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ИНОСТРАННЫЙ ЯЗЫК ДЛЯ ДЕЛОВОЙ КОММУНИКАЦИИ

*Учебное пособие
для студентов
экономических
специальностей*



МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКОЙ ФЕДЕРАЦИИ

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ИНСТИТУТ ОБЩЕСТВЕННЫХ НАУК И МЕЖДУНАРОДНЫХ ОТНОШЕНИЙ

Ю.П. Спирина, С.С. Миронцева

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Предназначено для студентов 2-го курса экономических специальностей (квалификация «бакалавр»), достигших продвинутого уровня владения английским языком. Пособие является сборником практических упражнений, раскрывающих основные темы дисциплины «Иностранный язык» для обучающихся второго курса экономических специальностей. Пособие включает в себя задания на развитие таких видов речевой деятельности как говорение, чтение, письмо, содержит упражнения лексического и грамматического характера. Главы пособия представляют описание и систематизацию основных сведений по темам, предусмотренным программой дисциплины «Иностранный язык» для обучающихся второго курса экономических специальностей (квалификация «бакалавр»): «Jobs», «People and Organizations», «Money», «Finance and The Economy», «Business Skills», «Corporate Culture», «Negotiations», «Making arrangements».

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MODULE 1

JOBS, PEOPLE AND ORGANISATION

1. Read paragraph 1 of the article and choose the best definition for *perks*.

- a) happiness and confidence in the workplace
- b) something your employer gives you in addition to your pay
- c) high-quality food and drink

SUCCESS CAN BE A GAME WITH MANY PLAYERS

(1) One of the side effects of the free food for Google staff is what is known as the 'Google 15' - the number of pounds that employees typically gain after joining the Internet company. But whether it is providing snacks and gourmet meals in the canteen, annual skiing trips or games rooms at the office, the philosophy behind such perks is the same - getting staff to meet each other, interact in informal settings and encourage teamwork.

(2) One way the company does this is to hold competitions in everything, from office decorating to dancing and football, with prizes for the winners. Managers also receive a quarterly 'celebratory fund' either to reward accomplishments or to build teamwork by going bowling, go-karting or dining out.

(3) The Best Workplaces survey indicates that such initiatives have a powerful effect. At Google Italy, for example, 90 per cent of the employees agreed that 'people celebrate special events around here'. Also, in Italy, 100 per cent agreed that 'this is a friendly place to work' and 96 per cent agreed that 'there is a "family" or "team" feeling here'.

(4) Another part of Google's objective is to make its workplace feel fun. Massage chairs, table-tennis tables, video games, lava lamps, hammocks, beanbags, bicycles, large rubber balls, couches and scooters are all part of the furniture in Google offices.

(5) However, when it comes to the serious business of work, great emphasis is placed on engaging employees. What makes Google a great workplace is that the nature of the work itself is very challenging and interesting," says Nick Creswell, the company's university programmes manager for Europe, the Middle East and Africa. 'And for the type of people who really enjoy an intellectual challenge, that's the biggest appeal of working here.'

(6) Fostering this intellectual activity is a policy giving employees a large degree of independence in deciding how to work - both in terms of the hours they work and how they do their jobs. "There's a real culture of autonomy and empowerment,' says Mr Creswell. 'Individuals within the business understand what their own goals are within the context of their teams, and they have a lot of freedom to go out and make those happen.'

(7) Even when it comes to learning and development, many programmes are voluntary and informal. Often it may be a case of inviting university faculty in to discuss their latest research. Google also invites prominent writers to give lunchtime talks about their books.

2. Read the article. Look at these key phrases that summarise paragraphs 1-3.

Then write similar phrases for paragraphs 4-7.

- 1 Philosophy behind the perks.
- 2 Competitions and celebratory funds.
- 3 Celebrating special events / friendly place to work.

3. Decide if the statements are true (T) or false (F). Correct the false ones.

- 1 Google promotes the idea of staff getting together.
- 2 Every month, managers get money to build teamwork or reward staff.
- 3 Ninety percent of Google Italy workers thought it was a friendly place to work.
- 4 The furniture in Google offices is different to that in most offices.
- 5 The work is challenging, and you need a university degree to work there.

6 Employees know what their objectives are and have the freedom to achieve them.

7 Employees have the opportunity to listen to well-known or important authors.

4. Match these nouns from the article (1-5) to their meanings (a-e).

1 accomplishments (paragraph 2)	a) important new plans to achieve an aim
2 initiatives (paragraph 3)	b) success in doing something
3 autonomy (paragraph 6)	c) giving people the power to do something
4 empowerment (paragraph 6)	d) teaching staff
5 faculty (paragraph 7)	e) independence/freedom to make your own decisions

5. Discuss these questions.

1 Would you like to work in a company like Google? Why? / Why not?

2 Would Google's philosophy work in your organisation? Why? / Why not?

3 Which of the perks or ideas mentioned in the article appeals to you the most?

6. These are some typical departments in a company.

Finance	Human resources	Marketing	Operations	Production	Sales
---------	-----------------	-----------	------------	------------	-------

Discuss these questions.

1 Can you name any other departments?

2 Which departments do you think do the most important work? Why?

3 What do you think each one does? Use some of the keywords and phrases in the second box to help you.

Brand image	Cash flow	Customer service	Health and safety	Invoicing	Manufacturing
Pricing	Promotion	Quality control	Recruitment	Supply chain	

7. What do the words in the box mean?

involves	lead	make sure	running
----------	------	-----------	---------

Complete the sentences using the words and phrases in the box.

- 1 My job news gathering for a major news organisation.
- 2 My role as Programme Director is to the production team.
- 3 I'm responsible for the human resources team.
- 4 We need to we're getting cash in.

8. Look at some expressions people use to talk about their jobs. Complete the expressions using the prepositions in the box.

- 1 I report the IT Director.
- 2 I'm the Head Sales.
- 3 I work closely the Head of Marketing.
- 4 I look the company website.
- 5 I take care the export documentation.
- 6 I'm responsible coordinating the production team.
- 7 I'm in charge the research and development team.
- 8 I coordinate all departments to ensure customer satisfaction.

after	for	of	of	of	to	with	with
-------	-----	----	----	----	----	------	------

9. Read how two more people at the news organisation describe their jobs. Complete the texts using words from Exercises 7 and 8.

My name's Frances Mullan. I'm the Head of Marketing. I..... a small team of two marketing managers and a video producer. Our work a variety of marketing strategies to promote the business, including events, social media and printed advertising. I'm in of attracting new customers, retaining existing customers and positioning the business as innovative and creative. I directly to the Head of Strategy and Development.

My name's Donovan Parsons. I'm a camera operator and I take of the camera equipment. I'm for interpreting what the director wants to happen and putting it on screen. I closely with other technical departments, such as lighting and sound. My duties also include supervising the work of the camera assistant. We're in a live television environment so we have to make we can do the job under pressure.

10. Work in pairs or small groups. Imagine that you are going to show a new member of staff around the organisation where you work or a new/overseas student around the campus of the place where you study.

Decide:

- Which departments/areas you would take the new employee/student to and why.
- Which key people you would introduce your new employee/student to.
- How would you briefly describe the roles and responsibilities of three people you meet?

Roleplay the introductions with the new employee/student.

- What would be some good questions to ask the three people about their roles and responsibilities?

11. Read about the tall and flat organisational structures. What do you think are some advantages and disadvantages of each?

Tall organisations have lots of management levels. There is generally more bureaucracy and decision-making is slow and centralised in the top levels of the hierarchy (top-down decision-making). A criticism of tall organisations is that they are slow to innovate and therefore are less competitive. However, there are also many opportunities for promotion. Large complex corporations with a lot of stuff are typical examples of tall organisations.

Flat organisations are less hierarchical. There are few levels of middle management. Decision-making is more decentralised and therefore quicker. The lines of communication between staff and senior managers are more direct and

two-way (top-down as well as bottom-up). Flatter organisations are said to be more creative and innovative. However, with fewer management levels, there are fewer chances of promotion. Managers can have more responsibilities and stress. Start-ups with fewer staff are typical flat organisations.

12. Match the words and phrases in the box with the definitions.

bureaucracy	centralized	decentralized	hierarchy	innovative	promotion
-------------	-------------	---------------	-----------	------------	-----------

- 1 a move to a more important job in a company or organisation
- 2 new, different and better than before
- 3 a system of organisation in which people are divided into levels of importance
- 4 a complicated official system that has a lot of rules and processes
- 5 organised the control of an organisation so that everything is done or decided in one place
- 6 moved parts of an organisation, etc. from a central place to several different smaller ones

13. Complete this email using will or be going to.

I have big plans for next week. It (1) (be) very exciting because I (2) (learn) to use English for our telephone helpline. I hope I (3) (not have) any problems understanding the people who call. My hours (4) (be) from 8 to 5. I think I (5) (answer) questions about cash dispensers, online banking and our banking hours. I hope I (6) (not forget) anything important. My boss (7) (help) me at the beginning. After that I hope I (8) (be) able to do everything perfectly!

14. Complete this email to a client. Compare the following:

- 1 arranging an overdraft with arranging a loan
- 2 an overdraft facility with a long-term loan and a short-term loan

3 online banking with waiting at the bank

4 interest rates for deposit accounts with interest rates for current accounts

Dear Customer,

Thank you for your email. Here are my answers to your four questions:

1 Is it easy to arrange an overdraft?

Yes, it is. It is _____.

2 Is an overdraft facility expensive?

Yes, it is. It is the _____.

3 Is online banking convenient?

It certainly is. It is _____.

4 Are interest rates high for deposit accounts?

Yes, they are. We offer much _____.

I hope this information will help you.

Kind regards.

15. Match 1-5 to a-e to make instructions on how to use online banking. Then put the instructions in the correct order.

1 After that you can transfer money	a) different actions you can choose from
2 Then look at the	b) log out
3 First log in	c) on the one you want
4 Finally remember to	d) with your password
5 Next click	e) or change standing orders

16. Give instructions to customer advisers. Use the imperative.

1 It is a bad idea to give your employee password to anyone else.

2 It is a good idea to keep your company ID card in a safe place.

- 3 It is a good idea to be polite to customers.
- 4 It is a bad idea to forget a customer's name.

17. Use these prompts to write sentences with modals.

Modals for obligation, necessity and prohibition
<i>Obligation, necessity and lack of necessity</i> He must pay interest. He will have to pay interest on the overdraft. I need to talk to you. He doesn't have to pay bank charges.
<i>Prohibition</i> He mustn't go over the limit.

EX. next week / he / talk / to his boss / (necessity - future)

Next week he will have to talk to his boss.

