let's start here, in research and development, or R&D. This department is responsible for thinking of ideas for new products and finding ways to improve our existing products...

This department looks after our computer equipment. They deal with any problems. This is information technology, or IT...

Purchasing buys all the things we need to make our products. They talk to our suppliers and try to get the best price....

This is the main factory area, the production department. Here we make our products. It's the biggest part of the company.

Here in the finance department, they check how much the company is making and decide how much to spend. They also pay employees' salaries...

This department looks after the people who work here. Human resources is responsible for recruiting new employees, organizing training and helping with any problems...

Sales and marketing is very important. The marketing people think up the ideas for selling our products. The sales people go out and sell our products to our customers...

Customer services processes orders from customers. It organizes transportation, checks that customers have received their orders and deals with complaints...

Finally, distribution is responsible for transporting our products. They receive orders from customer services, and plan how and when to transport the products so the customers receive them at the right time.

LANGUAGE PRACTICE

2.2.1 Match the names of the departments (1-9) with the phrases (a-i) to make a short description of each department.

- | | |
|---------------------------|-------------------------------------|
| 1. Sales and marketing | a. transports the products |
| 2. Information technology | b. pays the salaries |
| 3. Customer services | c. sells the products |
| 4. Human resources | d. makes the products |
| 5. Purchasing | e. looks after the computers |
| 6. Production | f. thinks of ideas for new products |
| 7. R & D | g. recruits new staff |
| 8. Finance | h. processes orders from customers |
| 9. Distribution | i. buys parts from suppliers. |

2.3. Ground Plan of Headquarters

There are nine such departments at this company headquarters.

Match each function with the department responsible for it.

Administration	Purchasing	Transport
Accounts		Personnel
Production		Legal
Sales and Marketing	Research and Development	

Functions

1. carries out market research
2. works with the factory unit
3. runs the mail room for all incoming and outgoing correspondence
4. draws up contracts
5. operates the firm's lorries, vans and cars
6. works to improve the firm's product range
7. is responsible for recruitment and selection
8. pays wages and salaries
9. in charge of the welfare of employees
10. deals with data processing services
11. advises on corporate regulations
12. arranges delivery of goods to customers
13. organizes the activities of the sales
14. prepares financial reports: income statement, profit and loss analysis, balance sheet, cash flow analysis
15. provides office services, such as typing and photocopying
16. creates new products
17. keeps a record of all payments made and received
18. bring the firm's goods and services to the attention of potential customers
19. organizes training courses
20. orders all raw materials and supplies needed by the firm
21. organizes quality control to maintain product standards
22. is responsible for logistics
23. handles stock control
24. is responsible for advertising

PART III COMPANY HISTORY

3.1. *READING* A Good Start

The Black & Decker Corporation traces its origin to 1910. It originated as a producer of lawn care products. The company got off to a good start due to the favorable market situation. B&D came a long way from the little workshop that made lawn care and power tools accessories to become a giant in its small appliance **niche**. Black & Decker began to **pursue** diversification because of growing **maturity** of its **core** power tools business. In 1984, B&D purchased three European tool manufacturers to fill in product gap and strengthen its manufacturing base; the **acquisition** involved a Swiss manufacturer of portable electric woodworking tools for professional users, the leading European manufacturer of drill bits, and a German producer of hobby and precision power tools.

In 1985, Black & Decker acquired General Electric's housewares business for \$300 million. The company **expanded** its product line to include coffee makers, hair dryers and hair curlers, food mixers and processors, toasters, electric skillet, can openers, waffle irons, and blenders. The acquisition of GE's housewares business launched B&D on a course to transform the company from a power tools manufacturer into a consumer product company. By 1985 B&D had grown from a fledgling firm producing power tools into a manufacturer of innovative and reliable household appliances.

During the late 1980s the company experienced increased competition and slow growth. Competition centered around such variables as price, quality, product design, product innovation, brand-name reputation, size and strength of retail dealer networks, and after-sales service. All makers were working to bring out new products that were lightweight, compact, cordless, less noisy, prone to less vibration, strong and fit easily and comfortably in user's hands. Small appliance manufacturers competed fiercely for retail shelf space to defend market share. The company faced competition from both U.S. and foreign manufacturers and couldn't keep pace with its major competitors. During the 1986-89 period B&D's reputation in power tools

had been **tarnished** by **shoddy** product quality. Consumer **confidence** was down, trade was **slack**. B&D executives insisted more emphasis be put on quality control.

In 1990 the company introduced a line of toasters with wider slots, a line of cordless power tools, and a new iron that shut off automatically when it sat too long or was tipped over. This **boosted** B&D's profits to &97.1 million.

However, in 1992 company recorded drop in sales and profits. Company officials attributed this decline to the economic slowdown in many southern and midwestern markets. It was the worst small appliance market since 1973. The 1992-94 **recession** in the United States resulted in a **slump** in power tool sales. However in Europe the company had record sales in 1993. Demand for power tools was growing fast due to sales opportunities in the newly democratic countries in Eastern Europe.

The domestic market made up about 75% of their sales. But B&D didn't become **complacent** with success and continued to look for the ways to increase its market share. During the next decade the company gradually expanded its presence in international markets. It targeted its appliances to the established European small appliance market and concentrated on growing franchise system in Europe and Asia. In 1996 a joint venture was signed with Price Pfister, a European power tool manufacturer and the rights to operate 6 franchises in England were acquired. Subsidiaries were also established in Hong Kong. By 1998 the company had gained a real presence in foreign markets **surpassing** American Standard to become one of the world leaders in small appliances. B&D was **ranked** as the fourth largest small appliance maker in the world. It has the largest market share of any full-time producer of household appliance products in the United States, Canada, Mexico and Australia and a growing presence in Europe, Southeast Asia and Latin America.

B&D set out to capture a larger share of the growing household appliance market. In January 1999 B&D negotiated a deal with Allegheny International to purchase its Sunbeam Appliance division for about \$260 million. However in February, Allegheny International backed out of the sale and **merged** with another company. A month later in March 1999 the company engineered the biggest acquisition ever. B&D **took over** Emhart Corporation, the leading manufacturer of

household equipment, which contributed significantly to 1999 sales growth. B&D company's officials reported sales to take off. Much of the increase was due to the sales boost provided by glass-container equipment resulting from acquisition of Emhart. Black & Decker outperformed competitors and gained market share in most of its major businesses in 1999 – even businesses where difficult economic conditions resulted in sales declines.

Company executives believed that the company was in position to **prosper** when market conditions improved. Even with limited growth and intense competition in appliance markets company managers expect that the company will perform well in the future. The company should continue to focus on fixing its weaknesses and capitalizing on its strengths.

LANGUAGE PRACTICE

3.1.1. Match the words with their definitions.

- | | |
|------------------|---|
| 1. recession | a. slow-moving, lacking energy, poor |
| 2. prosper | b. the level of people's satisfaction with the economic situation |
| 3. pursue | c. to become better or greater |
| 4. slump | d. a difficult time when there is less business activity in a country |
| 5. niche | e. to combine, or to join things together to form one thing |
| 6. shoddy | f. to have a particular position in a list of people or things |
| 7. acquisition | g. satisfied, pleased |
| 8. confidence | h. a company that is bought by another company |
| 9. core business | i. to become rich or make a large profit |
| 10. merge | j. an opportunity to sell a product or service to a group of people |
| 11. tarnish | k. to try to achieve something over a long period of time |
| 12. rank | l. made or done cheaply or carelessly |
| 13. slack | m. makes something worse |
| 14. complacent | n. a sudden decrease in prices, sales, profits |
| 15. surpass | o. main activities of a company |

3.1.2. Complete each item with a word from the box.

tarnish	slack	merge	surpass	confidence
rank	prosper	pursue	shoddy	slump
core	niche	recession	acquisition	complacent

1. You have a right to return any _____ goods you might buy.
2. In times of severe _____ companies are often forced to make massive job cuts in order to survive.
3. We simply cannot afford to be _____ about the future of our car industry.
4. Van Meer's magazines are aimed at two growing _____ markets: Internet users and senior citizens.
5. The activities of the right-wing extremists _____ the reputation of the administration.
6. In all its acquisitions, Guinness has sought business opportunities that have enhanced and strengthened its _____ activities.
7. India's software companies have _____ by keeping costs to a bare minimum.
8. The company has made _____ in several E.C. countries.
9. Sandoz _____ as one of the 10 largest drug companies in the world.
10. The report shows consumer _____ dipping to levels not seen since the severe 1981-82 recession.
11. Corporate profits have been hurt by _____ demand.
12. Nintendo and SEGA _____ radically different strategies for bringing telecommunications to their game machines.
13. In 15 years, China will likely _____ the U.S. as the world's largest market.
14. In 1969, Cadbury _____ with Schweppes, changing the whole character of the company.
15. One of their major concerns was the _____ in wool prices.

3.1.3. Complete each item with the correct preposition.

1. Improved airline service led to an 18.7% increase ___tourists to Africa last year.
2. The course places emphasis _____ practical work.
3. The stores have to compete _____ customers in the Christmas season.
4. Manufacturers report a big drop _____ new orders.
5. The volunteers contribute their own time _____ the project.
6. We are still dealing with problems resulting _____errors made in the past.
7. The program is targeted _____improving the health of women of all ages.
8. Founded in 1981, Softbank concentrated _____ two domestic markets:
publishing and computer-software distribution.
9. There is a growing demand _____pasta in the UK
10. Weeks of negotiations resulted _____ an agreement.
11. The coastal region is prone _____ earthquakes.
12. Although the business is improving we can not afford to be complacent _____
the results.
13. The book is small enough to fit _____ your pocket.

3.1.4. Complete each item with the correct phrasal verb.

1. They've _____ a new perfume called 'Desire'.
2. Much of their work is _____ local development projects.
3. After you've signed the contract, it will be impossible to _____.
4. The government is trying to _____its commitment to reduce pollution.
5. The management _____the success of the campaign _____ the new director.
6. They _____ to improve product image.
7. The company is _____young, enthusiastic graduates to work in
its sales department.
8. Of the 17 restaurant chains _____ the sandwich segment, McDonald's
had a 33 percent market share.
9. After a quiet period in the late 1880s the numbers emigrating to the United States
really _____ in the 1890s.

3.1.5. Fill in the table.

1.	1910	B&D was founded.
2.	1984	
3.	1985	
4.	1986 - 89	
5.	1990	
6.	1992	
7.	1993	B&D had record sales in Europe.
8.	1990s	
9.	1996	
10.	1999	

3.1.6. Join the ideas in the table to show the purpose and the result.

purpose	to	result	As a result
	so as to		In this way
	in order to		By doing so

Example:

B&D purchased 3 European manufacturers to strengthen manufacturing base.

	EVENT	PURPOSE	RESULT
1.	purchase 3 European manufacturers.	fill in product gap; strengthen manufacturing base	diversify into related field
2.	acquire General Electric.	expand product line; diversify into small appliance business	transform from power tool manufacturer into consumer product company
3.	introduce a line of toasters.	expand product line	profit / boost; gain market share; outperform competitors
4.	set out to establish franchises	expand its presence in international markets	increase market share
5.	sign a joint venture	acquire rights to operate 6 franchises in Europe	expand market share
6.	negotiate a deal with Allegheny International	purchase its Sunbeam Appliance division	
7.	take over Emhart	expand product line	sales / grow

3.1.7. Join the ideas in the table to show the cause and the effect.

cause	effect
be due to	result in
be caused by	lead to
result from	cause
because (of)	as a result
be the reason for	as a consequence
be attributed to	consequently

Example:

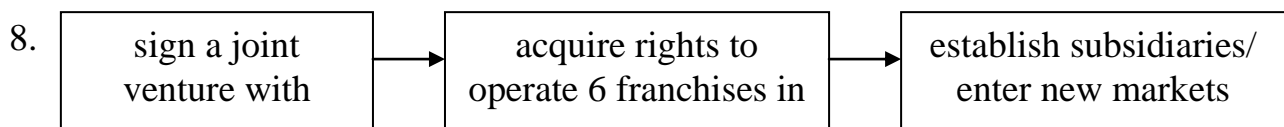
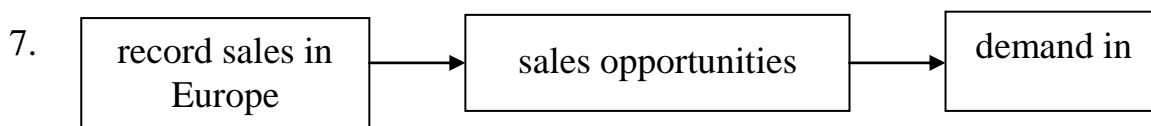
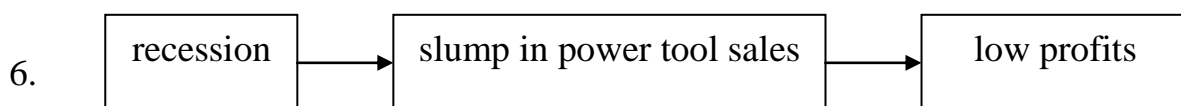
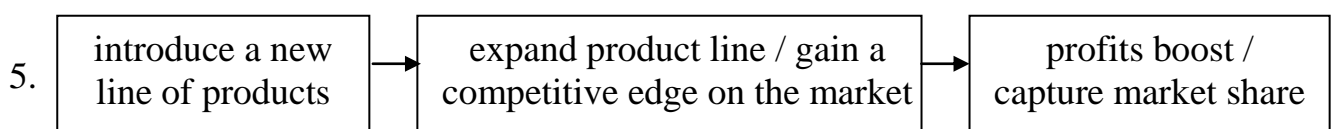
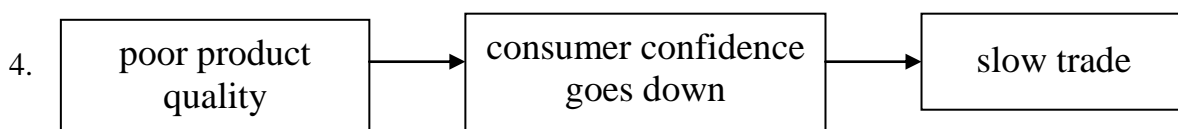
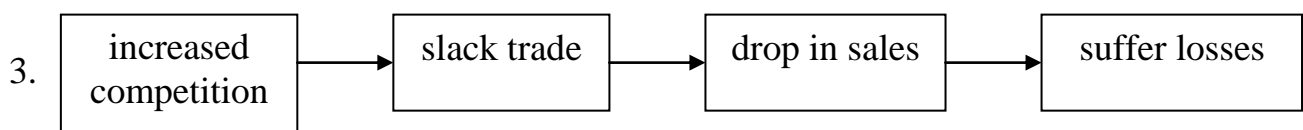
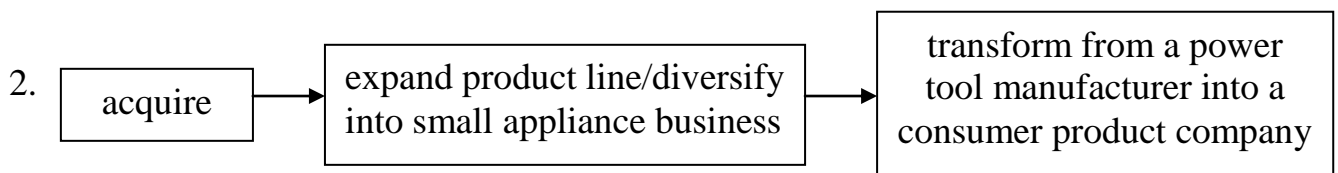
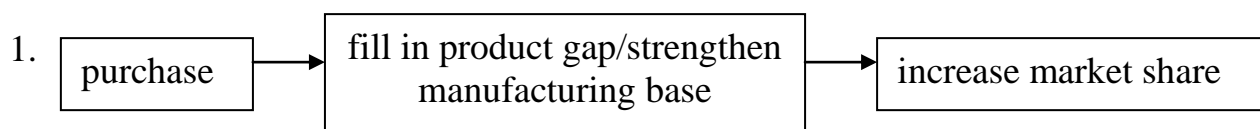
*Increased demand in household appliances **resulted in** record sales.*