- 1 I / call / the bank / about my lost credit card /. (necessity - present)
- 2 you / usually / serve / customers in the morning /? (obligation - present)
- 3 you / pay / fees / when you overdraw your account? (lack of necessity - present)
- 4 he / make / an appointment with the loan officer /? (necessity - present)
- 5 we / pay / penalties on our account . (lack of necessity - future)
- 6 he / talk / to customers in an unfriendly way. His boss is not happy with him.
(prohibition - present)

18. Complete this checklist from a compliance officer for new employees with must/mustn't and have to/don't have to.

To all Customer Service and Loan Officers

As you know, we have to tighten regulations, so here are some DOs and DON'Ts:

Customer Service Officers (1) contact their clients once a year.

Customer Service Officers (2) pass on personal data about their customers. Customer Service Officers (3) arrange mortgages.

Loan Officers (4) check credit ratings before arranging loans.

Loan Officers (5) regularly write reports about existing loans.

Loan Officers (6) check financial documents of corporate clients once a year. Loan Officers (7) make sure that the customer can pay the instalments.

Loan Officers (8) inform the guarantor of the loan when a customer is late with payments.

Loan Officers (9) approve loans before the guarantor signs the contract.

19. You are a manager and have to do end-of-year assessments for employees. You have the information in 1-5 below from the compliance officer at the bank. Read the checklist in 18 again and write your comments after the statements.

EX. Stefan normally contacts his clients once a month.

Stefan doesn't have to contact them once a month but he must contact them once a year.

1 George checks financial documents of corporate clients every two years.

2 Julia sometimes checks the customers' credit ratings after arranging loans.

3 George occasionally does not make sure that the customer can pay the instalments.

4 Stefan sometimes gives his customers' addresses to people outside the bank.

5 Julia occasionally forgets to write a report about an existing loan.

20. Work in pairs. Tell Stefan, George and Julia what they need to, do not need to, must or mustn't do.

EX. Stefan, you don't need to contact your clients once a month but you must contact them once a year.

21. Work in pairs. Talk about things you have/need to, do not have/need to, must or mustn't do at your workplace or place of study.

EX. In my job/studies I have to I don't need to I must/mustn't

22. Read an article. Choose five points that you think make the company a good one to work for. Take notes on those points and then tell your partner, without looking back at the article.

KPMG

<i>Audit, tax and advisory services</i>	
Annual sales	£1,607m
Staff numbers	11,788
Male/female ratio	53:47
Average age	34
Staff turnover	16 %
Earning £35,000+	49 %
Typical job	Accountant

The phrase 'work hard, play hard' could have been invented for Sue Day, a high-flyer at financial services giant KPMG. The Corporate Finance Manager spends her working days getting the best out of her talented team, but KPMG makes sure she also has the time available to pursue her sporting career.

'KPMG recognises that if it looks after people, it will get more out of them,' says Day, who has been with the firm for 12 years. 'It is difficult to juggle the training and the competition of an international sport with a job. I've been here so long because KPMG is so supportive.'

It's that kind of caring culture that has seen KPMG top our list for the third time in four years. And its almost 12,000-strong workforce seems to agree with Day's assessment, according to our 66-point employee questionnaire. The company has top-ten results for 48 questions, and ten of those are the best scores nationally.

Corporate Citizenship Manager Uzma Hamid wanted to expand her career options and perhaps work abroad. She was given carte blanche by her manager and found a four-month secondment with the United Nations Global Impact initiative, which she says was 'like everyone's dream if you work in corporate social responsibility'.

'KPMG makes me feel empowered. I am taken seriously and I can make choices about my own career,' Hamid says. 'I am now using my experience proactively and to the benefit of the organisation.'

Employees say managers help them to fulfil their potential (a 70% positive score) and agree that the organisation is run on strong principles (78% - the top score nationally).

With an overall positive score of 75%, opportunities for personal growth keep staff happy. The expansion of KPMG Europe has increased opportunities for staff to work abroad. Its successful scheme to retain talented women encompasses Reach, a project aimed at encouraging women to become middle managers. It also has a programme for its own emerging leaders to help them move up to the next level.

Staff find their work stimulating (73%), agree training is of great personal benefit (74%) and believe the experience they gain is valuable to their future (83%), all top scores nationally.

When it comes to giving something back, KPMG has an impressive record. Last year, more than 4,500 staff contributed 43,000 hours to serve the community, helping it gain a score of 64%, again better than every other firm. All staff can use half a day of company time per month to volunteer.

As far as pay and benefits are concerned, KPMG staff are the most satisfied on our list (67%). The company has a flexible benefits scheme, including childcare

vouchers, medical insurance for the whole family and the opportunity to buy up to ten days' additional holiday. There are occupational health and employee assistance programmes, and an 11.9% contribution by the firm to the pension scheme. Employees feel they are paid fairly for the work they do relative to their colleagues, too (62%).

23. Ask your partner questions about the company, so that you can work out together whether these statements are true or false .

- 1 Over 70% of staff think that their training is of great benefit.
- 2 More than half the staff earn £15,000 or more.
- 3 Less than half the staff earn more than £35,000.
- 4 KPMG offers childcare vouchers and contributory pensions.
- 5 KPMG has a fairly similar-size workforce.

24. In pairs, complete these sentences with word partnerships. There is one extra option which you do not need to use.

performance review	paternity leave	pension scheme
basic salary	medical insurance	childcare vouchers

- 1 You need to compare various policies online.
- 2 The government's new is designed to prevent widespread old-age poverty.
- 3 Ask Human Resources for the proper forms a month before your
- 4 Many fathers do not take up their entitlement.
- 5 does not include overtime, bonuses, commission or travel allowance.

25. Read about jobs in a bank. Match six of the departments above to the employees.

•*Board of Directors* •*Private Banking* •*Foreign Exchange*
 •*Group Risk* •*Human Resources* •*Corporate Banking*
 •*Group Accounting* •*Client Risk Management* •*Retail Banking*
 •*Loan Modification* •*Internal Audit* •*Legal Department*

(1)....."I deal with customers who have large amounts to invest. We are in charge of managing investment portfolios and giving investment advice." (Leila)

(2)....."I report directly to the Board of Directors about risks within the bank. My department prepares the annual risk report and we help to decide on future strategies." (Elke)

(3) "In my department we are involved in creating tailor-made products and advising corporate clients." (Grete)

(4)....."I deal with large companies. I check on the collateral they have and I check their credit ratings to make sure we can lend them money." (Duncan)

(5) "We are responsible for doing the books and preparing the financial documents." (David)

(6) "I deal with exchange rates and foreign currencies. We help customers when they want to change money." (Susan)

26. Complete these sentences with the correct present simple or present continuous form of the verbs in brackets.

1 In my job I (give) advice to clients about mortgages.

2 Building societies (usually / not offer) current accounts.

3 Today (give) financial advice to a new client.

4 Mr and Mrs Smith (want) to buy a flat this year.

5 What (you / like) about your job at the bank?

6 Our bank (be) open from 8 to 5.

7 This week we (issue) shares for a client and we (sell) them on the stock market.

8 He (usually / help) customers with mortgages.

27. Complete these sentences with a, an, the or no article (-).

1 He is analyst at investment bank in London.

2 She works in Brokerage Department at Atlantic Bank.

3 They are investment bankers.

4 We work at building society in Vienna.

5 job I have in Dubai is great.

MODULE 2

MONEY

1. Read the article and complete the profile.

KIERAN PRIOR: GOLDMAN SACHS'S WHIZZ-KID WHEELER DEALER

Working on the noisy, frenetic **trading** desk at Goldman Sachs London offices on Fleet Street earlier this decade, Kieran Prior and John Yeatts, two bright and ambitious twenty somethings from very different worlds, became close friends.

Although Prior, then 23, was just a year older than Yeatts when they met, he enjoyed giving practical advice, teasing the American about his Saturday-night dates. Yeatts returned the favour. When **traders** ordered lunch delivered to their desks, Yeatts cut up Prior's food and fed him one small bite at a time. Prior was born with a rare condition that affects his movement and impairs his speech. He cannot get out of his wheelchair unaided, and has never been able to walk.

Yet despite these physical limitations, Prior is thriving on Goldman's trading desk possibly the most demanding and competitive testing ground in finance - winning the admiration of colleagues while gaining experience, confidence and responsibility.

It's not easy managing investments of any size for the high-powered trading machine that supplies much of the **earnings** of Wall Street's most profitable firm. It is extraordinary that Prior is able to do so with such physical limitations.

Gary Williams, the former head of European equity trading, who hired Prior nearly eight years ago, has enormous respect for his determination. He is an exceptionally smart, perceptive guy who has purposefully risen to - and overcome - so many challenges,' said Williams. "The noise and hurly-burly of the trading floor

make trading more difficult for someone in Kieran's position, but the challenge actually appeals to him.

Intellectually, Prior, now 29, has few limits. Since joining Goldman as a **financial analyst** in the equity division in 2000, Prior - whose IQ score of 238 puts him in the top 1% of the world's population - has risen from performing basic **research analysis** and trading Euro Stoxx futures to running a \$50m (£25m) group of European **equities** and **derivatives**.

Prior joined Goldman just four days after he graduated from university. Early on, he caught the attention of John Thornton, Goldman's then- president, as Thornton was walking across the trading floor. Thornton stopped for a brief chat - and was amazed.

'I couldn't help but be impressed," said Thornton. 'First of all, Kieran's sheer, raw talent is impressive, and when you add to that the determination he shows getting through the day in a place like Goldman Sachs, which is so demanding, it is just breathtaking.'

Prior is free to invest in almost any **business sector**, but recently narrowed his focus to just 20 companies because of the extreme volatility in the markets. 'I joined Goldman in a **bear market**,' he said, 'but these markets are the most difficult I've ever seen, so I'm just using this period of **volatility** to learn as much as I can.'

Name	Kieran Prior
Age	
Job	
Duties	
Company	
Work location	
IQ	
Personality/Strengths	
Current area of specialisation	

2. What is your reaction to Kieran's story?

3. Find idiomatic expressions in the article heading which mean:

- 1 someone who does a lot of complicated business transactions
- 2 a young person who is very skilled or successful at something.