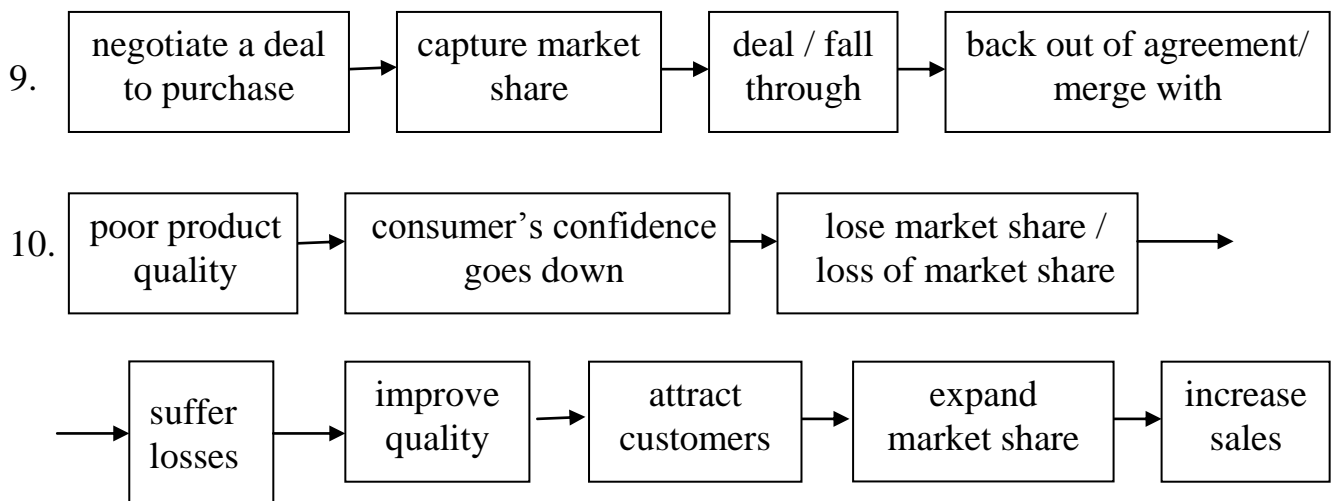
*We had record sales **because of** increased demand in household appliances.*

cause	effect
1. increased demand in household appliances	record sales
2. recession	sales decrease
3. economic slowdown	drop in sales
4. improve quality control.	profits rise
5. have problems with quality control	produce shoddy goods
6. publicity campaign	record sales
9. bad weather	losses
10. advertise the products on TV	increase brand awareness
11. distribution problems	poor sales
12. poor product quality	consumer's confidence goes down
13. launch new products	face tough (increased)competition
14. acquire a company	sales boost
15. difficult economic conditions	sales decline

3.1.8. Complete the 'event chains' from the text *A Good Start*.

so as to	because (of)	result in	lead to
in order to	in this way	the reason for	result from
attribute to	as a result	by doing so	be caused by
due to	as a consequence	cause	consequently





3.2. READING Company success and failure

3.2.1. Read the text and answer the following questions.

1. What are the reasons for success and failure of each company?
2. What are the consequences of the difficulties at Hitec?
3. What problems has Electrix had?

... and raw material costs have **shot up** during the last year. It is not surprising then that Hitec Ltd has decided to **cut back on** its Manchester workforce. It is estimated that 15% of the 6, 500 men and women employed will have to be **laid off**. Another result is that it has **pulled out of** the American market completely and concentrated on Western Europe. However, apparently plans to **get round** unfavorable new laws by opening factories in Belgium and Germany have been put off for a further six months. It appears that rumors that it was going to **take over** Connex Ltd are not true. Unless they can come up with some radical ideas to improve the situation it doesn't look like things are going to **pick up** in the coming year.

On the other hand, since the beginning of the year, sales at Electrix plc have **taken off** due to the development of some exciting new models. In fact it seems they are having trouble keeping up with production requirements. However not everything is going well at Electrix – the deal with Formatco has **fallen through** because they couldn't agree on certain key issues of design.

3.2.2. Match the phrasal words with the correct definition.

- | | |
|-----------------|---|
| 1. shoot up | a. increase a little/increase a lot |
| 2. cut back on | b. increase/reduce |
| 3. lay off | c. sack/give jobs |
| 4. pull out off | d. withdraw from/enter |
| 5. get round | e. meet/avoid |
| 6. take over | f. work together with/take control of |
| 7. pick up | g. get better/get worse |
| 8. take off | h. begin to increase dramatically/stop increasing |
| 9. fall through | i. continue as planned/not happen |

3.2.3. Complete each item with the correct phrasal verb.

1. The travel agency was planning to _____ another company.
2. Three years later, the company _____ 16 percent of its work force.
3. The economy is finally beginning to _____ again.
4. Demand for water has _____ by 70% over the last 30 years.
5. With the introduction of user-friendly software home computer sales _____.
6. Several major hospitals are _____ staff at the moment.
7. The studio planned to make a movie of the book but the deal _____.
8. They are trying to _____ the agreement.
9. Most companies manage to _____ the restrictions.

3.2.4. Answer the questions using the phrasal words in brackets.

Example: What are you going to do about your low profits this year? (cut back)

*One thing we are going to is **cut back on** the number of administrative staff.*

What happened to the sales of color TVs in the first part of the year? (shoot up)

Why are you looking so depressed? What's happened? (lay off)

Is John still going to play in match on Saturday? (pull out off)

Won't your father stop you coming to the party? (get round)

What do you think IBN is going to do next? (take over)

How's life at the moment? (pick up)

You are looking happy! Why? (take off)

Are you still going to sell your car to that guy you met last week? (fall through)

3.3 LISTENING Talking About Decisions

3.3.1. Listen to a brief history of the American motorcycle manufacturer, Harley Davidson. Number these events in the correct order.

- a. Richard Teerlink became CEO.
- b. The company increased production in the early 1970s.
- c. Sales of Harleys increased steadily.
- d. Demand for Harleys fell.

3.3.2. Listen again and fill in the blanks.

- a. In the early 1970s demand for Harley-Davidson motorcycles was high, _____ the company increased production.
- b. _____ production increased too quickly, quality went down and demand fell.
- c. In the 1980s Japanese motorcycles became very popular in the USA, _____ the company lost more market share.
- d. Richard Teerlink modernized operations and _____ _____, quality improved.

3.3.3. Connect sentences to make “*cause and effect*” statements.

- | | |
|---------------------------------------|------------------------------------|
| 1. The C1 model was very successful. | a. Sales increased sharply. |
| 2. Multi moved into a bigger factory. | b. All employees received a bonus. |
| 3. Multi had problems with quality. | c. Profits rose. |
| 4. Multi improved quality control. | d. Demand for the C1 fell. |
| 5. Multi earned record profits. | e. Production increased. |

3.3.4. Listen to four people talking about corporate decisions.

A. What kind of product or services are they talking about?

- Gillette
- Macy’s
- TAM
- Toyota

B. 🎧 Listen again and match the company with the correct information.

Company	Objective	Decision	Result
1.	<input type="checkbox"/> improve brand recognition in Russia	<input type="checkbox"/> set up a website	<input type="checkbox"/> profits rose sharply
2.	<input type="checkbox"/> increase sales	<input type="checkbox"/> use an electric motor and gasoline engine together	<input type="checkbox"/> 80% of the urban population knows the brand name
3.	<input type="checkbox"/> attract business travelers	<input type="checkbox"/> carry out a big advertising campaign	<input type="checkbox"/> the company produced the first hybrid car
4.	<input type="checkbox"/> protect environment	<input type="checkbox"/> offer new schedules and luxury service	<input type="checkbox"/> brand recognition among young shoppers increased

C. Take turns talking about four companies like this:

Company 1 wanted to....., so it decided to.... . As a result,.....

3.4. SPEAKING Business Decisions

3.4.1 Look at the information below and fill in the blanks in the interview with Peter Rossini.

Peter Rossini, Pete's Pizza

- expand business
- sell franchises
- the company now has over 500 outlets

Interview

A: What was your objective?

B: _____.

A: So, what did you decide to do?

B: _____.

A: And what was the result of your decision?

B: _____.

3.4.2. Read the information about two British businesses. Take turns acting out dialogs. Use the dialog in Exercise 3. 4.1 as a model.

Mark Kirby, Medic-Aid

- increase profits
- improve the production process
- profits increased by 600%

Paul Henderson, Gidleigh Park Hotel

- attract more lunchtime customers
- offer high-quality meals at lower prices
- lunchtime business increased

3.5. READING Bic's Success in a Throwaway World

Bic is a household name, synonymous with a disposable age.

3.5.1. Read the text and name the advantages of disposable products.

Few companies can say that they are responsible for changing the everyday habits of billions of people throughout the world, but the French company Bic, founded in 1950, is one that can.

The ballpoint pen came first. The original biros – named after Lazlo Biro, their Hungarian inventor – were expensive and difficult to use. Baron Marcel Bich, the owner of a small office supplies company, brought together French and British scientists to refine and modify the design. He negotiated the rights to produce and sell the pen with Biro. Production of the Bic “Crystal” began in 1953. The “Crystal” had a clear blue plastic tube and a visible ink supply which was sufficient to draw a line three kilometers long.

Sales rose from around 50,000 a week in the first year to a quarter of a million a day by 1956. Today sales of Bic writing instruments total more than 20 million a day in 160 countries.

Bich was not content with a one-product business and wanted to find other throwaway ideas. In 1972 came the disposable lighter. It is another success story, which made Bic world leaders in the sector, with daily sales of disposable lighters now

numbering almost 4 million. Bic's winning formula was a combination of simplicity of production and reliability: the company claims that its lighters will work 3,000 times compared with competing brands' 1,000.

The company used healthy profits to invest in its third major product range – the throwaway razor – in 1975. It now contests market leadership with Gillette. Bic subsequently diversified further – into windsurfing boards and fashion – but the three original throwaway ideas remain its success stories.

3.5.2. Complete the company history.

COMPANY HISTORY

1950 The company was founded.

1950-53 Lazlo Biro invented the first pen.

Marcel Bich **1** _____ and
2 _____ the design.

Bich **3** _____ with Biro to
4 _____.

1953 **5** _____

1956 **6** _____

1972 **7** _____

1975 **8** _____

Now Bic sells **9** _____ ballpoint pens per day.

Bic sells **10** _____ disposable lighters per day.

Bic and **11** _____ are leaders in
the market for disposable razors.

3.6. LISTENING Zurich Financial Services Group

3.6.1. Pat Woodgate describes the history of the company he works for. Before you listen, match the words with a definition.

- | | |
|---------------------|---|
| 1. asset management | a. a sum of money is paid to a company to take on a risk for you |
| 2. insurance | b. a company gives you financial advice, then manages your possessions |
| 3. re-insurance | c. to join together to form a new company |
| 4. to merge | d. an insurance company buys its own insurance from other insurance companies to share the risk of loss |

3.6.2.  Listen to the first part of the talk and answer the questions.

1. Which two things does the presenter talk about?

2. Complete the sentences.

a. Pat works in the Loss Control Department of Zurich _____, part of the Zurich _____ Group.

b. The company deals with the _____, e.g. local _____ and National Health trusts

3. Where was company founded?

4. In English, what was its original name?

3.6.3.  Listen to the second part of the talk and match each event to the correct date.

- a. 1873 b. 1875 c. 1922 d. 1993 e. 1998

1. The company merged with British American Financial Services and formed Zurich Financial Services Group. _____
2. The company obtained a license to conduct business in other European countries. _____
3. The company opened for business in the UK, with headquarters in London. _____
4. The company started and provided re-insurance. _____
5. The company took over the business of Municipal Mutual Insurance (MMI). _____

3.6.4. Complete the missing information.

Employees:	The group has 1 _____ employees
Customers:	The group has over 2 _____ customers
Countries:	The group operates in 3 _____ countries
Company status:	One of the ten largest companies which offer 4 _____

3.6.5. Complete each item with the correct preposition.

1. Although the firm was based _____ Minneapolis, the executive search firm found Ed in New York.
2. They announced that they have signed a letter of intent to merge _____ the name Comarco International Inc.
3. This organization has offices _____ the world.
4. He is widely acknowledged to be a world leader _____ his field.
5. The company provides consulting services _____ the firm's clients on the software installation.
6. She entered _____ an exclusive contract with an international sports shoe company.
7. Many middle managers also carry out a marketing role when dealing _____ issues relating to their public.
8. In 1969, Cadbury merged _____ Schweppes, changing the whole character of the company.