4. Find words in bold in the text that mean the following.

- 1a financial market in which prices are falling
- 2 people who deal in shares and bonds
- 3 someone who carefully examines the financial state of a company
- 4 sudden and quick change
- 5 the area of a financial market where a particular company does business
- 6 the capital that a company has from shares rather than from loans
- 7 the careful examination of the performance of companies and stocks
- 8 the part of the economy made up by companies
- 9 the profit that a company makes in a particular period of time
- 10 things such as options or futures based on underlying assets such as shares, bonds and currencies

5. In groups, discuss which of the following sectors you think are likely to be volatile in an economic recession.

- telecommunications
- advertising
- healthcare
- food
- biotechnology
- cars
- budget supermarkets
- steel
- travel
- construction

6. Complete these sentences with the words in the box.

ATM	credit	current account	direct debit	home insurance
rent	salary	standing order	withdrawal	balance

- 1 My shows how much money I have in my account.
- 2 I have a(n) at my bank to make payments and receive money.
- 3 I see a(n) on my account when someone pays money into it.
- 4 I usually get cash out of my account at a(n)
- 5 I make the same payment every month with a(n)
- 6 My employer pays my into my account.
- 7 I have to protect my home.
- 8 I pay bills each month automatically. I use
- 9 Every month I pay for my flat.
- 10 I take money from my account. It is a(n)

7. Work in pairs. Look at Peter's monthly budget and answer these questions.

- 1 How much does Peter pay for insurance every month?
- 2 How much salary does Peter receive?
- 3 How much does Peter pay for petrol every month?

Income		Outgoings	
salary	£1,821	rent	£575
		food	£370
		electricity: monthly payment	£56
		home insurance: monthly payment	£28
		credit card	£126
		pension contributions	£115
		clothes	£24
		car insurance: monthly payment	£42
		petrol	£35
		savings	£150
		other	£220

8. Look at the questions in Exercise 7. Write five more questions about Peter's income and outgoings. Then ask a partner.

EX. A: How much does Peter pay for rent every month?

B: He pays £575.

9. Write your own monthly budget. Show your income and outgoings. What is your balance at the end of the month? Ask your partner about their monthly budget. Do they have any direct debits or standing orders? Which bills do they pay with them?

10. Write a short report about the money that you spend each month.

EX. Every month I receive I pay for I buy...

11. Read the text and complete the table with information from the text.

	Examples	Advantages	Disadvantages
Bartering	swapping eggs for milk	simple to understand	not (1) ... way to trade goods don't (2) ...
Commodity Money	3) ... and 4) ...	allows you to store (5) ...	not (6) ... agrees on its value lack of liquidity means money can't (7) ... easily
Fiat Money	8) ... and 9)...	value is (10) ... by the government	

MONEY

The cash we use every day is something we take for granted, but for thousands of years people traded without it. Before money was invented, people used a system called *bartering*. Bartering is simply swapping one good for another. Imagine that you have milk, for example, and you want eggs. You simply find

someone who has eggs and wants milk - and you swap! However, you can see that this isn't a very convenient way to trade.

First of all, you can't be sure that anyone will want what you've got to offer. You have to hope that you'll be lucky and find someone who has what you want and that he or she wants what you've got. The second problem with bartering is that many goods don't hold their value. For example, you can't keep your milk for a few months and then barter it. Nobody will want it!

After some time, people realised that some goods held their value and were easy to carry around and to trade with. Examples were metals like copper, bronze and gold and other useful goods like salt. These are examples of *commodity money*.

With commodity money, the thing used for buying goods has inherent value. For example, gold has inherent value because it is rare, beautiful and useful. Salt has inherent value because it makes food tasty. If you could buy things with a bag of salt, it meant you could keep a store of salt and buy things anytime you needed them. In other words, commodity money can store value.

Using commodity money was much more convenient than ordinary bartering, but it still had drawbacks. One of these drawbacks is that commodity money often lacks *liquidity*. Liquidity refers to how easily money can circulate. There is obviously a limit to how much salt you can carry around! There's another problem with commodity money: not everyone may agree on the value of the commodity which is used as money. If you live by the sea, salt may not be so valuable to you. Money needs to be a good *unit of account*. In other words, everyone should know and agree on the value of a unit. This way, money can be used to measure the value of other things.

The solution is to create a kind of money that does not have any real intrinsic value, but that represents value. This is called *fiat money*. The coins and notes that we use today are an example of fiat money. Notes don't have any inherent value - they are just paper. However, everyone agrees that they are worth something. More importantly, their value is guaranteed by the government. This is the reason why pounds and dollars and the world's other currencies have value.

12. Work in pairs. In your country, how do people get money to buy a flat or a house? Do they borrow it from a bank or a building society? Does this loan have a special name or special terms? Discuss.

13. Match words and phrases 1-5 to definitions a-e.

1 direct deposit	a) quantity
2 statement of account	b) a document that shows the activity in your account
3 amount	c) a card you use to withdraw cash at the cash dispenser
4 bank card	d) money put into an account
5 deposit	e) a way to receive your salary directly

14. Work in pairs. Take turns being the customer and the bank employee. Ask and answer three questions about what you will be able to do with an online banking account.

A: Will I be able to borrow money?

B: No, you won't.

A: Will I be able to see my statements?

B: Yes, you will.

15. Read this extract from the UBE Bank website and match words and phrases 1-7 to definitions a-g.

Banks offer (1) convenient (2) access to funds as well as facilities like overdrafts and (3) long-term loans. An (4) overdraft is usually more (5) expensive than a loan but easier to arrange. At UBE we believe we offer the most competitive products and the best service. Please click here to see our list of (6) fees and charges, and the current (7) interest rates for savings and loans.

a) the ability to use your money

b) easy

c) prices of bank services

d) lasting for a long period of time

- e) costing a lot of money
- f) rates for borrowing or saving
- g) a negative balance on the account

16. Complete these sentences with the comparative or superlative form of the adjectives in brackets. Use these prompts in the box.

Comparative and superlative adjectives			
	Adjective	Comparative	Superlative
One- and most two-syllable adjectives	easy	easier (than)	the easiest
Two or more syllable adjectives	expensive	more/less expensive (than)	the most/least expensive
Irregular adjectives	good bad	better (than) worse (than)	the best the worst
All adjectives	high	(not) as high as	

- 1 An overdraft is ... (expensive) way to borrow money.
- 2 Online banking is ... (easy) going to the bank.
- 3 This is ... (high) rate you can get.
- 4 An ATM is ... (convenient) waiting at the bank.
- 5 The fees and charges for a mortgage at the building society are ... (low) the ones at the bank.

17. Work in pairs. Compare the products in the box. Use the adjectives and other words in the table.

current account, deposit account, mortgage, online banking, overdraft facility, short-term loan

Adjectives	Other words
convenient	manage money
expensive	interest rate

complicated	password
common	keep track of
necessary	set up
easy-to-use	access to funds

EX. An overdraft is more convenient than a short-term loan but it is more expensive.

18. Work in pairs. Match definitions 1-9 to the words and phrases in the table. Write a number in each box. When you finish, the columns and rows will all add up to 15.

credit	carry a balance	lend money	=15
interest	repayment terms	debit	=15
minimum payment	credit rating	credit limit	=15
=15	=15	=15	=15

- 1 what you pay to borrow money from a bank or other financial institution
- 2 give someone money for a fixed time
- 3 a decision about how safe it is to lend money to a person or company
- 4 the maximum amount of money that you can spend with a single credit card
- 5 how you have to pay money back to a bank
- 6 when you buy something now and pay for it later
- 7 when you do not pay an amount you borrowed right away but later
- 8 the lowest amount that you can repay when you buy things on credit
- 9 take money directly out of a bank account

19. Read the text and answer the questions in your own words.

1. What two reasons are given for saving your money in a bank account?
2. Why do people prefer to borrow money from banks?
3. Do banks do anything else for their customers other than store and lend money?

4. How do banks earn money?
5. Who decides how much money the bank keeps in reserve?

BANKS

If you work, you've probably got a bank account. You could keep the money you earn each month in a box under your bed, but it wouldn't be very sensible. One reason is that it's not very safe. If your house gets burgled, you'll lose everything you've saved. Another reason is that your money will lose value.

As prices rise, the money in a box under your bed will be able to buy fewer and fewer things. Money in a bank savings account, however, will earn interest. The interest will help compensate for the effect of inflation. But banks are more than just safe places for your money, What other services do they offer?

The other main service is lending money. Individuals and businesses often need to borrow money, and they need a lender that they can trust. This is exactly what banks are - reliable lenders, In fact, most of the money that people deposit in their bank accounts is immediately lent out to someone else.

Apart from storing and lending money, banks offer other financial services. Most of these are ways of making money more accessible to customers. For example, banks help people transfer money securely, They give customers cheque books and credit cards to use instead of cash. They provide ATM machines so that people can get cash any time of the day or night.

But how do banks make a living? Basically, they make a living by charging interest on loans. Of course, when you make a deposit into a bank savings account, the bank pays you interest on that money. However, the rate they pay savers is less than the rate they charge borrowers. The extra money they make by charging interest on loans is where banks earn most of their money.

For banks, interest is also a kind of security. Sometimes people do not pay back money they borrow. This is called *defaulting* on a loan. When someone defaults on a loan, the bank uses money earned from interest to cover the loss.

All of this means that most of the money people have saved in the bank is not there at all! A small amount of the total savings is kept by the bank so that customers can make withdrawals. The rest, however, is made available for loans. The amount that is kept is called the reserve. The reserve must be a certain percentage of all the savings received from customers - for example 20 per cent. This figure is set by the central bank, and this is one of the ways that governments can control the amount of money circulating in the economy.

20. Work in pairs. Read this information from a bank's intranet. Take turns to choose a word or phrase from the text and explain it to your partner. Your partner guesses what it is.

Credit

Credit is a lending agreement between a customer and a bank.

How we lend money to customers:

- We give them cash.
- We make a transfer to their account.
- We issue a credit card.

Credit cards

- credit limit: the maximum amount that a customer can spend

Repayment terms

Customers can:

- make the minimum payment.
- carry a balance to the next month and pay interest.
- pay the full balance (by direct debit) and no interest.

Debit cards

- The customer pays in full every time he or she uses the card.
- The customer can use the card at an ATM or point-of-sale terminal.

Multi-function cards

The customer can use the card at an ATM, point-of-sale terminal or as a credit card.

Credit rating

- Can the customer pay the money back?
- The bank uses the credit rating to decide.
- The bank uses the credit rating to set the credit limit.

EX. - A: the lowest amount customers can pay when they owe money on a credit card

- B: minimum payment

21. Match 1-5 to a-e to make zero conditional sentences.

- 1 If you pay your balance at the end of the month,
- 2 Do you use a credit card
- 3 If you use a debit card,
- 4 If a customer carries a balance over,
- 5 We charge interest if

- a) we take the money from your account.
- b) they pay interest on it.
- c) a customer doesn't pay the whole amount at once.
- d) when you go shopping?
- e) we do not charge interest.

22. Work in pairs. Discuss these questions.

- 1 What happens if you have a credit card and you only make the minimum payment every month?
- 2 What happens if you carry a balance on your credit card?
- 3 How much does the customer pay if they use a debit card?
- 4 What happens if a customer does not have a good credit rating?