3.7. SPEAKING Idiomatic American English

1. On a Shoestring

A - **Out of the blue** he opened the business **on a shoestring**.

B - That's **a feather in his cap**.

A - I hope he doesn't **take a beating**.

B - I don't think so. He **struck while the iron was hot**.

A - He'll probably **wind up** being **well-heeled**.

B - I hope so. He's been **through the mill**.

out of the blue – unexpectedly, by surprise

*I didn't know he was seriously dating a girl. **Out of the blue** he told me he was getting married. I was surprised.*

on a shoestring – with little money to spend, on a very little budget

*We organized the party **on a shoestring** and had little food to spare.*

feather in one's cap – proud achievement

*She managed through hard work to win a big contract for her company, which became **a feather in her cap**. The scholarship he won to attend the university was **a feather in his cap**.*

take a beating – to lose a lot of money, to lose in a game or competition

*The Dodgers **took a real beating** on Saturday.*

strike while the iron is hot – to take advantage of an opportunity.

*On hearing of his inheritance **she struck while the iron was hot** and asked him to repay the money he owed her.*

wind up – to end, finish

*OK, just to **wind up**, could I summarize what we've decided?*

well-heeled (inf.) – well-off, wealthy, having plenty of money.

*Bob's father who is **well-heeled**, gave him a sports car.*

through the mill – through a hard time (with verbs *to be*, *to put* or *to go*)

*They really **put her through the mill** during the inquiry, asking a lot of questions.*

*He's really **been through the mill** recently.*

2. The Black Sheep

A - Why are you **taking your hat off** to me?

B - Because you succeeded even though you **had two strikes against** you.

You **were born on the wrong side of the tracks** and you were the **black sheep** of the family **to boot**.

A - Well, **I came a long way** mainly because I was a **go – getter**.

B - You also have a **head on your shoulders**.

I'm glad you're **batting a thousand**.

take one's hat off to – to praise, respect

I take my hat off to that woman for bringing up 5 children on her own.

have two strikes against – to be in a difficult situation, be unlikely to succeed

Without a job or a bank account, I'll have two strikes against me.

black sheep – a family member with a bad reputation

*His brother is a doctor, his sister is a teacher, but he just got sent to jail. He's been **the black sheep**.*

to boot – in addition, besides.

*She is beautiful, and wealthy **to boot**.*

come a long way – to make great progress, develop or improve a lot

*The school has **come a long way** since its beginnings.*

*There are still many gaps, but we have **come a long way**.*

bat a thousand – to be very successful, to have a perfect record whether good or bad

*She's been **batting a thousand** ever since she got that new job.*

go-getter – an energetic person who works hard to get ahead.

*The governor of the state has always been a **go- getter**.*

have a head on one's shoulders – to be smart, intelligent, well-educated

*He is not a handsome guy but the girls appreciate him because he **has a good head on his shoulders**.*

be born on the wrong side of the tracks – to be from a poor part of a town

*Even though he was **born from the wrong side of the track**, he has become one of this town's most prominent citizens.*

3.7.1. Complete each item with a word from the box.

well-heeled	have two strikes against	go- getter
come a long way	through the mill	a feather in one's cap
on a shoestring	to boot	took a beating
batting a thousand	take one's hat off	strike while the iron is hot

1. The couple was seeing Europe _____ .
2. He bought that stock at \$100 a share and sold it at \$50 a share. He _____.
3. Moreover commercial banks today mainly lend to _____
borrowers in their own countries.
4. She's had a difficult life. She has been _____.
5. The best salesmen are _____.
6. Bettina was very shy but now she talks with confidence. She's _____.
7. Not only he got fifty dollars, but they bought him dinner _____.
8. Children from poor backgrounds _____ them by the time they
begin school.
9. I've had two interviews and two offers. I'm _____ .
10. He is going to open a computer shop. It will be _____ if he
makes a success of it.
11. He's had a crippling disease since childhood but he finished college and became
a lawyer. You have to _____ him.
12. Ask him for money on pay day. _____.

3. Twiddling one's Thumbs

A - I hate to **break the news** to you, but I'm **calling it quits**.

B - I see you're **beside yourself**, but don't **throw in the towel**.

A - I have to. Sales have fallen off, and I'm sitting around **twiddling my thumbs**. **Business stinks**.

B - **The bottom line** is that stores like yours are **a dime a dozen**.

break the news – to tell a surprising fact

*How would he **break the news** to Mary that he'd been lying to her?*

call it quits (inf.) – to stop doing something, quit

*Just give me \$20 and we'll **call it quits**.*

*The fight has been going for years-why don't you two **call it quits** and be friends.*

be beside oneself – to be very much excited, upset, somewhat crazy.

*She was **beside herself** with jealousy when her sister got married.*

throw in the towel/sponge – to give up or stop trying.

*If we can't raise any money to carry on our campaign, we will have to **throw in the towel**.*

twiddle one's thumbs – to do nothing, be idle.

*He spent six months **twiddling his thumbs** while he waited for a job.*

stink – to be of extremely bad quality, to be terrible

*But the move, though **it stinks**, was legal.*

business stinks – seems bad, unpleasant or dishonest

bottom line – the last word, the final decision, deciding factor

*"Give me the **bottom line** on the proposed merger," said John.*

*"Five-hundred," said the used car dealer, "is the **bottom line**. Take it or leave it."*

*You and I can argue around this issue, but the **bottom line** is that our children will have to go to college if they want to get well-paid jobs in the future.*

a dime a dozen (inf.) – easy to get, of little value.

*Such proposals are **dime a dozen**.*

a dime store – a store that sells things that cost a little.

very common and not valuable

*Charles bought a pencil at the **dime store**.*

*PhDs are a **dime a dozen** nowadays.*

4. Hard Nut to Crack

A - I can't **put my finger on** why business is bad. It's **a hard nut to crack**.

B - Do you **go overboard** when you buy merchandise?

A - Sometimes I **get carried away**. But I usually buy **within reason**.

B - Let's try to **pinpoint** it. Is your rent too high?

A - What I pay would **make your hair stand on end**.

B - If that's the problem maybe you should **pull up stakes**.

put one's finger on – to find precisely, remember exactly

*He **put his finger on** the cause of our financial trouble.*

*The engineers couldn't **put their fingers on** the reason for the rocket's failure to orbit.*

hard nut to crack – something difficult to understand or to do.

*Finding money to launch our new film will be **a hard nut to crack**.*

*Mary found knitting **a hard nut to crack**.*

go overboard (derog.) – to be reckless, to go to excess

*She's **gone overboard** about that new pop group.*

*Don't **go overboard** on these new modern styles. Buy just a few pieces because the style may change again quickly.*

get carried away – to be delighted, cause very strong emotion

*I was so pleased to see them that **I got carried away** and invited all 12 of them for lunch.*

*He was **carried away** by the sight of the flag.*

within reason – within the limits of good sense, moderate

*I want you to have a good time tonight, **within reason**.*

*Jean's plans are **within reason**.*

pinpoint – to find exact location or cause, define, highlight, determine.

*It's difficult to **pinpoint** the cause of the accident.*

*They need to **pinpoint** exactly what skills are necessary.*

pull up stakes – to leave a place where you have been living.

*There aren't many people left in this town. Everyone is **pulling up stakes**. They are moving someplace where they can find a job and make a better living.*

We are going to ***pull up stakes*** and move to California.

3.7.2. Complete each item with an idiom from the box.

call it quits	pinpoint	put one's finger on
the bottom line	pull up stakes	a tough nut to crack
a dime a dozen	twiddling thumbs	it stinks
within reason	go overboard	broke the news

1. Many executives get transferred and their families must _____.
2. I'd rather work than stand around _____.
3. After twenty-five years as a teacher, he's decided to _____.
4. That movie is awful. _____.
5. _____ is that recycling isn't profitable.
6. Jobs like his are _____.
7. I haven't been feeling very well lately, but I can't _____ the cause.
8. Getting into show business is a _____.
9. That's a beautiful dress. I'll buy it if the price is _____.
10. Investigators are trying to _____ the cause of the fire.
11. I was surprised when she _____ they were getting married.
12. Her cooking is good. I always _____ and eat too much.

R e v i s i o n I

(dialogs 1 – 4)

3.7.3. Choose the idiom that best completes each item.

1. He _____ in Las Vegas.

- A. took a beating B. twiddled thumbs C. called it quits
2. It was a three day course and they really _____ .
- A. came a long way B. put our finger on C. put us through the mill
3. We called in an electrician hoping he could _____ the cause of the short circuit.
- A. take a beating B. throw in the sponge C. put a finger on
4. The boxer _____ about half way through the match.
- A. pinpointed B. threw in the towel C. pulled up stakes
5. Do what you can, _____ , to prevent accidents.
- A. to boot B. within reason C. on a shoestring
6. At midnight the band still showed no sign of _____ .
- A. calling it quits B. batting a thousand C. stinking
7. Trevor has won a scholarship to Cambridge.’ ‘Oh, that’s wonderful – certainly _____ !’
- A. a tough nut to crack B. a feather in his cap C. a dime a dozen
10. Satellite pictures helped to _____ the locations of 13,000 troops.
- A. go overboard B. come a long way C. pinpoint
9. He never studied at school and _____ is, he can’t read well.
- A. hard nut B. the shoestring C. the bottom line
10. I was able to win every game. I was _____ .
- A. throwing in the sponge B. batting a thousand. C. going overboard
11. He can figure out complicated problems very quickly. He has _____ .
- A. a feather in his hat B. a head on his shoulders C. two strikes against
12. She won the lottery. Now she can stay home and _____ .

A. twiddle her thumbs. B. pull up stakes C. call it quits

3.7.4. Complete each item with an idiom from the box.

to boot	twiddle thumbs	the bottom line
pinpoint	come a long way	a dime a dozen
on a shoestring	a go-getter	go through the mill

1. Part of the Council's records-base is _____ of privatization.
2. George was _____ ; he wasn't afraid to take a risk.
3. The Corrado is a car that's small, quick, and stylish _____ .
4. Let's go - there's no point in sitting here _____ .
5. In radio you have to keep the listener listening. That's _____ .
6. Used books are _____ so don't worry if you can't sell them.
7. Scientists have been unable to _____ the exact causes of cancer.
8. Hamilton Technologies in 1993 still _____ budget, as it had from the day its doors opened.
9. Simulators have _____ in recent years and today many of them use screen addressing to update the information.
10. When the mother couldn't find her child she was _____.
11. I'll never be able to pass my mathematics course. I'm going to _____ and withdraw from the course.
12. She's gaining weight, so I was surprised she ordered macaroni and chocolate ice-cream _____.

5. In a Jam

A - I hear you are **in a jam**.

B - I want to **get out of** an agreement with that **fly-by-night** organization.
I don't think they are **on the level**.

A - You should have **double-checked** before you **put your John Hancock** on the contract. Now your company will end up **in the red**.

B - I guess I'll have to **chalk it up** to experience.

in a jam – in a predicament

*If you continue to disregard the university instructions on how to take a test you'll wind up **in a jam** with the head of the department.*

get out of – to avoid/ stop doing sth.

*He **got out of** jury duty because of his illness.*

fly-by-night – unreliable

*I don't trust the company. I think they're a **flight-by-night** organization.
Hotels are bothered by **fly-by-nights**.*

on the level – honest and fair

*Our teacher respects students who are **on the level** with her.*

*The car dealer offered Robert a fancy car at a big discount. Robert was suspicious. He didn't know if the deal was really **on the level**.*

double-check – to look again for errors

Double-check that all the information was copied correctly.

John Hancock – your signature/your name in writing

*They sent the check back because he forgot to put his **John Hancock** on it.*

in the red – not making profit/have no money in one's bank account

*A large number of American radio stations operate **in the red***

*Bill can't handle money. He has been **in the red** as long as I've known him*

in the black – to be prosperous or making profit/not to owe any money

*Our oil and gas operations are comfortably **in the black**.*

*I've paid off my overdraft and it's a good feeling to be **in the black** again.*

chalk up – to record, score

*She studied hard this year and **chalked up** some good grades.*

*Note: The expressions **in the black/in the red** originate from the color of ink that was used on the credit (black ink) or on the debit (loss/red ink) side of a business ledger or account book.*

6. A Brainstorm

- A** - He **thought up** a great idea for a new product.
- B** - May be with this **brainstorm**, he'll **take the plunge** and start his own business.
- A** - I think he wants to **try his idea out** for a while.
He doesn't want to **jump the gun**.
- B** - He should **kick it around** a while, but it won't work unless he can **take over**.
- A** - Well, so far none of his plans have managed to **get off the ground**.

think up – to produce a new idea

*Who **thinks up** the stories for these stupid TV shows?*

brainstorm – to suggest a lot of ideas

*I had a **brainstorm** about the project last night.*

take the plunge – to stop hesitating and finally do something planned

*I always wanted to own a jewelry store. I think this year I'll **take the plunge**.*

try out – to test sth. such as a method or a piece of equipment to see if it is effective

*He could hardly wait to **try out** his new bike.*

jump the gun – to start doing sth. too soon esp. without thinking about it carefully.