23. Read the text and decide whether these statements are true or false.

- 1 When the government sets interest rates, commercial banks must set the same rate.
- 2 Interest is the price of money.
- 3 As interest rates increase, demand for money falls.
- 4 The money supply is only all the notes and coins that are in circulation.
- 5 Banks lend money, but they never borrow money.
- 6 At the end of each day banks usually have less money than they need.

INTEREST RATES AND THE MONEY MARKET

Economic growth is a plus, but, like all good things, it's best not to have too much at once. If the economy grows too rapidly, the result can be inflation. Steady growth is best, and governments use fiscal and monetary policy tools to achieve this. For example, they set interest rates in order to control borrowing and investment. However, the government can't just state, "today's interest rate is four per cent" and expect all the other banks to follow. As usual, things are a bit more complicated!

The interest rate is not really set by the government at all, but by the levels of demand and supply of money in the money market. Imagine that money is like any other commodity, and the price of money is the interest rate. Banks can charge any interest rate that customers are willing to pay. If there is a limited amount of money available, the suppliers (the banks) will charge a higher price (the interest rate) as demand for money increases. Demand comes from the public who want to spend money to buy things and from businesses who want to invest money in order to grow. Just like other commodities, demand for money will fall as the price (interest rate) rises. The interest rate will be set by the market. It will be where the demand and supply curves meet - the equilibrium point.

Also, just like other markets, there can be shifts in the demand and supply curves. When shifts happen, the equilibrium point (the interest rate that is set) changes. This new interest rate may be above or below the government's target. What can they do about it? One thing they can do is to influence the supply of money in the market.

What exactly is the money supply and how can the government influence it? Obviously, the money supply includes all the notes and coins in purses, pockets and cash tills. Some of this money will be money that has been borrowed from banks, so loans form part of the money supply too. The supply also includes money that people and companies have in bank accounts, and the money that banks have in their reserve accounts in the central government bank.

Remember that banks lend most of the money that customers deposit. When customers want to make withdrawals, the bank takes cash from its reserve account with the central government bank. If the commercial bank has a shortage of cash in its reserve account, it is obliged to borrow from the central bank. When a commercial bank borrows from the central bank, it must borrow at the government's rate of interest. This is how the government can influence the interest rate equilibrium point of the market.

However, the government needs to ensure that at the end of each day the commercial banks have a shortage of cash. And, of course, they have ways of doing this!

24. Complete this leaflet about a new multi-function card with words from the table.

credit limit	balance	repayment terms	debit	credit	interest
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Do you travel the world? Does shopping everywhere sound interesting to you? Then call us to find out about our new multi-function Champion (1) ... Card! If you have a Champion card, you:

- can pay for food, a hotel room, a concert ticket or rent a car without cash.
- can choose the (2) ... option and pay for purchases immediately.
- can withdraw money from cash dispensers around the world.
- can arrange a(n) (3) with your bank.
- can carry a(n) (4) over from one month to the next.
- will get a bill every month, which shows how much (5) ... to pay. ... you have

- can choose your (6) your credit. ... and decide exactly how you want to pay back

To find out more about this great offer, just ask your bank about our card.

25. Put these words in the correct order to make first conditional sentences.

Start with the word in bold and add commas where necessary.

1 you / if / at the bank this afternoon / are / see / I / you / will

2 my credit card / if / lose / I / call / I / the bank / right away / will

3 a multi-function card / she / if / has / can / she / from an ATM / money / withdraw

4 easy to shop online / be / it / will / have / you / a credit card / if

5 get / you / can / travel insurance / a Champion card / if / have / you

6 a Champion card / may need / he / to use ATMs / around the world / he / wants / if

26. Work in pairs. What can you do with the Champion card? Discuss. Use the first conditional.

EX. If I have this card, I can/will ... You may... if ...

27. Complete the table with questions a-e.

a) How can I add money to the card?

b) Who is it for?

c) How can I get it?

d) Why is it useful?

e) What does it cost?

THE CHAMPION YOUTH PRE-PAID CARD

(1) The benefits of the card: • You do not need a bank account or credit rating. • If you lose the card, you can transfer the amount left on it to a new card. • You can use it at point-of-sale terminals all over the world. • You can withdraw cash from ATMs everywhere.	(3) The card is not expensive. (4) It is easy to put money on the card. • Do this directly at your bank from any of your accounts. • Make transfers to the card online. • Your parents can load money onto the card.
(2) This card is for you if: • you want to shop online. • you need a card for a trip. • you do not have your own bank account.	(5) Come and talk to us at the bank. • Fill out the form and load your new card with the amount you want. • Go to our website, fill out the form and order the card online.

28. Work in pairs. Match the words with the definitions.

Transfer	Point-of-sale terminal	ATM	Shop online
Order	Replacement	Load	Fill out

1 something that takes the place of something else

2 move money from an account to another ...

3 cash dispenser ...

4 put money on a card ...

5 complete a form with information ...

6 a machine in a shop where you pay with a card and PIN code ...

7 request something ...

8 buy things over the internet ...

29. Work in pairs or small groups. Discuss these questions. Use conditional sentences where possible.

1 What happens if you lose the card?

2 How can you order the card online?

3 How can you put money on the card?

4 Where can you use the card?

5 What other benefits does this card have?

30. Complete these sentences with the correct form of the words and phrases in the box. You do not need all the words/phrases.

apply for/application form	authorised/authorisation	cash flow
cover (overdraft/expenses)	instalment	in the black/in the red
loan officer	overdraw/overdraft (facility)	penalties/penalise

1 Every month Ben Mellon earns \$1,000 but spends \$1,200. He... his account and is always

2 Ben uses his overdraft to ... his expenses.

3 If Ben doesn't apply for an overdraft, the bank will ... him.

4 Every month, Hannah Stevens earns \$1,200 and spends \$1,000. She has no ... problems. She always stays ...

5 If she needs more money, Hannah can an overdraft or personal loan. She will agree the overdraft or loan with a(n) at her bank. A(n) ... overdraft isn't very expensive.

6 Hannah pays her loan in ...

31. Read the text and answer the questions in your own words.

- 1 What are costs?
- 2 Why are costs important?
- 3 What are fixed costs?
- 4 What are variable costs?
- 5 Why is an economy of scale good?
- 6 Why is a diseconomy of scale bad?

COSTS AND SUPPLY

Companies have to spend money in order to make money. The money they spend to manufacture their goods or provide their services are called costs. Costs are important. Any company that doesn't keep track of costs will soon be in trouble. And there are many different kinds of costs to keep track of such as fixed costs and variable costs. Why are costs important? Well, for two reasons: Firstly, there is a relationship between costs and profit. Profit is overall revenue minus costs. Secondly, there is a relationship between costs and supply. To understand this relationship, we need to look at some types of cost.

One type is fixed costs. Fixed costs are costs that don't change. They are costs that the company has to pay each month, for example, or each year. The value of fixed costs will not rise or fall in the short term. Examples include the rent the company pays, the interest they have to pay each month on any loans and the salaries they have to pay for permanent employees. The good news about fixed costs is that they don't change with increases in production. For example, imagine a company produces 1,000 pens in January and 2,000 pens in February. The rent for the factory remains the same for both months. Variable costs, however, change (vary) with the size of production. The more pens the company produces, the more these costs increase. Examples of variable costs are the raw materials needed for production, the cost of electricity and the cost of maintaining machines that are working more. Also, the company may need to get more part-time employees. Their hourly pay is another variable cost. The price of a product or service increases as supply increases. Variable costs are the reason why. In a perfect world, variable costs will increase steadily as production increases. This is called constant return to scale. However, this is not a perfect world! Sometimes, variable costs rise at a faster rate than production. This nasty situation, which is called a dis-economy of scale. On the other hand, companies sometimes get lucky. Variable

costs can rise at a much slower rate than production. This is called an economy of scale.

32. Work in pairs. Match words and phrases 1-11 to definitions a-k.

- | | |
|-------------------------|-------------------------|
| 1 advance ... | 7 meet expenses ... |
| 2 cash flow problems... | 8 order ... |
| 3 change in demand ... | 9 pay in full ... |
| 4 deposit ... | 10 put off payment ... |
| 5 invoice ... | 11 unforeseen costs ... |
| 6 lack of cash ... | |

- a) a request to supply goods or services
- b) this money is often paid to reserve something
- c) pay your bills
- d) expenses you do not expect
- e) not enough money coming in to cover expenses
- f) when people or companies start needing more or less of a product or service
- g) send someone a bill for work you have done
- h) money you pay someone to start a job; they receive the rest at the end
- i) pay bills at a later date
- j) completely pay off a debt
- k) when money is not available

33. Work in pairs. Look at the newspaper headline and discuss these questions. Use the words in Exercise 32. Then compare your answers with another pair.

- 1 What sort of company do you think Events & Co is? Are they successful?
2. What do you think causes cash flow problems?

BUSINESS NEWS *Wednesday 1 May*

EVENTS & CO IN CASH FLOW CRISIS

Unforeseen costs and change in demand create problems for the company.

34. Read the guidelines for bank advisers and answer these questions.

- 1 What does the banker ask about billing their customers?
- 2 How does the bank's client get money when he or she needs it?
- 3 What information does the bank need to give the client a loan?

Guidelines for bank advisers: how to deal with clients' cash flow problems

- How much cash does the customer need?
- How much does the customer pay in interest?
- When does the customer send invoices?
- How long has the company been in business?
- How long is the billing period?
- Has the customer always paid his/her bills?
- How often does the customer use an overdraft?
- Does the customer have other loans?

35. Work in pairs. Look at the radio interview in which Steve Jones from Events & Co talks about cash flow in his company and answer the questions.

1. Did the company make a profit from the job he describes?
2. What were some of the problems that he had?
3. How much did Steve Jones get for the event?
4. How many months did he need to plan the event?
5. How much did he pay to suppliers?

6. How much did he pay in interest?
7. How much gross profit did he make?

[I = Interviewer; SJ = Steve Jones]

I: Good morning, listeners. I'm here with Steve Jones of Events & Co. Steve, can you tell us about a recent event?

SJ: No problem - we've just finished one! The customer asked us to set up an evening to promote a new type of garden furniture. The event was in June, so we began to organise it in January. The cost for the event was €25,000 and we got €12,500 in January. We started to make a video for them and this cost us €2,800 altogether. Next we set up a photo shoot for advertising.

I: And how did that go?

SJ: Well, we planned this for the second week in February but had bad weather. We had to wait till the next week. So we had to pay the people who were in the shoot extra for their time. That cost us €2,700.

I: Oh! What did you have to do next?

SJ: The next step was to find someone to be in charge of the evening. We found someone for €2,200. But he got another job and we had to look again in March. In the end, we paid €3,500 for the new person we found.

I: Mm, was that the end of the problems?

SJ: Not completely. We had a contract with the location and the deposit was €2,500 in April. We didn't have enough cash then and used our overdraft. This cost us €150 in interest.

I: Sounds complicated to me. And then what happened?

SJ: In May another client suddenly cancelled an order. Then we had to arrange a short-term loan with the bank for €15,000. The first thing we did was pay €3,000 for the food.

I: Mhm. And then what happened?

SJ: We hoped our problems were over. But at the beginning of June the company told us that only half of their guests were coming, so we had to change the order

for the food. We missed the cancellation deadline, so our costs came to an extra €1,500.

I: Oh! And how did the event go?

SJ: The event was a big success and we made money on it. In June we invoiced the company for the rest of the money they owed us. In July they paid us the rest, so we got €12,500. Then we were able to pay back the bank loan of €15,000 plus the interest, which came to €375.

36. Look at the information in the table. Choose the correct words in *italics*.

QUANTIFIERS
We use some with countable and uncountable nouns. We use it in affirmative sentences and questions.
We use any with countable and uncountable nouns. We use it in questions and negative sentences.
We use a lot of with countable and uncountable nouns, usually in affirmative sentences.
We use many - more - the most and (a) few - fewer - the fewest with countable nouns.
We use much - more - the most and (a) little - less - the least with uncountable nouns.

1 How *many / much* money does he have in his deposit account?

2 The company is doing well and has *few / little* debts.

3 They have not received *some / any* payments for their work.

4 They have hired *some / any* companies to cater for an event.

5 I have very *few / little* time tomorrow for the meeting.

6 We had the *fewest / least* problems with our last project.

37. Work in pairs. You run a small business. Tell your partner about a recent project. Then swap roles and repeat the activity.

Talk about:

- what sort of company you run
- the length of the project
- how much you got for the project
- your expenses

38. Work in pairs. What do you know about balance sheets? Where did you learn about them? Do you deal with balance sheets in your job?

Read the information about the basic terminology regarding the balance sheet.

THE BALANCE SHEET

Balance sheets are documents showing a company's financial position at a specific date, which reflect what it owes and what it owns. Assets include current assets (things that can quickly be turned into cash) and non-current assets (things a company owns which they need to run their business). Current assets include accounts receivable (money owed by other companies) and inventory (goods and raw materials or supplies they have in their possession). Non-current assets include both tangible assets such as buildings and equipment and intangible assets such as the brand names for products or services and patents which give them the right to produce a particular product or use a specific process. Brand names and patents are shown on the balance sheet only if they were part of an acquisition of another company, not if they were created by the company itself. Liabilities are the obligations the company has to others. Current liabilities are those debts which must be paid in the next 12 months and non-current liabilities are those which must be paid after that time. Current liabilities include accounts payable (money owed to suppliers), taxes and short-term loans. They may also include salaries and wages, and interest due on loans. Non-current liabilities include long-term loans. Assets minus liabilities represent the equity of the company. This is made up of the

shareholders' equity (money shareholders have put into the company) and the retained earnings or losses.

39. Look at the balance sheet. Find words that match these definitions.

1 things owned by a company ...

2 debts; money owed to someone else ...

3 things that can be quickly turned into cash ...

4 things that cannot be quickly turned into cash ...

5 money customers owe to a company 6 money a company owes to suppliers ...

7 finished or partially finished goods owned by a company ...

8 things that can be touched like a building or machine ...

9 things that cannot be touched like a brand name or patent ...

10 debts a company has to pay within one year ...

11 debts a company does not have to pay in the current year ...

12 money shareholders invested plus retained earnings ...

13 money a company keeps to use for the business or to pay debts ...

BALANCE SHEET	
Assets	£ 25,639
<i>Current assets</i>	£ 11,764
Cash	£ 3,466
Accounts receivable	£ 4,324
Inventory	£ 3,974
<i>Non-current assets</i>	£ 13,875
<i>Tangible assets</i>	£ 9,144
Buildings	£ 6,096
Equipment	£ 3,048
<i>Intangible assets</i>	£ 4,731
Brand names	£ 3,154
Patents	£ 1,577
Total assets	£ 25,639
Equity	£ 7,062
Shareholders' equity	£ 2,860
Retained earnings	£ 4,202
Liabilities	£ 18,577
<i>Current liabilities</i>	£ 12,095
Accounts payable	£ 5,517
Taxes	£ 3,822
Short-term loan	£ 2,756

<i>Non-current liabilities</i>	£ 6,482
Long-term loan	£ 6,482
Total liabilities	£ 25,639

40. Use these prompts to rewrite these sentences in the passive. Use *by* only where necessary.

PASSIVE FORMS
We form the passive with the correct form of <i>be</i> + past participle. We use the passive: •when the action is more important than who does it. •when it is clear who does the action. • to highlight the agent (who or what does the action) using <i>by</i>.

1 The Group Accounting Department prepares the balance sheet.

The balance sheet

2 We can sell the asset.

The asset

3 We add the figures together.

The figures

4 The shareholders can provide more capital.

More capital

41. Work in pairs. Use these prompts to ask and answer questions in the passive. Then make your own questions about banks and companies.

1 training / provide / HR

2 products / sell / Retail Banking

3 important decisions / make / Board of Directors

4 financial documents / prepare / Group Accounting

5 loans / modify / Loan Modification

6 risk / analysis / Group Risk

EX. - A: How is training provided in your company?

- B: It's provided by HR.

42. Read the information about the basic terminology regarding the income statement.

THE INCOME STATEMENT

The income statement (also known as a profit and loss account or P&L) demonstrates the profitability of a company during a specific accounting period not longer than 12 months. The operating revenues consist of the total sales from operations. Income statements may also show net sales (money earned minus discounts made to customers and allowances for returned goods). Non-operating profit shows that the company sold part of their business for a profit. Operating expenses include COGS (cost of goods sold: costs such as manufacturing, raw materials and marketing), SG&A (sales, general and administrative expenses: what companies pay office staff to run the business), depreciation (the decrease in value of tangible goods) and amortisation (the decrease in value of intangible items). EBIT (earnings before interest and tax) show how much the company has earned before paying interest on debts or income taxes.

43. Work in pairs. Choose the correct answer, a, b or c.

1 An income statement shows

- a) how many customers a company has.
- b) how much the company needed to borrow.
- c) how much the company earned and spent.

2 The income statement is used with the balance sheet to

- a) find out about the financial position of a company.
- b) compare the figures.
- c) explain the balance sheet.

3 Numbers written in brackets show

a) numbers from the year before.

b) negative numbers.

c) numbers which are estimated.

44. Look at the income statement for Electronics and More Ltd and match these definitions to the underlined words.

1 the gradual decrease in value of an intangible asset ...

2 the money earned before paying interest and tax ...

3 money the company earned ...

4 the amount of money spent to produce and sell a product ...

5 the amount earned for selling goods minus discounts given to customers ...

INCOME STATEMENT FOR ELECTRONICS AND MORE LTD		
Operating revenues		2023
	Sales	£8,900
Operating expenses		
	Cost of goods sold	(£2,739)
	Sales, General and Administrative Expenses (SG&A)	(£3,955)
	Depreciation and amortisation	(£643)
Total operating costs		(£7,337)
	Operating profit	£1,563
	Non-operating profit	£0
	EBIT	£1,563
	Interest	(£148)
Earnings before income taxes		£1,415
	Income taxes	(£369)
Net profit after tax		£1,046

45. What do you think a cash flow statement shows? How it is different from an income statement? Look at the text to check your answers.

THE CASH FLOW STATEMENT

The cash flow statement shows the cash generated and used during a particular accounting period not longer than 12 months. A company generates profit by trading. This is not the same as cash. Profit after tax needs to be adjusted (for movements in accounts receivable and inventory) to get the cash flow from operations: a decrease in accounts receivable (more customers have paid and there are fewer outstanding bills), an increase in taxes payable and an increase in accounts payable (money the company has compared to an earlier time period, which it will need to pay taxes and suppliers). The cash flow from investing shows an outlay as the company has bought assets such as a plant for manufacturing or equipment. Cash flow from financing is the money a company has generated by issuing new shares, taking out bank loans, as well as their net increases in cash (the figures after expenses are subtracted from the money earned).

46. Choose the correct word to complete each sentence.

1 Customers not paying on time often leads to ... problems.

a) cashflow b) equity c) asset

2 Our state-of-the art machinery is our major... .

a) possession b) asset c) equity

3 The ... rate on the loan was 12%.

a) fee b) charge c) interest

They could not pay their debts and faced

a) bankruptcy b) warranty c) overpayment

5 Sorbat has gone into ... with debts of about £20 million.

a) indemnity b) investment c) administration

6 The finance a company raises from issuing shares rather than taking out loans is known as ... capital.

a) equity b) dividend c) stock

7 The ... is the original amount of a loan not including any interest charged.

a) instalment b) principal c) subsidy

8 A/An ... is a particular type of loan for the purchase of property.

a) credit b) overdraft c) mortgage

9 If a company defaults on a loan, it means they miss a/an

a) budget b) instalment c) collateral

10 Money lent to start-up businesses is known as risk or ... capital.

a) share b) venture c) working

47. Choose the correct words to complete each definition.

1 Being in the *red* / *black* means you are in credit.

2 A *loan* / *grant* is money which doesn't need to be repaid.

3 A *creditor* / *debtor* owes money.

4 An *interest* / A *dividend* payment is part of a profit paid to shareholders.

5 *Assets* / *Liabilities* are the total amounts of money owed by a business.

6 An *overdraft* / A *return* is the amount of profit made on an investment.

7 To go into *liquidation* / *debt* is when a company stops operating because of financial difficulties.

8. A *deposit* / *Collateral* is security for a loan in the form of assets which could be sold if the debt is unpaid.

48. Discuss these statements.

1 Leasing machinery, vehicles, etc. makes more financial sense than buying them.

2 There should be more controls on access to credit.

3 Expanding fast means going into debt.

4 Declaring bankruptcy is a useful tool for clearing debts and starting again.

5 It is good practice to pay suppliers as late as possible and maximise any credit terms.

6 A successful business shouldn't need to raise a lot of finance.

49. Look at the cash flow statement and match 1-9 to definitions a-i.

ELECTRONIC AND MORE LTD - CASH FLOW STATEMENT	
Part 1 Cash flows from operations	2023
(1) Profit after tax	£300,000
(2) Decrease in accounts receivable	£48,000
(3) Increase in taxes payable	£43,000
(4) Increase in accounts payable	£52,000
(5) Net cash from operations	£443,000
Part 2 Cash flow from investing	
(6) Plant and equipment	(£137,500)
Part 3 Cash flow from financing	
(7) Issuing new shares	£65,000
(8) Bank loans	£202,000
(9) Net increase in cash	£572,500

Part 1

- a) The company has more cash on hand because the customers have paid their debts. ...
- b) The company has more cash on hand because they are waiting to pay their taxes till a later date. ...
- c) All the expenses are subtracted, resulting in this final figure. ...
- d) The company has more cash on hand because they are waiting to pay suppliers till a later date. ...
- e) Here we see all the cash the company generated by doing business. ...