*Miller is young, and comparing him to the great quarter-backs, is **jumping the gun**.*

*I think it would be **jumping the gun** to sign the agreement at this stage.*

kick around – to discuss, think about it before making decisions.

*He has been **kicking around** the idea of moving to Florida.*

take over – to take control of sth.

*Jack is supposed to **take over**.*

get off the ground – a plan/business idea starts to be successful

*Construction of the theme park never **got off the ground**.*

Note: *John Hancock (1737-93) is a US politician who was the president of the Continental Congress before the US became an independent country, and was the first person to write his name on the Declaration of Independence.*

3.7.5. Complete each item with a word from the box.

get off the ground	a fly-by-night	in the red
John Hancock	get out of	in a jam
into the black	took the plunge	on the level
brainstorm	jump the gun	double-check

1. We _____ and set up our own business.
2. We have to get our account _____ otherwise the bank will never give us a mortgage.
3. See if you can _____ that meeting tomorrow.
4. I wondered if the fortune teller was _____.
5. If you just put your _____ on this line at the bottom of the contract, you can drive the car away right now.
6. I am _____. I have a doctor's appointment at the same time as I have to pick the children up from school.
7. He runs his farm _____ but makes his money with his factory or business.
8. He works individually with students, helping them _____ and write rough drafts.
9. Our plans for a party didn't _____ because no one could come.
10. Although Darlene had been working for the company for a few months, she still didn't trust them. She felt she was working for _____ company.
11. You'll need more facts before you go into business. _____.

12. _____ that the computer file was properly copied.

7. Play It By Ear

A - He **butted in** and **loused up** the deal.

B - Don't worry. We'll **iron out** the problems. Just **play it by ear**.

A - Do you think we'll ever **get our foot in the door**?

B - Only if we **handle them with kid gloves**.

We don't want to **get the brush-off**.

A - I'll **make sure** he doesn't **put his foot in his mouth** again.

butt in – to interrupt a conversation rude/interfere in other people's business

*I'm sorry to **butt in** but you are wanted on the phone.*

*I don't want you or anyone else **butting in** on my own business.*

louse up – to spoil/do sth badly

*Cris really **loused up** on his finals.*

iron out – to solve or get rid of problems or difficulties esp. small ones.

*We are meeting tomorrow to **iron out** the details of the contract.*

play it by the ear – to decide what to do according to the way a situation develops without making plans before that time

*We'll see what the weather's like and **play it by ear**.*

get a foot in the door – to get your first opportunities to work in a particular organization or company

*I auditioned for a commercial and got it and that's how I **got my foot in the door**.*

handle/treat so. with kid gloves – to treat so. very carefully

*I want you to **treat** Hayley **with kid gloves** today. She's still upset about her father.*

get the brush-off (slang) – to be ignored

*Frank and Jane had an argument, so the next time he telephoned her he **got the brush-off**.*

make sure – to look at to be sure

*First, **make sure** that the printer has paper in it.*

*Before you write your report on the life of Washington you should **make sure** of the facts.*

put one's foot in one's mouth – to say sth. that is embarrassing/make a rude mistake
She put her foot in her mouth with her joke about that church, not knowing that one of the guests belonged to it.

8. Back To The Drawing Board

A - I'm a **goner**. My new project **bombed**.

B - I thought it would **go over big** with the boss. Why did it **go up in smoke**?

A - A problem arose **from left field**, and now I'm back to **square one**.

B - How much will it cost now? Can you give me a **ballpark figure**?

A - I will not know for another week. Meantime, I have to **get back to the drawing board**.

goner – someone who's in a impossible situation
*When one of the plane's engines went out I thought I was a **goner**.*

bomb – to fail, be not successful
*Although the show was a hit in London it **bombed** on Broadway.
I **bombed** on the quiz he gave us.*

go over big – to be liked, succeed
*Bill's joke **went over big** with the other boys and girls.*

go up in smoke – to disappear and be ruined
*The barn full of hay **went up in smoke**.
Jane's hopes **went up in smoke** when her father lost her job.*

out of/from the left field (inf) – to be very surprising or unexpected
*People don't know how to react when a question like that comes at them **out of left field**.*

be back at/to square one – to return to the beginning, start any activity over
*The development deal fell through and now **we're back to square one**.*

ballpark figure/estimate/amount – a number or amount that is almost
in the (right) ball park but not exactly correct
*Could you give me a **ballpark figure** for rebuilding the offices?
Their estimate is **in the right ball-park**.*

go/get back to the drawing board – to start working on a plan again after it failed
*Voters rejected the bridge expansion plans so it's **back to the drawing board**.*

Note: from the left field - a position in baseball in the left side of the outfield

ball park - a field for playing baseball with seats for watching the game

3.7.6. Complete each item with a word from the box.

get one's foot in the door	ball park figure	made sure
came out of the left field	play it by ear	iron out
back to square one	went up in smoke	butted in
put his foot into his mouth	went over big	bombed

1. Winning an Oscar was something that _____ for us.
2. We need to _____ a few problems first.
3. We've booked the flight, but not the accommodation – we'll _____ when we get there.
4. The team's chances to win _____ when their captain was hurt
5. Okay, let's go _____ and try again.
6. Mary was explaining to Jane how to knit a sweater when Barbara _____.
7. He said \$25,000 but it's just a _____ .
8. Don't let Jane _____ by joining the club or soon she'll want to be president.
9. I checked the phone cord and _____ it was plugged in correctly.
10. He doesn't think of what he is saying and usually _____
11. She made a delicious meal for dinner. It _____.
12. We went to see that new play but nobody likes it. It _____.

Revision II

(dialogs 5 – 8)

3.7.7. Choose the idiom that best completes each item.

1. You're the only person mixed up in this business, whom I believe to be _____.
 A. in a jam B. up in the smoke C. on the level
2. A business must stay _____ to keep on.
 A. in the red B. in the black C. out of the left field
3. I'd sell the house for \$150,000, but his offer isn't even _____.
 A. at square one B. in the ballpark C. in the door
4. Stone is trying to get a business contract with *General Computers*. According to his secretary, he's already _____.
 A. made sure B. played it by ear C. got his foot in the door
5. If there are any problems in performance-related pay, we can _____ these _____.
 A. iron out B. brainstorm out C. butt in
6. But it has taken the project some time to _____.
 A. get off the ground B. take the plunge C. jump the gun
7. The police are now _____ in their investigation.
 A. on the level B. in the black C. back at square one
8. I don't know what they will want when they arrive – We'll _____.
 A. make sure B. play it by ear C. think up
9. I don't think I made a mistake. I _____ all my calculations.
 A. ball-parked B. chalked up C. double-checked
10. Sharon has been thinking about going to work in the States. At last she has _____ and has applied for a visa and work permit.
 A. taken the plunge B. ironed out C. butted in
11. The small trading company took in a lot of money from trusting investors and then closed up. It had been a _____ operation.
 A. ball park B. fly-by-night C. left field
12. They want my _____ on the contract

A. John Ramsfied

B. James Hancock

C. John Hancock

3.7.8. Complete each item with an idiom from the box.

back to the drawing board	taken the plunge	in the red
comes out of the left field	go up in smoke	get out of
John Hancock	fly-by- night	foot in the door
get off the ground	brainstorm	ball park figure

1. He's trying to _____ tidying his room.
2. Please sign your _____ here and we will process your order right away.
3. My son's bank account is usually _____ .
4. For some years I have been thinking of buying a word processor but have not yet _____ .
5. Judy had planned carefully and put in a lot of time building her career. Then she made one foolish mistake, and saw all her hard work _____ .
6. Our plan to raise money for a new swimming pool didn't work. Now we are _____ .We have to think of a better plan.
7. Our company is often faced with _____ competitors who dump a bunch of inauthentic junk on the public at exorbitant prices.
8. The researcher could share enthusiasms, be a shoulder to cry on and help _____ alternatives.
9. Some of the griping _____ .
10. Michael isn't making too much money now. He's waiting for his new business to _____ .

11. That company won't give me any business. May be if I take their executives out to dinner, I'll get my_____
12. How much does it cost to build a house? Give me a _____.

Revision III

(dialogs 1 – 8)

3.7.9. Choose the idiom that best completes each item.

1. By the end of the first year StarNet was _____ and Cauthorn was recognized nationally for his accomplishments.
 A. in the red B. in the mouth C. in the black
2. Do you think his offer is _____ ?
 A. on the level B. on a shoestring C. to boot
3. The construction plans were very near completion, but then the customer changed his mind on some major aspects. Now it's _____ .
 A. well-heeled B. back to square one C. through the mill
4. As he has no political party that can provide him with practical support, he is forced to _____ .
 A. butt in B. come a long way C. play it by ear
5. Ralph and his wife decided to _____ into business.
 A. jump the gun B. twiddle their thumbs C. take the plunge
6. His plans to open a new restaurant have _____ since he lost his job.
 A. got off the ground B. gone up in smoke C. gone over big
7. The program was run _____ for years until they found a sponsor.
 A. in the ballpark B. on a shoestring C. to square one
8. Pardon me for _____ on your conversation, but this is important.
 A. butting in B. pulling up stakes C. brainstorming
9. Tim said he wasn't feeling well, but the teacher knew he was only trying to _____ the history test.
 A. get out of B. think up C. iron out
10. She _____ by working in local radio.
 A. called it quits B. put her foot in the mouth C. got her foot in the door

11. After many years of an unhappy marriage, they decided to _____.

- A. go overboard B. call it quits C. twiddle thumbs

12. I know I met him somewhere, but I can't _____ it.

- A. pinpoint B. brainstorm C. iron out

3.7.10. Complete each item with an idiom from the box.

a fly-by-night	a ball park figure	in the red
the bottom line	within reason	calling it quits
pinpoint	get off the ground	to boot
come a long way	dime a dozen	make sure

1. She was a great sportswoman, and beautiful _____ .
2. In the House, 33 members – 23 Democrats and 10 Republicans – are also _____ .
3. _____ for city officials: Be kind to your current employers.
4. The test is meant to _____ which types of jobs you are suited for.
5. Mrs. Blank bought her vacuum cleaner from a new company: when she tried to have it fixed, she found it was _____ business.
6. Many governments operate year after year _____. They simply keep borrowing money against the taxes they expect to collect in the future.
7. Jane has this great idea of publishing a technical magazine for children, but she doubts that she'll ever _____ the plan _____ .
8. You can say whatever you like, _____ .
9. _____ of \$3,000 would be realistic.
10. Microwave ovens _____ since they first appeared in our kitchens.
11. I only wanted to _____ he wasn't lost.
12. Fish recipes are a _____ , but this one is really good.

3.8. **IDIOMS** **Trouble and difficulty**

1. have your back to the wall – be in a difficult situation

He'll have to give in. He has his back to the wall.

2. a vicious circle – situation in which one problem leads to another and the new problem makes the first worse.

House prices are not rising. They are dropping. We are in the middle of a vicious circle. The more house that are repossessed, the more will be up for sale, and the more prices will drop. And so it goes on.

3. not to have a leg to stand on – be in a very weak position

I haven't got a leg to stand on. I had no witnesses.

4. throw a spanner /monkey wrench (Am.) in the works – to cause smth. to stop.

If you throw a spanner into treaty negotiations, they will fail.

The game was going smoothly until you threw a monkey wrench into the works by fussing about the rules.

5. rock the boat – to cause a disturbance that may spoil a plan.

Politicians don't like to rock the boat around election time.

6. make waves – make trouble or difficulties, a sensation.

Joe is the wrong man for the job; he is always trying to make waves.

They are part of the new breed furniture makers who are starting to make waves on the American scene.

7. not out of the woods – still have difficulties or be in a bad condition.

She nearly died during the operation, and she is not out of the woods yet.

One economist warns that the nation's economy is not out of the woods yet.

8. put ones foot in ones mouth – speak carelessly, make a rude mistake.

I put my foot in my mouth by telling John's secret.

9. in hot water – in trouble

Buckingham Palace has warned a marketing firm it could land in hot water for using the name of the Princess Royal daughter to promote a perfume.

10. clutch/grasp at straws – make a futile attempt at smth.

John couldn't answer the teacher's question. He was just grasping at straws.

11. a can of worms – a complicated problem

I wish you'd never found the missing files. You've opened a whole can of worms.

12. a Catch 22 – a difficult situation that is impossible to escape from because each part of the problem must be solved first

3.8.1. Select A, B or C.

1. 'I don't want to _____ or upset people.'
A. make waves B. be in hot water C. have a leg to stand on
2. 'We are in a _____ position. We're not being paid. But if we don't play the club will go under.'
A. can of worms B. Catch 22 C. vicious circle
3. 'If I was miserable I looked for the comfort of food, but it made me fat and unhappy and the _____ would start again.'
A. vicious circle B. opening a can of worms C. clutching at straws
4. Drug abuse is _____ nobody wants to open at sporting events.
A. a vicious circle B. in hot water C. a can of worms
5. He found himself _____ with police for making an offensive gesture at fans during the game.
A. in Catch 22 B. in hot water C. in the woods
6. 'We're really at a loss. We're kind of _____.'
A. clutching at straws B. rocking the boat C. making waves
7. How can I bargain when I've _____.
A. opened a can of worms B. got my back to the wall C. put my foot in my mouth
8. Look, Tom, everything is going fine here. Don't _____.
A. grasp at straws B. rock the boat C. have a leg to stand on
9. She _____ with her joke about that church, not knowing that one of the guests belonged to it.
A. threw a spanner B. clutched at straws C. put her foot in her mouth
10. When the patient _____, everyone relaxed.
A. grasped at straws B. had a leg to stand on C. got out of the woods
11. It's only my word against his, I know. So I don't _____.
A. rock the boat B. have a leg to stand on C. clutch at straws
12. When John suddenly refused to help us, he really _____ into the works.
A. threw a monkey wrench B. rocked the boat C. made waves

3.8.3. Complete with one of the following idioms

<i>back to the wall</i>	<i>throw a monkey wrench into the works</i>	
<i>in hot water</i>	<i>make waves</i>	<i>a can of worms</i>
<i>rock the boat</i>	<i>was grasping at straws</i>	<i>a Catch 22</i>

1. John got himself _____ by being late.
2. Winston Churchill's inflammatory outburst a few days ago o the 'relentless flow of immigrants to this country' has opened _____ on how Britain should accommodate its refugees and immigrants.
3. Why do you always have to _____ ? Can't you be constructive?
4. It's _____ situation. Nobody wants to support you until you are successful. But without the support how can you ever be successful.
5. I don't want to _____, but have you checked with a lawyer?
6. Everyone is happy with the situation as it is. If you change it you'll _____
7. The thief told the judge one excuse after another. But it was obvious that he was desperate and _____.
8. It is not a company with it's _____, they have just won a 13 billion-pound contract with Nuclear Electric.

3.9. IDIOMS Success and failure

1. **hit the nail on the head** – get something exactly right.

He doesn't say much, but every no and then he hits the nail right on the head.

2. **with flying colors** – with great or total success.

Tom finished the race with flying colors.

3. **the writing is on the wall** – a warning; a message of some urgency.

"This nuclear plant is about to explode, I think," the chief engineer said.

"We'd better get out of here in a hurry, the handwriting in on the wall."

4. **go to the wall** – lose money; business fails.

We really went to the wall on that deal.

5. **back to the drawing board** – prepare a completely new plan for sth

"The European identity remains far too weak to bear the stresses and strains of a single currency. It is no accident that currencies are nationally based. Brothers and sisters, back to the drawing board"

I flunked English this semester. Well; back to the old drawing board.

6. draw a blank – get no response or result, be unsuccessful at doing sth

So far the police investigations have drawn a blank.

7. win hands down – win very easily with a clear lead.

The New Winter Palace Hotel wins hands down for both comfort and location.

8. plain sailing /easy sailing (Am.) - an uncomplicated, or easy course.

For a graduate of such a famous university as he was, that assignment was a plain sailing.

9. a white elephant – unwanted property, that is hard to sell.

That big house of theirs on the corner sure is a white elephant.

The department store is having a white elephant sale. They've reduced the prices on all the merchandise that they haven't been able to sell.

10. in the bag – a sure thing; success is assured.

The personnel director said that I was the best candidate for job and that if I pass the typing test tomorrow, the job is in the bag.

11. a feather in one's cap - benefit / an exceptional achievement,

John earned a feather in his cap by getting an A in physics.

12. throw in the towel/sponge (Am.) - stop doing smth.

'He had a heart bypass at 63! Can you imagine? If I were in his position at that age, I'd just throw in the towel. We go through all that just to try to live a normal life at that age?'

3.9.1. Select A, B or C.

1. I keep trying to pass that math exam but each time I try it I _____.

A. throw in the towel B. hit the nail on the head C. draw a blank

2. 'Lady' was an immediate success. A work of theatre art, a feast of plenty, _____ of the American theatre.

A. a white elephant B. a feather in the cap C. back to the drawing board

3. They've rejected our proposal, so it's _____.

A. back to the drawing board B. hit the nail on the head C. win hands down

4. '_____ for Capriati when she lost the first set 6-1 in less than 20 minutes, failing to win single one of her service games and serving four double faults.'

A. Thrown in the towel B. Plain sailing C. The writing was on the wall

5. 'The new pyramid in Memphis can be viewed either as an architectural wonder or a 32-story _____.'

A. writing on the wall B. white elephant C. flying colors

6. The company _____ because of that contract.
 A. hit the nail on the head B. won hands down C. went to the wall
7. 'I had a medical in April and passed _____. I keep myself pretty fit. I do my exercises in the bathroom every morning.'
 A. hands down B. with flying colors C. in the bag
8. Don't give up. It's too soon to _____.
 A. hit the nail on the head B. draw a blank C. throw in the sponge
9. I know you think that the scholarship is _____, but don't get your hopes up too high.
 A. in the bag B. in the towel C. in the sponge
10. Why don't you challenge Jeff to a game of tennis? He thinks he can, _____
 But I think he is wrong.
 A. hit the nail on the head B. win you hands down C. draw a blank
11. As she found, even with ideal tenant sharing the kitchen and the bathroom isn't all _____.
 A. easy sailing B. writing on the wall C. flying colors
12. The mayor's talk on race relations _____.
 A. hit the nail on the head B. go to the wall C. win hands down

3.9.2 Match up the following.

- | | |
|---|---|
| 1. Quick, call an ambulance, | A. for graffiti. |
| 2. Mark my words, when a society has to resort to the lavatory for its humor, | B. the writing is on the wall. <i>Alan Bennett</i> |
| 3. The writing's on the wall – | C. hit the nail squarely on the thumb. |
| 4. An artist : | D. someone who doesn't draw a blank. |
| 5. He can always be counted on to | E. he's hit his head on the nail. |
| 6. I don't think I'm an alcoholic yet, | F. but I'm beginning to see the writing on the floor. |

3.9.3. Complete with one of the following idioms.

<i>drew a blank</i>	<i>back to square one</i>	<i>with flying colors</i>	<i>easy sailing</i>
<i>the writing is on the wall</i>	<i>white elephant</i>	<i>went to the wall</i>	

a feather in my cap

in the bag

hit the nail on the head

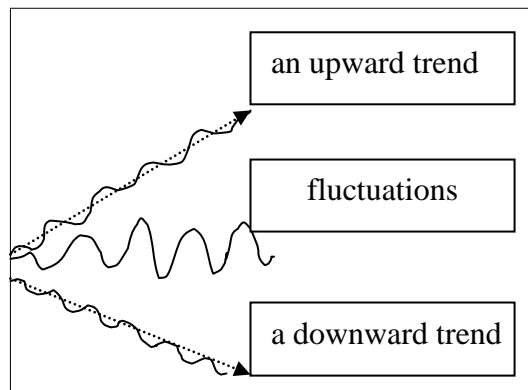
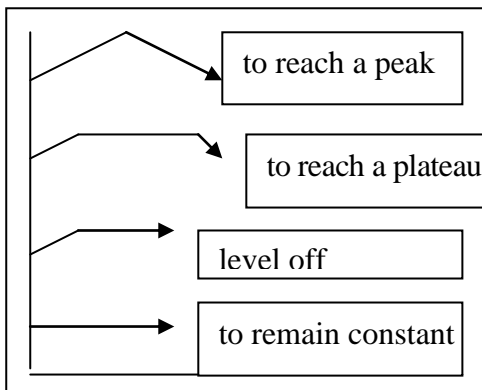
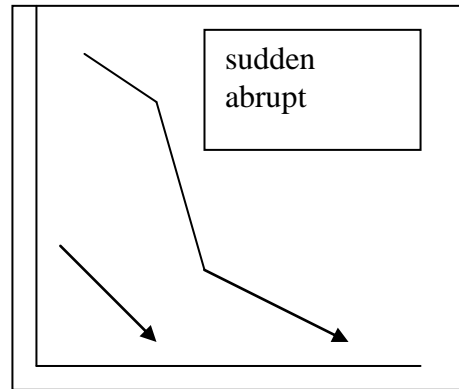
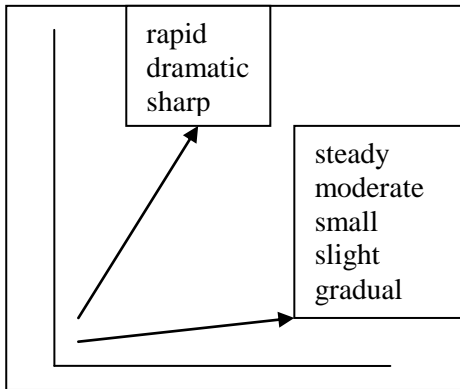
1. Concorde, the only _____ ever to fly, was a monstrously uneconomic project.
2. This is the man – who after four albums – reckons he’s finally _____ in terms of getting to the point with the lyrics.
3. If the experiment fails we’ll have to go_____.
4. She qualified for the race _____.
5. We looked in the files for an hour but we _____.
6. Getting a new client was really _____.
7. _____ - if we do nothing about it we’ll have only ourselves to blame.
8. A total of 1776 companies_____ in three months – a drop of 14 percent on the first three months of 1992.
9. We thought we had the game _____.
10. It’s not going to be an_____. He is bound to come up with some tough opposition.

PART IV COMPANY PERFORMANCE

upward	downward	by large amount	by small amount
increase go up rise climb grow be up	decrease go down fall decline drop be down	significant(ly) dramatic(ally) sudden(ly) sharp(ly) rapid(ly)	slight(ly) steady(ily) gradual(ly)
recover / get better	get worse	fluctuate	a fluctuation
by large amount rocket/skyrocket shoot up / take off soar	by large amount plunge plummet slump	stabilization stand at / stabilize at be back to remain constant / stable at stay the same / at the same level level off at	
reach a peak of	reach a low point of / the bottom of		
Time prepositions	Change prepositions	Reasons	Result
In / until at the end / beginning of by the end of.. between ... and... from...to over / during throughout in the next two months	at 10 from 10 to 14 by 4	because(of) due to owing to be attributed to be caused by as a result of result from	as a result as a consequence consequently lead to cause result in

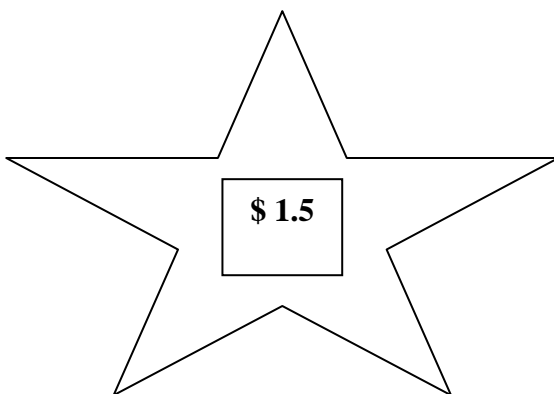
1. We can see on this graph...
2. As the graph shows...
3. On this graph we notice...

Graph description

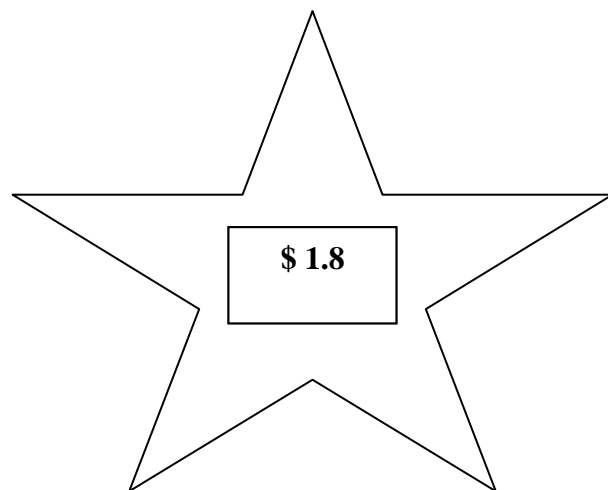


Amount and difference

A.



1999



2000

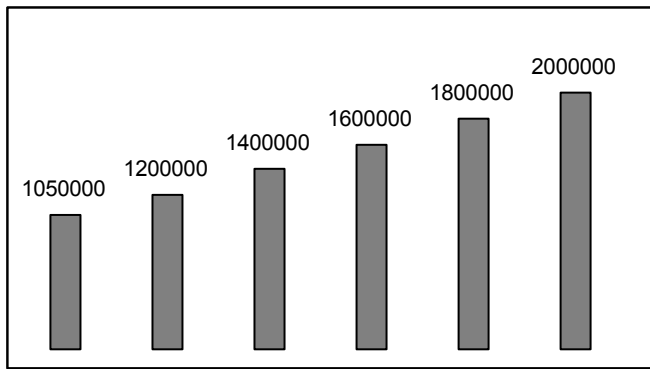
In 1999, the price of oil stood *at* \$ 1.5.

Oil prices rose *by* \$ 0.3 in 2000.

Oil prices rose *from* \$ 1.5 *to* \$ 1.8 in 2000.

There was an increase *of* \$ 0.3 in 2000.

B.



At the beginning of the year, unemployment stood *at* 1,050 000.

Unemployment rose *by* 950,000.

Unemployment rose *from* 1,050 000 *to* 2, 000 000 during the year.

There was an increase *of* 950,000.

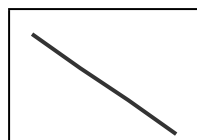
PRACTICE

4.1. Graphs give a clear picture of trading performance and other statistical information. Choose words from the list at the bottom of the page to describe each of these graphs.