Parts 2 and 3

- f) This expense was caused by buying equipment for the factory. ...
- g) This money came from a bank. ...
- h) This final figure resulted from all cash movements. ...
- i) This figure is a result of finding people to invest in company stock.

MODULE 3

FINANCE AND THE ECONOMY

1. Imagine that you know nothing about shares or the stock exchange and have decided to look up information about both on the Internet. Read the following webpage.

HOW THINGS WORK SHARES AND THE STOCK EXCHANGE

The stock market appears in the news every day. You hear about it all the time in statements like 'shares in this company rose' or 'shares in this group fell by 2%'. But what is a stock market? And what are people buying and selling?

If I own a business, then I will need money, especially if I want it to grow. I might have enough money myself but it is more likely that I will need to get some from other people. This kind of money is called ***capital or financial capital***.

If someone thinks that my business will grow and make money, then they may be willing to invest, that is, give me some money in return for a share in the profits that the business will make. For example, if I own a restaurant which I think is worth \$1,000,000, I might divide it into ten and sell each piece for \$100,000. Then each person who has bought a piece receives a tenth of the profits at the end of the year. Anyone who buys a piece of my restaurant has bought shares in it and is known as a ***shareholder***. The restaurant will share out the profits among the shareholders at least once a year. This payment is called a ***dividend***.

It really is that simple. The word ***stocks*** issued to talk about a certain quantity of shares. When a company is large enough, it usually wants to sell stocks and shares to the public. This can be done through a stock exchange, which is like a big supermarket for stocks. But unlike the supermarket, you can't just walk into the stock exchange and buy shares. You have to do it through a ***broker*** who will buy and sell them for you and charge commission (a percentage of the price).

There are famous stock exchanges in New York, London and Tokyo. Nowadays you can also buy and sell shares online by registering with a special website.

2. Match the definitions (1-7) with the correct terms (a-g).

1 Money which can be invested in a business to make profits.	a broker
2 The parts in which a company is divided so investors can buy them.	b shares
3 Someone who owns part of a company.	c shareholder
4 Part of a company's profits which is paid to the people who have bought shares in it.	d stock
5 A place where shares are bought and sold.	e capital
6 A person who can buy and sell shares in a company for you.	f dividend
7 A certain number of shares.	g stock exchange

3. What do investment banks do? Match phrases 1-5 to definitions a-e.

1 issue shares	a) work against someone trying to buy a company
2 fight takeover bids	b) help someone with money and investments
3 raise capital	c) offer parts of a company to investors
4 underwrite securities	d) get money to run a business
5 give financial advice	e) arrange to sell shares to investors

4. Complete these sentences with the words in the box.

Acquisition	analyst	Brokerage Department	buyout	investment fund
IPO	merger	stock market	strategic planning	

1 A(n) ... stands for 'initial public offering'. It is the first time a company sells its shares to investors.

2 A company does ... so it is ready for the future.

3 The ... is the section of a bank which buys and sells shares for customers.

4 A(n) ... happens when a company or person buys another business. This is also called a(n)

5 A(n) ... is a fund which takes money from all its clients and invests it.

6 A(n) ... looks at information and decides what to do with it.

7 When two companies join together to make one, this is a(n)

8 People buy shares on the

5. Complete these sentences with a, an, the or no article (-).

1 Do you have ... current account?

2 What ... accounts does your bank offer?

3 Is there ... ATM in your bank?

4 Do you know what ... interest rate is this week on loans?

5 Is there ... investment bank in your town/city?

6 Why does a customer need ... standing order?

6. Match 1-6 to a-f to make sentences.

1 Retail banks always	a) withdraw money from the ATM.
2 In some countries banks never	b) give advice to companies.
3 Investment banks usually	c) offer cheques to customers.
4 Companies sometimes	d) offer current accounts.
5 Customers often	e) offer mortgages.
6 Building societies mostly	f) make takeover bids.

7. Complete this introduction to finance from a consumer website with words from the box.

loss	demand	profit	interest
investment(s)	loan	mortgage	

THE ECONOMY AND THE WORLD OF FINANCE

Two key principles of the economy are supply and demand. Some people have goods or services to sell and other people want to buy those goods or services. The relationship between supply and (1) ... is very important. The world of finance is a necessary part of the economy. People need money to do business. Banks first collect money from customers. Then they lend money to people or institutions. Customers who borrow money pay (2) ... to the bank until they pay the money back. There are different types of (3) For example, people who want to buy a house or flat usually choose a(n) (4) ...

(5) ... in shares of stock is another part of the financial world. People buy shares and then own a part of a company. They hope to make a(n) (6) ... when the company does well. When the company does not do well, the investor makes a(n) (7) ... These are some of the ways that financial institutions help the economy.

8. Match words 1-9 to definitions a-i.

1 loss	2 demand	3 share	4 interest	5 investment
6 supply	7 profit	8 loan	9 mortgage	

- a) money that you borrow from a bank
- b) selling something for less than you buy it for
- c) money that you pay to borrow money
- d) ownership of part of a company
- e) income greater than expenses
- f) goods and services that people sell
- g) money that you borrow to buy a house or flat
- h) money that is put into a business
- i) goods and services that people want to buy

9. Match 1-6 to a-f to make sentences. Which sentences are facts? Mark these F. Which are repeated actions or habits? Mark these R/H.

1 Customers pay interest on	a) money to customers.
2 The economy needs	b) make investments?
3 Banks often lend	c) lend money to every customer.
4 Do you sometimes	d) a mortgage?
5 We don't	e) money they borrow.
6 Do they have	f) strong financial institutions.

10. Work in pairs. Discuss these questions.

- 1 Why is the relationship between supply and demand important?
- 2 In your country, which goods and services are popular?
- 3 Do the prices of these goods and services change often? Give examples.

11. Match words 1-4 to their opposites a-d.

1 borrow	a) sell
2 loss	b) supply
3 demand	c) lend
4 buy	d) profit

Write sentences with the words.

EX. There is a big supply of houses but there is no demand for them.

12. Work in pairs. Discuss these questions. Give details.

- 1 Do you pay rent or do you own a flat?
- 2 Do you have a mortgage? Do you pay interest on it?
- 3 Do you get interest on your current account?
- 4 Do you make investments?

13. Match words 1-6 to definitions a-f.

1 merger	a) you use money in this account every day
2 takeover bid	b) two companies become one company
3 pension	c) you save money in this account over a long time
4 current account	d) one company tries to buy another company
5 deposit account	e) a special bank for deposit accounts and mortgages
6 building society	f) you save this money for when you stop working

14. Read this part of an advertisement for Heart of Gold Building Society. Complete it with the correct present simple or present continuous form of the verbs in brackets.

This is why we always (1) ... (offer) the best interest rates to our customers. We (2) ... (want) to give you the profits. At the moment we (3) ... (offer) special current accounts and deposit accounts to new customers. We also (4) ... (know) that many customers (5) ... (want) to buy a house or flat. That is why we (6) ... (feel) that loans for housing (7) ... (be) important. We (8) ... (arrange) special terms now for first-time customers. We (9) ... (believe) our products are just what you need. So what (10) ... (you / wait) for? We (11) ... (be) here to help you. Our doors (12) ... (be) open from 8 to 5 Monday to Friday.

15. Write a short paragraph describing what an institution you use offers and what is happening there at the moment.

EX. My local building society offers very good mortgage deals. At the moment they are charging four percent interest.

16. Complete this mortgage application form with the words in the box.

borrow	maturity date	property valuation	variable
collateral	interest and capital	house or flat	

MORTGAGE APPLICATION

- 1 The amount of the mortgage: how much do you want to ... ?
- 2 You will need to make a deposit. What can you arrange as ... for the bank to have some security?
- 3 Why you need the money: are you buying a(n) ... ?
- 4 When will the (4) ... be - in 25 or 30 years?
- 5 Do you want a fixed interest rate or a(n) ... interest rate?
- 6 Do you want to pay interest only or ... ?
- 7 Do you want to have a(n) ... ?

17. Look at the application form in Exercise 16 again. Are these sentences true (T) or false (F)?

- 1 Customers may not choose the maturity date of the mortgage. (T / F)
- 2 Customers may choose variable or fixed rates. (T / F)
- 3 Customers may not arrange to pay interest only. (T / F)
- 4 Customers may arrange to have a property valuation. (T / F)
- 5 Customers have to give the bank something as security to get a loan. (T / F)

18. Complete this conversation between a client (C) and a financial adviser (FA) with modal verbs from the box.

Modals for possibility and permission	
We use may or might + infinitive to talk about possibility in the present or future.	We may talk to your banker about a mortgage. He might not get the mortgage. It is not certain.
We use may + infinitive to talk about permission. We use may or can I/we + infinitive to ask for permission and may not + infinitive to refuse permission.	Customers may choose their methods of payment. Can I speak to you? You may not overdraw your account.

C: We would like to borrow a large amount of money - about €175,000.

FA: (1) ... I ask why?

C: We don't have much money but we want to buy a flat.

FA: Without a deposit, a building society (2) ... give you a mortgage. However, a bank or building society (3) ... lend you up to €100,000 without one.

C: A €100,000 mortgage? That (4) ... be enough to buy a flat.

FA: You (5) ... borrow more than you can pay back, I'm afraid.

C: Can you email us more details?

FA: Certainly. (6) ... I have your email address, please?

19. Work in pairs. Talk about the pros and cons in the application form in Exercise 16.

EX. If a customer arranges a mortgage with us, he or she may

20. Choose the correct words in italics.

1 If I *spend* / *will spend* too much money, I will not be able to pay it back.

2 If you have a prepaid card, you *must* / *can* pay for different things with it.

3 When I need money in another country, I *look* / *will look* for a cash dispenser.

4 I will call the credit card company if I *have* / *will have* questions about my bill.

5 Can you use a debit card when you *are* / *will be* in another country?

21. Complete these sentences with modal verbs.

1 If you borrow money to buy a house, you ... pay it back every month.

(obligation)

2 Customers who have a mortgage with us ... choose fixed or variable interest rates. (permission)

3 A short-term loan ... be cheaper than an overdraft. (possibility)

4 You ... decide today about the loan. (lack of necessity)

22. Match 1-7 to a-g to make word partnerships. Complete these sentences with the word partnerships.

1 apply	a) a balance
2 withdraw	b) online
3 choose	c) for a loan
4 shop	d) money
5 set	e) money onto a prepaid card
6 carry	f) a credit limit
7 load	g) a variable interest rate

1 I may use my card to ... and buy goods from a website.

2 With my PIN code and my multi-function card I can ... from cash dispensers everywhere.

3 It is cheaper if you don't ... from one month to the next but choose the debit option.

4 The bank uses the credit rating to ... for a customer.

5 Parents can ... for their children to take with them when they travel.

6 When customers arrange a mortgage, they can ... or a fixed interest rate.

7 If you need money, you can ... at your bank.

23. Work in pairs. Look at the information. Follow the instructions.

Student A.

You work in banking. Student B wants to apply for a mortgage. Ask questions to get the information you need to fill in the form.

Type of property: ...

Cost of property: ...

Amount of deposit: ...

Collateral: ...

Maturity date: ...

Interest (fixed or variable): ...

Interest only or capital and interest? ...

Student B.

You want to apply for a mortgage. Student A is the banker. Answer Student A's questions.

- house - £250.000
- £50,000 deposit
- collateral: shares in a company
- 20-year mortgage
- fixed interest rate
- interest and capital payments

24. Swap roles. Look at the information. Follow the instructions.**Student A.**

You want to apply for a credit card. Student B is the banker. Answer Student B's questions.

- monthly salary: £1,800
- travel abroad, make purchases on the internet
- would like to use ATMs in different countries
- want a card with insurance
- want to carry a balance
- would like to load money onto card

Student B.

You work in banking. Student A wants to apply for a credit card. Ask questions to get the information you need to fill in the form.

Customer's monthly salary: ...

Purpose: why customer needs card: ...

Additional functions: ...

Debit at end of month or carry balance? ...

Other features: ...

25. Read the article and answer these questions in pairs.

- 1 What was the problem with some of the 'angel' networking clubs?
- 2 What was the advantage of London Business Angels?
- 3 How did Saha improve her ability to pitch to backers?
- 4 Who finally invested in Saha's company?
- 5 What is the problem with bank finance?
- 6 What is the position with debt funding and equity finance?
- 7 What is the problem with venture capital funds?

NO MORE EASY MONEY

Ambitious entrepreneurs are prepared to go the distance to get financial backing for their bright ideas. Sanchita Saha, founder of CitySocialising, a website to help people make new friends after relocating, travelled all the way to southern France.

This was not as pleasant an experience as it might seem. Once there, she spent months pitching to hundreds of potential investors to no avail, only to get a lucky break at the end.

First, she looked into 'angel' networking clubs, which provide entrepreneurs with access to large numbers of wealthy individuals interested in investing in early-stage ventures. However, she turned down a number of these for reasons of cost: they were charging £1,500 (\$2,488) just to submit a business plan.

Eventually, she settled on London Business Angels, through which she could pitch to roughly 100 'angels'.

She also hedged her bets by securing a place on gateway2investment (g2i), a four-day programme to help ambitious entrepreneurs hone their pitching techniques, delivered by financial advisers Grant Thornton and backed by the London Development Agency.

'A lot of it is about networking - finding out who to talk to, who can help you, and keeping your ears to the ground,' she says.

Through LBA, Saha discovered a third scheme, called the European Border Investment Programme, which was running its own event in Nice.

Although it was a risk, she booked herself on a flight and found herself pitching to another couple of hundred investors from across the European Union. Among those were a couple of Finnish investors who, together with five wealthy individuals at LBA, agreed to back Saha's business with a combined investment of £300,000.

Her work was not yet done, however, as she had to bring the disparate team together to form a syndicate with a lead investor, who would then become CitySocialising Chairman.

'It was hard work and very stressful,' Saha admits. However, she is also one of the lucky ones.

Access to finance remains difficult for all sorts of companies, whether they are looking for rich individuals to take equity stakes, debt or venture capital.

Although bank finance is easier to get hold of than it was a year ago, the costs remain stubbornly high.

The latest quarterly research by the Federation of Small Businesses (FSB) found more than three-quarters of companies had seen the cost of their existing finance increase by up to 5 percentage points above the Bank of England's base rate.

Two-thirds of those in the FSB survey decided not to seek credit at the moment, which could suggest they are fearful of the cost.

The good news for start-ups is that the banks seem happier to lend to them, according to Stephen Alambritis at the FSB. 'That is a fresh approach,' he says.

Victoria Weisener, Programme Manager at g2i, is less optimistic about debt fundraising. 'What you hear is still the same: that people are lending, but we are not seeing any of that coming through,' she says.

She is similarly pessimistic about equity finance. 'While no one will say they are not actively investing, it is still pretty difficult to raise funds,' she says. 'Most of the activity is with business angels.'

Raising equity finance through venture capital funds is possible, but it is taking about twice as long as before the recession struck, according to Simon Cook, Chief Executive of venture capital firm DFJ Esprit, which has invested in some of Europe's most successful technology start-ups. In the past, both FeedBurner, the web-feed management system, and Skype, the Internet telephony service, have received backing from Cook's firm.

'Fundraising is taking longer and is slower, but funds are being raised,' he says.

26. Find idioms in the first six paragraphs that mean the following.

- 1 finish something you have started
- 2 a sudden or unexpected chance to do something that allows you to become successful in your job
- 3 reduce your chances of failure or loss by trying several possibilities instead of one
- 4 make sure you always know what is happening in a situation.

27. Complete these sentences with the idioms in Exercise 26.

- 1 Do you think Isabella will ... this time?
- 2 There are hundreds of young musicians out there looking for a
- 3 It's a good idea to ... by applying to more than one MBA programme.
- 4 ... for information about the next fundraising event.

28. Look at the examples of dependent prepositions from the article. Take 10 minutes to write sentences with dependent prepositions.

verbs	adjectives	nouns
DFJ Esprit has invested in technology startups.	They are fearful of the cost.	Access to finance ...
She spent months pitching to hundreds of investors.	She is less optimistic about debt fundraising.	Saha, founder of CitySocialising, ...

29. Complete the extract from the article with suitable words and dependent prepositions from the box.

access to	investing in	looked into	pitch to	settled on	turned down
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First, she (1) ... 'angel' networking clubs, which provide entrepreneurs with (2) ... large numbers of wealthy individuals interested in (3) ... early-stage ventures. However, she (4) ... a number of these for reasons of cost: they were charging £1,500 (\$2,488) just to submit a business plan.

Eventually, she (5) ... London Business Angels, through which she could (6) ... roughly 100 'angels'.

30. Match words 1-6 to definitions a-f.

1 letter of credit ...

2 bank draft ...

3 credit line ...

4 bank guarantee ...

5 leasing agreement ...

6 corporate bond ...

a) an arrangement by a bank to give a customer a specific amount of unsecured credit, similar to an overdraft

b) a debt security issued by a company sold to investors

c) a written promise by an importer's bank to pay the exporter's bank on a particular date or time after the goods are sent by the importer

d) a promise by a bank to pay a loan if the original borrower does not pay it back

e) a type of cheque where the payment is guaranteed because it is issued by a bank

f) an arrangement to pay to use equipment, buildings, cars, etc. rather than buying them

31. Match products 1-6 to situations a-f.

1 bank draft

4 letter of credit

2 corporate bonds

5 bank guarantees

3 credit line

6 leasing agreement

a) 'I don't want to pay for goods from another country until they are shipped.'

b) 'I need a new machine for my factory.'

c) 'I want to make sure the buyer has funds to pay me.'

d) 'My company needs to raise capital.'

e) 'The bank promises to pay my debts to my suppliers if I can't.'

f) 'I need to have different amounts of cash on hand at different times.'

32. Use the prompts in the box to complete these second conditional sentences with the correct form of the verbs in brackets.

Second conditional	
We use the second conditional to talk about unreal or imagined situations, to give advice or to make recommendations. We use the form: <i>if + past simple + would + infinitive</i> .	<i>If I wanted to import goods to Poland, what would I need to do?</i>
The <i>if</i> clause can come before or after the main clause in the sentence. When it comes at the beginning, we put a comma after it.	<i>We would have a better idea of your situation if you gave us your profit and loss accounts.</i>

1 If a client ... (show) me his balance sheet, I ... (talk) to him about it.

2 I ... (recommend) a letter of credit if a customer ... (want) to import goods from abroad.

3 If a customer ... (decide) to expand, I ... (discuss) different types of financing with him or her.

4 What ... (you / do) if a customer ... (not pay) back a loan?

5 If a client ... (not show) us the documents we needed, we ... (not arrange) a credit line or loan for him.

33. Work in pairs. Talk about what you would do in these situations. Use the second conditional.

1 Someone offers you an exciting job in London.

2 You get the opportunity to move to another country.

3 You are given the opportunity to work in the Corporate Banking Department.

34. Read the information about corporate products and match 1-6 to a-f to make sentences.

CREDIT LINES

These are funds available to a borrower for a specific period, often as a flexible solution to cash flow problems. We look at each business case individually and work out the amount of the credit line with each customer. We look at the current assets because they can be changed into cash easily. This represents liquidity in the business. The customer pays interest on the amount borrowed and he or she can use more money than is in the account if they stay under the agreed limit. If the customers went over the limit for a period of time, there might be penalties. This type of financing is suitable for business opportunities, expansion plans and buying more inventory.

CORPORATE LOANS

Corporate loans can be arranged for up to ten years. These can be secured with real estate owned by the individual or the company. Again, we have to arrange these individually with customers. The customer receives the money immediately and the payments depend on the amount borrowed and the type of interest rate (fixed or variable) arranged, as well as the customer's creditworthiness. In general, when there is more risk, the bank sets a higher interest rate. There is a one-time loan origination fee and a penalty for early repayment. If a

customer requested a corporate loan but didn't have enough security, we would conduct a full risk assessment.

LEASING AGREEMENTS

Leasing agreements are contracts giving the right to use an asset for a fixed period of time, in exchange for payments. The leasing agreement can be for a machine, piece of equipment or a building, which may also include the equipment or furnishings. The customer borrows the asset from us and pays for its use for a set period of time. At the end of the time the customer returns the asset to the bank or can buy it at its residual value. The residual value is how much it is worth at the end of the lease.

- 1 Credit lines are useful
- 2 Liquidity means that a company has current assets
- 3 Property owned by a company can be used
- 4 The bank charges risky customers
- 5 If a customer wants to use a factory or a machine for a fixed period of time, ...
- 6 The amount an asset is worth at the end of the lease

- a) to secure a loan.
- b) is its residual value.
- c) when a customer needs to have cash on hand.
- d) a leasing agreement is usually the best way to do this.
- e) they can change into cash.
- f) higher interest rates.