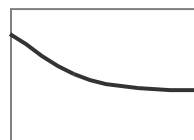
e.g. 1 = turnover remained constant



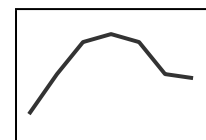
1 - TURNOVER



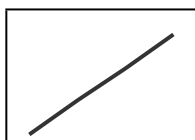
2 - PROFITS



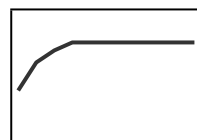
3 - SALES



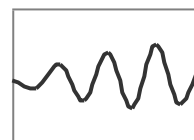
4 - COSTS



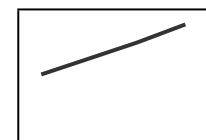
5 - DEMAND



6 - OVERHEADS



7 - PRICES



8 - OUTPUT

rose sharply

fell gradually

reached a peak

increased gradually

fluctuated

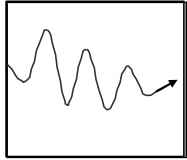
remained constant

declined sharply

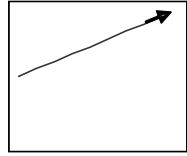
leveled off

4.2. Match the nine verbs to the nine small graphs.

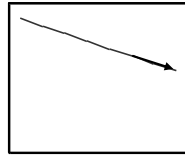
dip fall **fluctuate** level off plunge recover rise shoot up steady



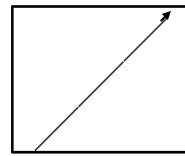
1 fluctuate



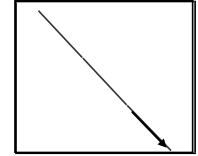
2 _____



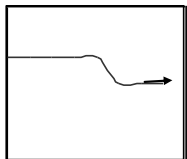
3 _____



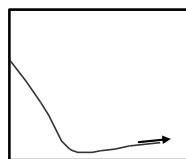
4 _____



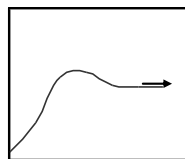
5 _____



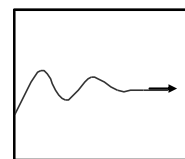
6 _____



7 _____



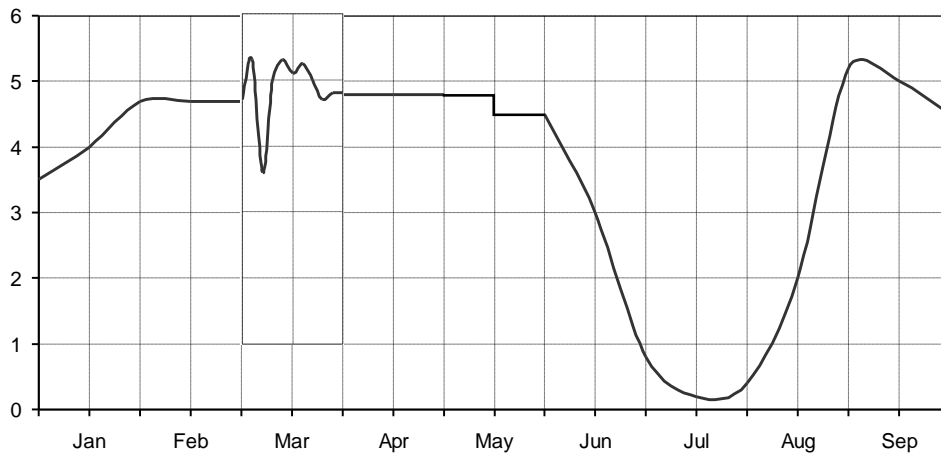
8 _____



9 _____

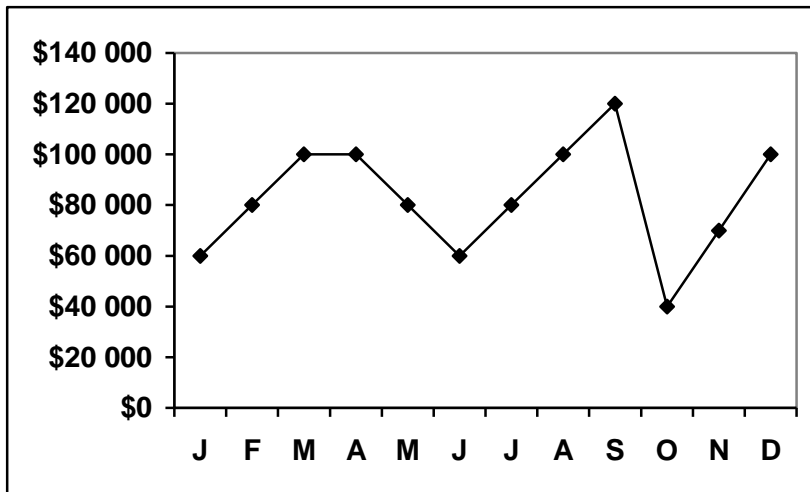
4.3. The sentences below describe the graph. Complete each one with the past tense form of one of the verbs from Exercise 4.2.

Lexicon plc: sales figures, 1st three quarters



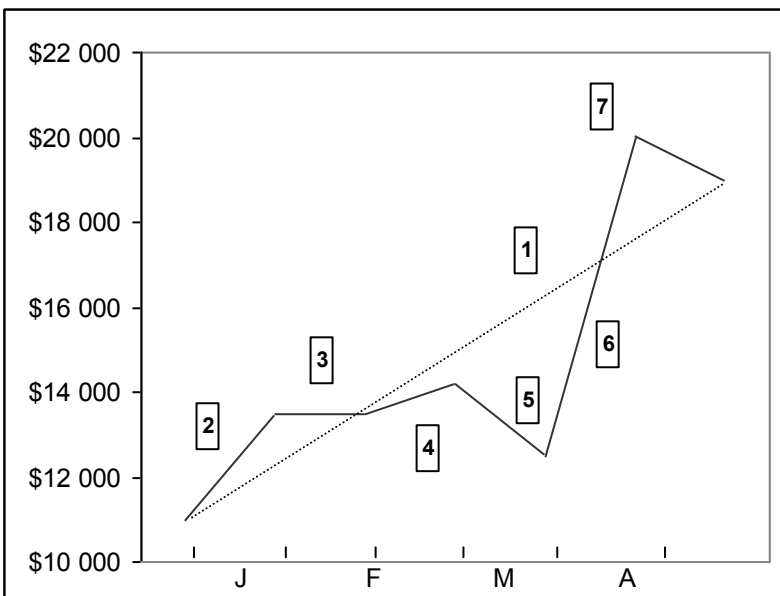
- | | |
|----------------------------|-----------------------------|
| 1. In January sales _____ | 6. In June sales _____ |
| 2. In February sales _____ | 7. In July sales _____ |
| 3. In March sales _____ | 8. In August sales _____ |
| 4. In April sales _____ | 9. In September sales _____ |
| 5. In May sales _____ | |

4.4. Look at this graph showing sales and complete the sentences.



1. In February, sales increased \$ 80 000.
2. The following month, there was a further increase \$ 20 000.
3. In April, they remained constant \$ 100 000.
4. In the next two months, they dropped \$ 40 000.
5. As a result of this fall, they were back \$ 60 000 in June.
6. The next three months saw a steady rise \$ 120 000 in September.
7. This was followed by a dramatic fall \$ 40 000 in October.
8. Sales rose in December to finish the year \$ 100 000.

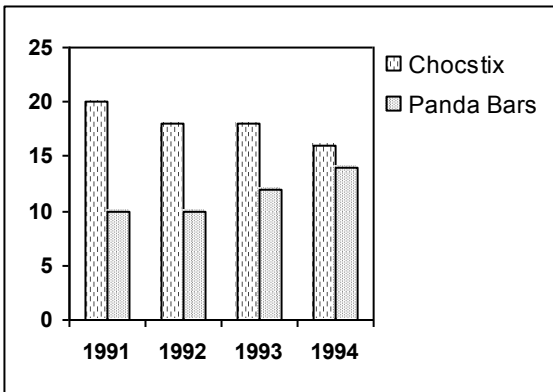
4.5. Use the information in the graph to complete the sentences.



1. As the graph shows, there was an in sales.
2. In January, sales
3. In February, sales
4. before they again
5. There was a in April
6. then a to
7. a of 20,000 in May.

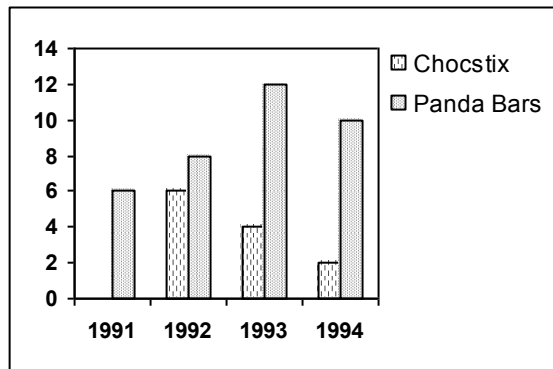
4.6. Describe the graphs.

A.



Haefflix is a Swiss manufacturer of biscuits and chocolates. Its two leading products are Panda Bars and Chocstix, which it sells all over the world. These are the sales in Fr Swiss millions in Europe.

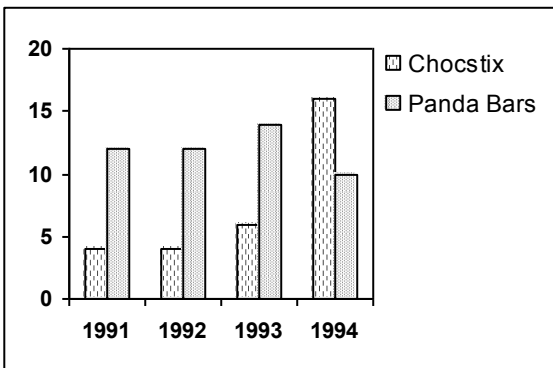
B.



are East.

Haefflix is a Swiss manufacturer of biscuits and chocolates. Its two leading products are Panda Bars and Chocstix, which it sells all over the world. These are the sales in Fr Swiss millions in the Far

C.



Haefflix is a Swiss manufacturer of biscuits and chocolates. Its two leading products are Panda Bars and Chocstix, which it sells all over the world. These are the sales in Fr Swiss millions in Latin America.

Chocstix

<i>Product & Year</i>	<i>Europe</i>	<i>Far East</i>	<i>Latin America</i>	<i>Total</i>
1991				
1992				
1993				
1994				

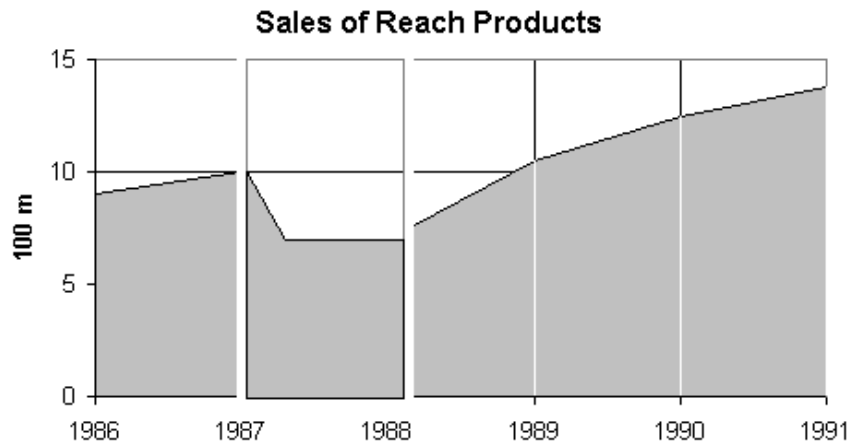
Panda Bars

<i>Product & Year</i>	<i>Europe</i>	<i>Far East</i>	<i>Latin America</i>	<i>Total</i>
1991				
1992				
1993				
1994				

What are trends in sales of Chocstix / Panda Bars in Europe? / in the Far East? / in Latin America? / in the world?

4.7. Look at the graph and use these words to complete the sentences.

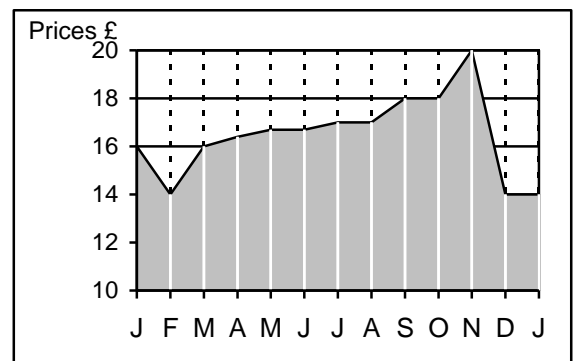
- | | |
|-------------------------|--------------|
| at the end of... | slowly ... |
| at the beginning of ... | rapidly ... |
| between ... and... | sharply ... |
| until ... | slightly ... |
| over ... | |
| in | |

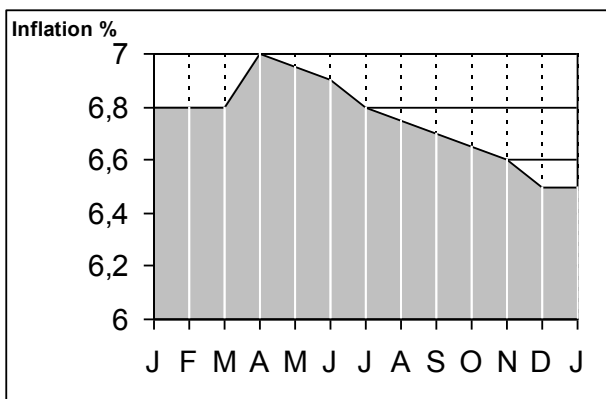


- _____ January 1986, sales stood at \$900 million.
- _____ the next 12 months they rose _____.
- But _____ 1987 they dropped _____ to \$ 700 million.
- They remained at the level _____ the end of 1987.
- _____ 1988 _____ 1990 they increased _____ and reached \$ 1,250 million.
- In 1990 they continued to rise, but more _____ and _____ 1990 sales were \$ 1,380 million.

4.8. Complete the descriptions of the following graphs using an appropriate adjective or adverb.

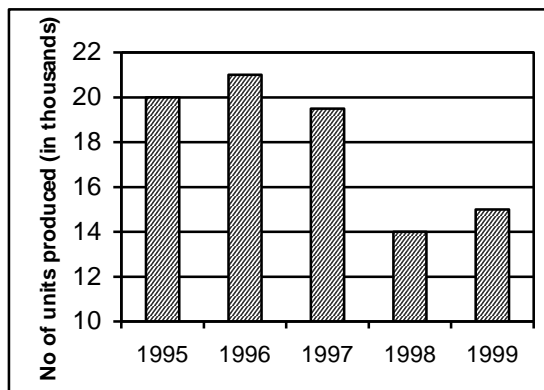
Prices rose *steadily* from February to October, before falling _____ in November.





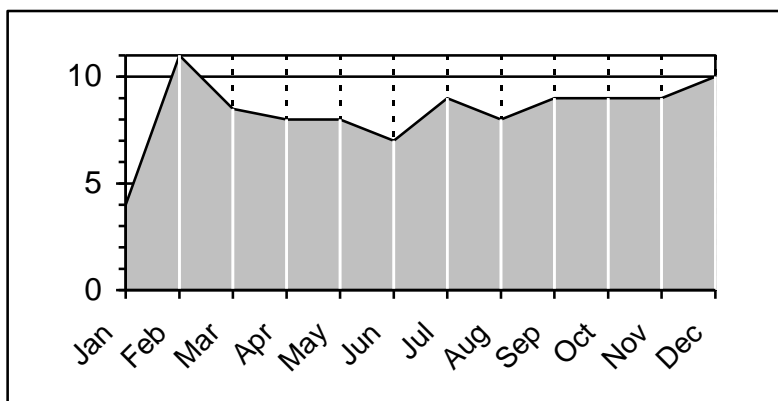
Inflation rose _____ in March, before beginning its _____ descent to today's figure of 6.5%.

1998 saw a _____ drop in production, followed by a _____ recovery in 1999.



4.9.1. Match parts of the graph with the expressions in the box.

A.. fluctuate B. level off C. remain stable D. reach a peak E. stand at



4.9.2 Join expressions to make sentences about the graph.

1 Sales reached a peak	a 10, 000 in December
2 Sales fluctuated	b from September to November
3 Sales remained stable	c of 11, 000
4 Sales stood at	d at about 8, 000 in April
5 Sales leveled off	e from May to September

4.10. Rewrite the following sentences, beginning with the given words, and replacing the words in italics with a verb phrase.

1. There has been a *marked increase* in sales for Axal in recent weeks.

Axal sales *have risen markedly in recent weeks.*

2. The company has suffered a *sudden drop* in market share.

Company's market share _____

3. Spino showed a *sudden fall* in share price last week.

Spino's share price _____

4. There will be a *quick recovery* in the share price.

The share price will _____

5. A *leveling off* of sales for FDT is expected.

FDT sales _____

6. There has been a *considerable decline* in the market

The market _____

7. There was a *sharp increase* in share prices.

Share prices _____

8. The *severe fluctuation* in share values was because of increasing evidence of a price war.

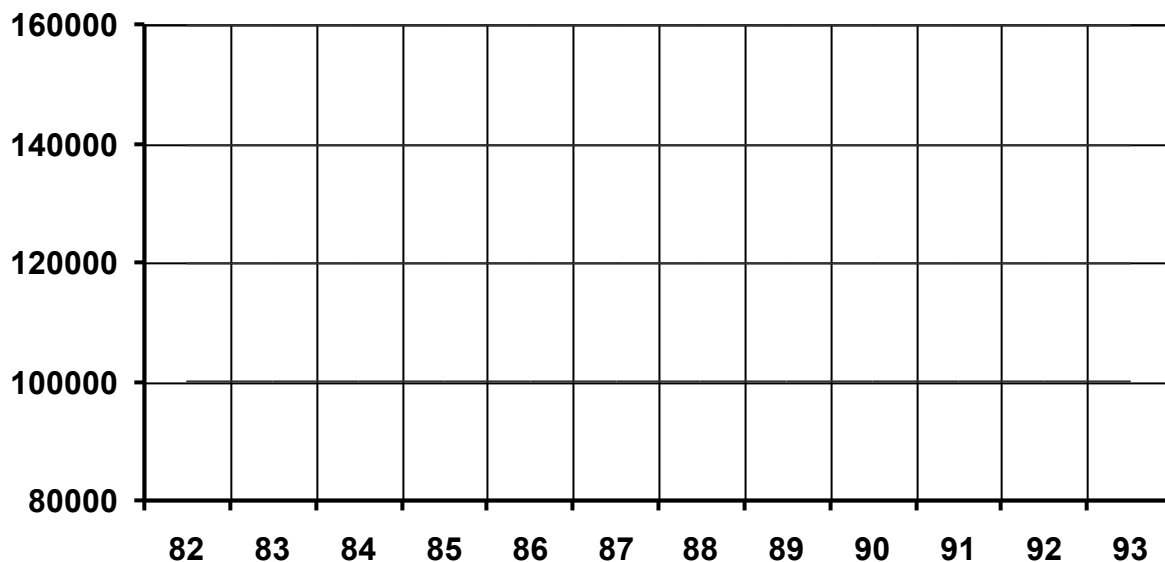
Share prices _____

9. HD experienced a *rapid rise* in market share in the late 1990s.

HD's market share _____

4.11. 🎧* LISTENING Company performance

Listen to the cassette and draw graphs: for products A and B



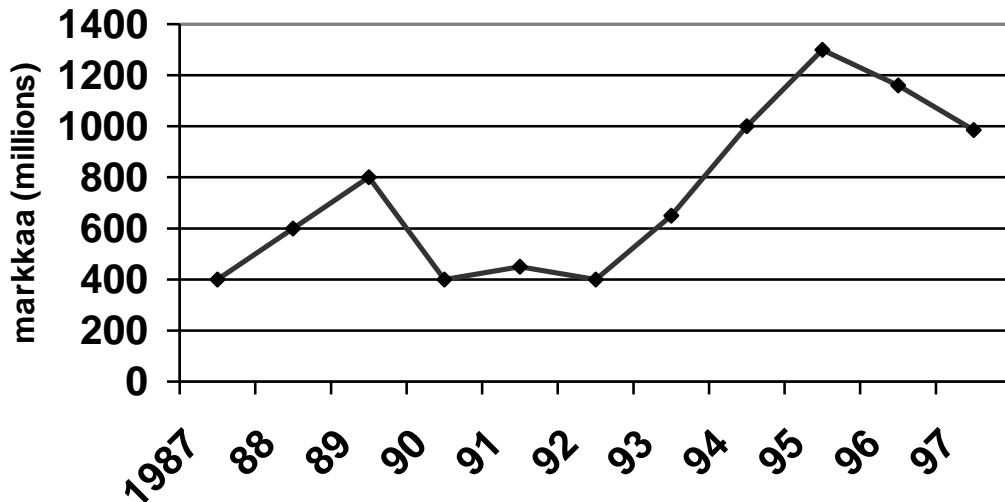
There are two types of product range represented on this graph: product ranges A and B. They are represented by two different curves.

Let's look at **product A** first. In 1982, Microtex sold 100, 000 units in this range, and sales remained at this level in 1983. Then in 1984 turnover increased to 120, 000, and by 1985 the level was 140, 000. Again, in 1986, there was a steady increase to 150, 000. The next year sales of range A fell slightly to 140, 000 and then fell dramatically in 1988 to reach a low point at 90, 000. Since then, there has been a steady increase: to 100, 000 in 1989; then a rise to 110, 000 in 1990; the same increase again, to 120, 000 in 1991; and again, range A sales have reached a peak of 140, 000 in 1992.

Now **product range B**. Range B was the major product range in 1982; at a level of 150, 000 units per year. Sales in this range enjoyed a steady period for three years, until 1984, but then in 1985 there was a sharp drop to 110, 000. The sales force managed to achieve a slight increase in 1986 (to 120, 000), but then the downturn continued: in 1987, 110, 000; 100, 000 in 1988; 1989, 90, 000; 1990, a low point of 80, 000. Since then sales have remained steady, and we think that turnover in the product range has reached a trough, which may continue for two or three years to come.

4.12.  LISTENING Complete the text.

Finland's paper exports to Japan



In 1987 the export figures stood at 400 m Finnish markkaa. There was a _____ between 1987 and 1989 when figures _____ over 800 m. This was followed by a _____ between 1989 and 1990 when Finnish paper exports to Japan _____ to 400 m. There was a _____ between 1990 and 1991 when exports hit the 450 m mark but they _____ again to 400 m in 1992. Between 1992 and 1995 there was a _____ and exports of paper to Japan _____ of 1,300 m in 1995, before _____ again to under 1,000 m in 1997.

4. 13. Fill in the missing prepositions in the sentences below.

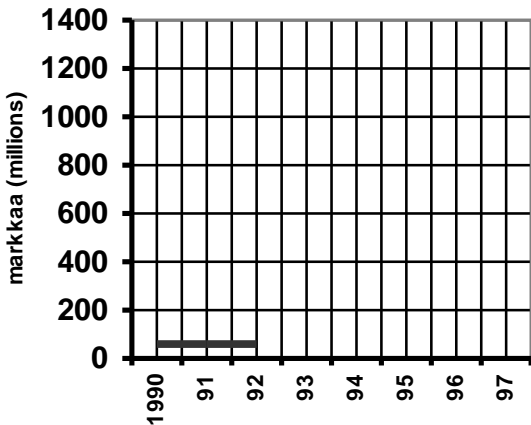
at between by from of to

1. Labor costs have fallen _____ 22% of total production costs _____ 14% in the last ten years.
2. The growth in sales has led to rise _____ 30 % in profits.
3. A 10% drop in sales has reduced the profit _____ 40 %.
4. Capital investment for the year stands _____ \$6,000.

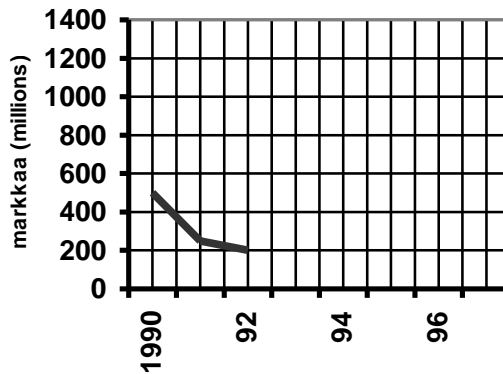
5. Pre-tax profits reached a peak _____ \$5m two years ago but have been lower since.
6. There was a dramatic fall in sales to the USA _____ 1997 and 2000.
7. Weekly sales have leveled off _____ \$34,000.
8. The rise in raw material prices is expected to be _____ 3.5% and 4.5% this year.
9. They expect to create 1,450 jobs worldwide _____ the end of the next year.
10. During 1999/2000 retail floor space increased _____ 5% _____ a total _____ 48,000m².

4.14. 🎧* Listen to the description of other Finnish exports to Japan and complete the following graphs.

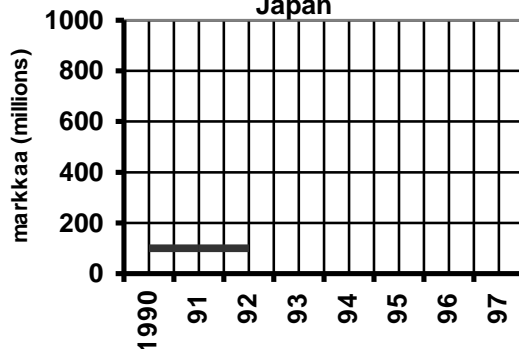
Finland's WOOD exports to Japan



Finland's MACHINERY exports to Japan



Finland's CHEMICAL exports to Japan



4.15. A Sales Report

Read the report about the first year's sales of the antibiotic Trioxil and explain the reasons for changes in company performance.

In August 1989 we launched a new antibiotic, Trioxil. In 1990 sales of the new product increased rapidly worldwide and today stand at over 130 million Swiss Francs.

In Japan sales were slow at the beginning of the year because we had problems with distribution. In May we reached an agreement with a new distributor and the situation improved. Sales over the year rose by 24 % to 18.6 million Swiss Francs.

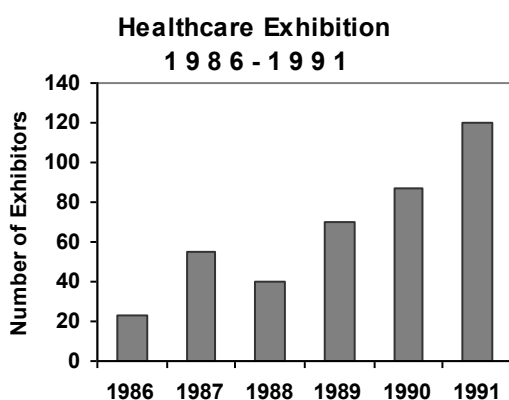
In the more competitive U. S. market, sales stayed at their 1989 level due to a sharp fall in the value of the dollar. In 1989 Junior Delpol was the best selling children's antibiotic in the world. But European sales of the product dropped slightly. So, in August 1990 we launched Junior Trioxil in Italy. In its first six months sales reached 5.4 million Swiss Francs.

4.16. 🎧 *LISTENING* A Look at the Figures

Every year at the Healthcare Exhibition in Switzerland manufactures of medical equipment show their new products to customers. The two bar charts below give information about the number of exhibitors and the number of visitors.

Listen to Kristina Rufli as she explains the bar charts.

- Find the reasons she gives for the changes A, B, C, D.
- Explain the figures in each chart using the language box to help you.



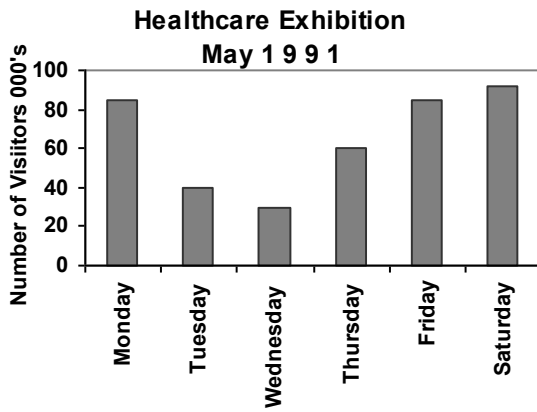
- cost of a stand increases
- publicity campaign
- cost of a stand goes down
- other exhibition opens
- bad organization
- exhibition opened to non-European companies

A (1987) – *exhibition moves to bigger center*

B (1988) –

C (1989) –

D (1991) –



- transport problems
- entrance fee
- other exhibition opens
- public holiday
- bad weather
- publicity campaign
- famous person visits exhibition

- A (Monday)** –
- B (Tuesday)** –
- C (Wednesday)** –
- D (Friday)** –

4.17. Meeting the budget

Describe company performance comparing budget figures with actual sales. To give reasons use the words: *as a result, due to, because of, because, attribute to, etc.*

You have the budget figures for your partner's company, but not actual sales. Find out from your partner whether his/her company actually sold what it planned to in the budget.

Example:

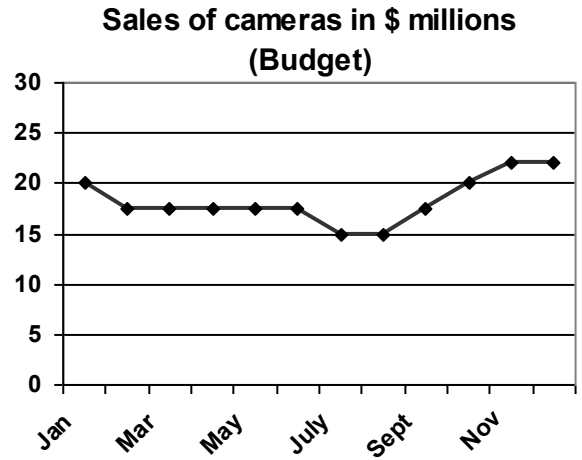
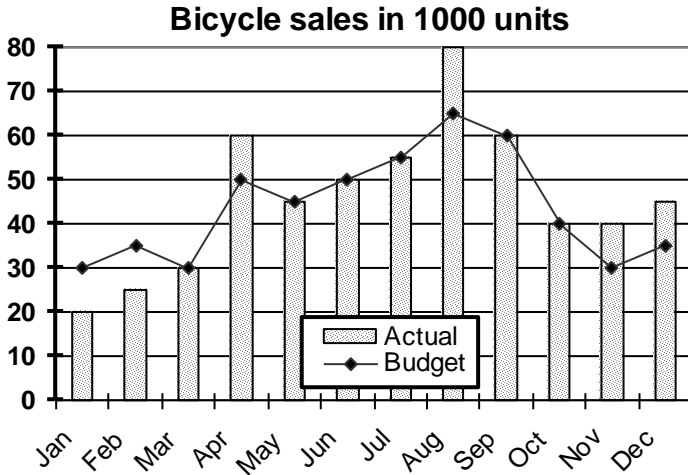
Student A: *You planned to sell 18,000 units in April. What did you actually sell?*

Student B: *We sold 25 units.*

Student A: *Why was that?*

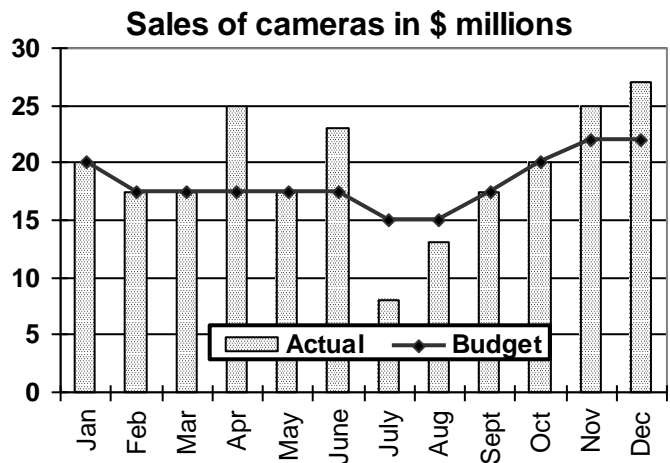
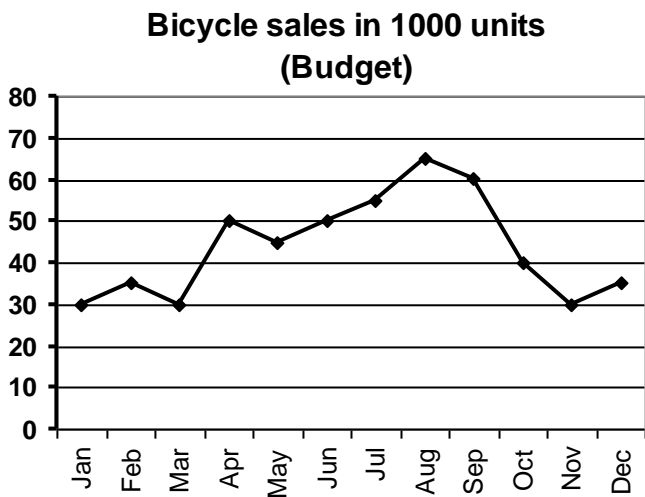
Student B: *It can be attributed to good report in consumer magazine.*

Student A.



- **February** – snow and cold temperatures
- **April** – good weather during Easter holiday
- **August** – national bicycle race
- **November and December** – new range of bicycles is very successful

Student B.



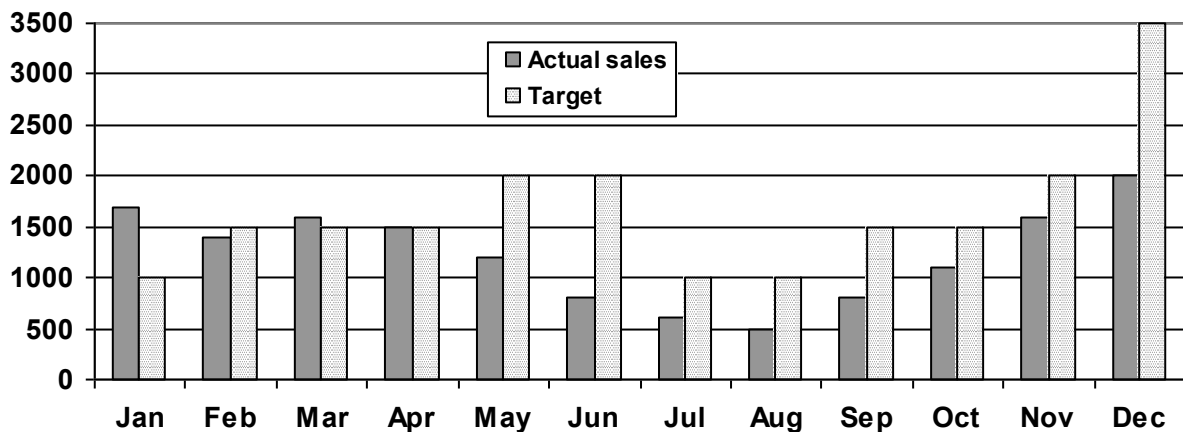
- **April** – advertising on TV
- **June** – good report in consumer magazine
- **July** – strike at main factory

- December – Christmas

4.18. Sales failed to meet the target.

A. Describe the sales performance highlighting the difference between actual sales and target sales. Prepare questions for the store management to find out why sales failed to meet target.

Lancaster Yr 1 (000)



RESULTS

	SALES	TARGET	VARIATION
1 ST Qtr	4700	4000	+700
2 ST Qtr	3500	5500	-2000
3 ST Qtr	1900	4500	-2600
4 ST Qtr	4700	7000	-2300
Year	14800	21000	-62000

QUESTIONS

Promotional activities?

Reasons for poor results?

The future?

USEFUL PHRASES

We **expected** 20 % increase in... /sales of \$4000/
sales to reach the figure of ...

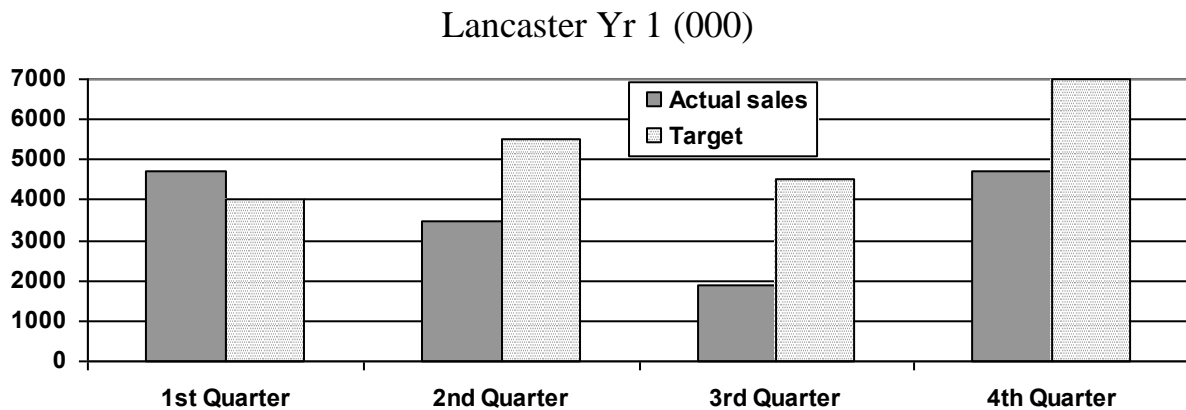
projected

predicted

forecast

aimed for (sales of)

B. Prepare to explain why sales results were poor giving reasons for sales failure to meet target.



RESULTS

Month	Sales	Target	Notes
January	1700	1000	Opening ceremony, local sales promotion, 1, 000 million gift to local school
February	1400	1500	Special discounts, advertised with fliers and local press adverts
March	1600	1500	Distribution problems
April	1500	1500	Poor management
May	1200	2000	Transport problems
July	600	1000	Holiday period; Kristin Lundrum becomes store manager
August	500	1000	Summer food promotion
September	800	1500	French week, special promotion on cheese
October	1100	1500	Italian week, in-store cookery demonstrations, free recipe cards
November	1600	2000	Spanish week (including paella – front page of local paper)
December	2000	3500	Christmas promotion (press adverts & fliers) children’s painting competition
TOTAL	14800	21000	Total shortfall – 620, 000

PART V DO versus MAKE

<i>Do:</i>	<i>Make:</i>
better, worse	acquaintance
one's best, worst	arrangements
business with	announcement
one's duty	agreements
good, harm, evil	allowances for
right, wrong	appointments
damage,	an attempt
repairs	the best (of)
a service, favor	certain/sure
wonders/miracles	a change
justice (to)	a choice
work/a job	a complaint
laundry	a confession
a paper	a deal
research	a decision
an assignment	a deadline
homework/housework	a demand
an exercise	a difference
a operation	a discovery
a surgery	an effort
a concert/play	an excuse
one's hair	an exception
100 mph/kph	enquiries
a degree/course	a journey/trip/voyage
a make up	a move
	an offer
	peace (with)
	a point of
	preparations
	a profit/fortune
	a progress
	a promise
	a report
	a request
	a speech
	a success
	money
	a mistake
	a noise
	a mess
	a suggestion
	a phone call

5.1. Fill in the blanks with *do* or *make* to complete the sentences.

1. If you can only _____ a decision soon, we'll be able to _____ surgery on you.
2. Don't be afraid of _____ mistakes, they're natural. We won't _____ demands on you.
3. The child didn't _____ a move, so they feared that someone had _____ him harm.
4. You _____ wrong. Please don't _____ a habit of it.
5. You are always _____ excuses for not _____ the repairs on time.
6. Did you _____ sure he spoke English before you called?
7. Why should I _____ you a favor? I only _____ your acquaintances two days ago.
8. It won't _____ you any harm to take a rest.
9. I'll _____ arrangements to meet them so we can _____ the most of their visit.
10. Are you still _____ business with that company or have you _____ other agreements?
11. After ten years of war they _____ peace at last.
12. Please _____ sure what time her plane leaves and you'll be _____ me a favor.
13. We're _____ every effort to see if the new program will _____ any difference.
14. He is _____ research for the speech he will _____ on Thursday.
15. They _____ some changes in how they will _____ their exercises in the future.
16. We'll never _____ a deadline.
17. There are times in life when you have to _____ a choice.
18. To move all the furniture we had to _____ several trips.
19. He wants to _____ economics at university.
20. Whose turn is it to _____ the dishes? Come on, I cooked.
21. On accepting the prize he _____ a short speech in Spanish.
22. The new Audi can _____ 140 miles per hour.

5.2. Make vs do

Decide whether the words are used with *do* or *make*.

a suggestion, an offer, an examination, a profit, homework, an excuse, an attempt, damage, money, fun of, one's best, sure, a choice, harm, an exercise, a decision, one's duty, a course, the best of, use of, a complaint, business, good, a mistake, certain, a journey, an effort, an arrangement, housework, an enquiry, the most of, a discovery, work, war, move, deadline

MAKE	DO

5.3. Rewrite these sentences using *make* or *do*.

1. They fixed time to meet.
2. It only takes me a second to tidy my room.
3. You've done something wrong here.
4. He earned a lot of money buying and selling houses.
5. Last year he was trading with Russia.
6. We'll never succeed in doing it on time.
7. She arranged her hair.
8. We traveled 300 miles on the first day.
9. She completed a course of study at a college in history.
10. The minister will visit the hospital next month.

5.4. Complete the sentences with *of, from or with* and give reasons for your choice.

- a. The Portland Vase, made _____ blue and white glass, was smashed.
- b. The sauce is delicious, It's been made _____ fresh cream.
- c. Our cakes are made _____ pure ingredients like eggs, butter and milk, with no additives.

Supply *made of, made from, made with* in these sentences.

1. It's hard to believe that whisky is _____ barley.
2. Most cheap toys are _____ plastic these days.
3. What's plastic _____?
4. You can't expect chocolates _____ fresh cream to keep very long.
5. Chocolate is _____ milk, cocoa and flavorings.
6. The entire building is _____ steel and glass.
7. The metal used in these coins is cheap alloy _____ various metals.
8. I've bought a nice flan _____ fresh fruit which we can have for our tea.

Татьяна Анатольевна Гудкина,

доцент кафедры иностранных языков АмГУ;

Марина Андреевна Пирогова,

канд. филол. наук, доцент кафедры иностранных языков АмГУ.

Company Presentation

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