35. Look at the information in the table. Match 1-6 to a-f to make sentences.

Second conditional with modals	
In second conditional sentences, we can use a modal	This could be fixed for five years if it was necessary.

verb instead of <i>would</i> . We often use <i>might</i> , <i>could</i> and <i>should</i> .	If the customers went over the limit for a period of time, there might be penalties. If a customer requested a corporate loan but didn't have enough security, you should conduct a full risk assessment.
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- 1 If you wanted to own the property, ...
- 2 You should compare different bank products ...
- 3 We could offer you a fixed interest rate ...
- 4 We might look into issuing corporate bonds ...
- 5 If you had a problem with cash flow, ...
- 6 If you needed new machinery for your business, ...

- a) if you took out a five-year loan.
- b) you might think about a credit line for your business.
- c) you could arrange to lease it.
- d) if you wanted to choose the best one for your business.
- e) you could buy it at the end of the leasing contract.
- f) if you wanted to raise cash.

36. Work in pairs. Discuss these questions about corporate products. Use Second conditional with modals.

- 1 What should a customer do if he or she had problems with cash flow?
- 2 What might a customer do if he or she needed a new location for the business?
- 3 What products could a customer consider if he or she wanted to buy inventory or machinery?

37. Work in pairs. Follow the instructions.

Student A

You have been with a small local bank for many years. However, your business is expanding and you need to find a larger factory. You are talking to a new banker. Decide which goods or services you sell. Are you a manufacturer or a retailer? What is special about your business? Discuss corporate loans, credit lines or leasing agreements with the banker. Decide which one is best for you.

Student B

You are a banker. A new customer has come to you. His/Her business is expanding and he/she needs to borrow money, or arrange a credit line or leasing agreement. Find out about your customer's business. Discuss the products and come to an agreement.

38. Swap roles. Work in pairs. Follow the instructions.

Student A

You are a banker. A new customer has come to you. Find out about his/her business and decide what he/she needs.

Student B

You are a business person. You have experienced cash flow problems and cannot pay your bank loan at the moment. You have some ideas of how you can restructure your company to save some money. You also want to liquidate some assets which you don't need for your production. Decide what type of business you have and list ways you plan to save money and generate cash. Try to convince your banker that you need some time to do this.

39. Complete these definitions of common word partnerships with the verbs in the box.

generate	liquidate	manage	modify
recover	refinance	restructure	settle

- 1 "To ... bills with creditors" means to pay people or companies you owe money to.
- 2 "To ... a loan" means to make changes to a loan agreement.
- 3 "To ... a company" means to change business practices.
- 4 "To ... a debt" means to be paid back when you don't expect to be.
- 5 "To ... cash" means to raise funds.
- 6 "To ... assets" means to sell property for cash.
- 7 "To ... a loan" means to replace one loan with another at a lower rate of interest.
- 8 "To ... debt" means to find a strategy to help an individual or company pay their bills.

40. Match 1-6 to a-f to make common word partnerships often used to talk about loan modification.

1 restructure	a) strategies
2 make	b) your costs
3 discuss	c) cash
4 generate	d) your debt
5 cut	e) a list of creditors
6 manage	f) the company

41. Look at the information in the table. Match 1-5 to a-e to make sentences for suggestions and recommendations.

Making suggestions and recommendations
<i>Why don't we take a look at the figures?</i>
<i>I would like to recommend an external adviser to come and talk to you.</i>
<i>We could arrange a meeting within a few days.</i>
<i>Would you be willing to consider restructuring the company?</i>
<i>I would suggest liquidating assets.</i>
<i>What about selling off some buildings?</i>

- | | |
|-----------------------------|-------------------------------------|
| 1 Why don't we | a) to consider selling some of your |
| 2 I would suggest | property? |
| 3 What about | b) a way to generate cash. |
| 4 I would like to recommend | c) extending the line of credit. |
| 5 Would you be willing | d) look for alternative financing? |
| | e) restructuring the company? |

42. Work in pairs. What do you think loan modification strategy is? Why do you think it might be important for the bank? Discuss.

43. Read the letter Mr Mayer wrote to Mr Kowalski after their conversation and answer these questions.

- 1 What does 'default on a loan' mean?
- 2 What is a non-performing loan?
- 3 What does turnaround professional do?
- 4 What are some ways to modify a loan?

Dear Mr Kowalski,

I have looked carefully at your income statement and your cash flow statement. I see that you are in danger of (1) defaulting on your loan. If you do not pay us back, we will have to reclassify the debt as a (2) non-performing loan.

We have decided to appoint a (3) turnaround professional to help you change the way your company works. By restructuring the company you should be able to generate some cash. You may need to liquidate some assets as we mentioned. You will have to think about which assets you can sell. It is also important that your company works more efficiently. The external adviser can help you to (4) streamline some of your processes and will speak with your creditors and help you to manage your debt.

After these steps have been taken, we can discuss changing your loan. We can make the period of time longer by (5) extending the term, for example. We may also think about charging interest only for a time. It is very important that we come to an agreement about the loan modification. Our goal is to help you (6) stay in business.

Please let me know if you have any questions.

Yours sincerely,

Karl Mayer

44. Read the letter in 42 again and match the underlined phrases 1-6 to a-f.

- a) simplify the way things are done in a company ...
- b) a debt in danger of not being paid back ...
- c) have a longer time to pay back a debt ...
- d) failure to pay back money ...
- e) a person who helps with the reorganisation of a company ...
- f) continue operations as a company...

45. Work in pairs. Discuss these questions.

- 1 What do you know about bankruptcy in your country? What are the different types?
- 2 Which companies have gone bankrupt in the last year? Why do you think this happens?

46. Fred Brown, a member of the board of Pools & Spas Ltd, has to explain a difficult situation to the managers in his company. Complete the explanation he is preparing for his colleagues with the words in the box.

assets	bankruptcy	creditors	debts
loans	machinery	obligations	repayments

I am sorry to inform you that we have been unable to meet our (1) ... to our suppliers and bank since the recession began. Two years ago we lost a lot of business but have hoped that the situation would improve. Unfortunately, we still have a lack of liquidity. Therefore, we have had to declare (2) This is a legal proceeding which allows our creditors to recover some of the money we owe them. The court consolidates our (3) ... and decides how to pay our creditors. We also have to repay the money we borrowed and distribute some of our (4) ... fairly. Now that the bankruptcy proceedings have begun, we no longer have to keep up our (5) ... to the bank.

This is a voluntary bankruptcy; this means we have decided to do this. We did not want to wait for our creditors to start the bankruptcy proceedings. We hope that this will give us a fresh start once we have paid part of our debts to our (6) ...

I think if we waited, things would be much worse. Then our creditors may have wanted us to liquidate all of our assets to pay them. We did not want to auction off (7) We were also in danger of foreclosure; this means that the bank could take our buildings and sell them to raise cash to pay off our debts. This way we will be relieved of further liability and can try to reorganise the company. We hope to renegotiate some of the (8) ... and pay back as much as possible.

Thank you all for your understanding at this difficult time.

47. Look at the information in the table. Complete these sentences with the correct past simple or present perfect form of the verbs in brackets.

Past simple and present perfect	
We use the past simple to talk about finished actions or situations in the past.	<i>Two years ago we lost a lot of business.</i>
We use the present perfect to talk about actions which have not finished or which happened in the past and have an effect on the present.	<i>Now that the bankruptcy proceedings have begun, we no longer have to keep up our repayments.</i>

1 We ... (have) problems since our largest client ... (go) out of business.

2 We ... (offer) this product for years and it is still very successful.

3 The recession ... (cause) many problems at the beginning but we ... (recover) and we are earning money again.

4 We ... (start) the business ten years ago and ... (expand) into new markets last year.

48. Work in pairs. Do this quiz. Read these forum posts on central and national banks and check your answers.

1 Central banks are responsible for

a) setting fees for current accounts. b) keeping prices stable.

2 The European Central Bank (ECB) has to

a) supply all the money for the euro-zone. b) produce financial data.

3 Many central banks

a) keep reserves for other banks. b) keep deposit accounts for governments.

Bob, USA

Do we need the Federal Reserve in the USA? Why should we pay taxes to have another big bank?

Katia, German National Bank

Central or national banks help both the government and the other banks in the country. The basic function of a central or national bank is maintaining price stability by using a variety of methods. In many cases, the role of a central bank is encouraging financial stability. Sometimes a central bank has a monitoring role which may involve supervising the commercial banks. It often holds reserves for the other banks. In some countries the central bank controls the supply of money by deciding how much money other banks have to hold as reserves. In many countries the central bank issues and prints the currency. Some also manage the exchange rate of a country's currency.

Joëlle, France

What is the purpose of the European Central Bank?

Marie, consultant for the ECB, Belgium

The ECB is very important to the euro-zone. Its main function is keeping prices stable in the eurozone and inflation just under two percent. The ECB is the central bank for the euro, the common currency in the European Union eurozone member states. The first task of the ECB is deciding on and implementing monetary policy. This includes setting the interest rates for banks in the euro-zone. Then the banks decide how much interest to charge or pay customers for their business. It is also responsible for carrying out foreign exchange. Holding and managing the official foreign reserves of the euro area countries is a very important job for the ECB. In addition, the ECB has to regulate the payment systems within the euro- zone and make sure that it works without problems. Keeping the countries within the eurozone economically stable is a very important function of the ECB.

Ania, Poland

Who makes the euro coins for each country? And what else does the ECB do?

Can't the National Bank of Poland just do everything we need?

Franz, ECB, Germany

There are other jobs that the ECB does. One is deciding when to issue banknotes and coins within the euro area. The ECB is the only organisation which can authorise this. However, individual countries are responsible for mining their own coins. Another important task is collecting, analysing and publishing financial statistics. These are necessary for the ECB to decide on monetary policy and to carry out its other tasks.

49. Read the forum posts in Exercise 48 again. Which sentence is correct?

- 1 Keeping prices stable is an important function for central banks such as the ECB. Gathering statistical information helps them with monetary policy.
- 2 Keeping prices stable, printing banknotes and minting coins are responsibilities common to all central banks.

50. Find words or phrases in the forum posts in Exercise 48 that match these definitions.

- 1 print money or mint coins (Katia) ...
- 2 money a bank needs to keep for possible future withdrawals (Katia) ...
- 3 making sure that costs for goods and services do not change much (Marie) ...
- 4 a general increase in the price of goods and services (Marie) ...
- 5 changing one currency for another (Marie) ...
- 6 making something public in writing (Franz) ...

51. Work in small groups. Make notes from one of the posts in Exercise 48 and tell your group about it using your notes. Then discuss these questions.

- 1 Which responsibilities are common to all central banks and which only concern some central banks?
- 2 Talk about the central bank in your country and what it does.

52. Use these prompts to complete the headings for this leaflet. Use the gerund of the verbs in the second box.

Gerund as subject and object	
A verb in the <i>-ing</i> form (gerund) can work as a noun and be the subject or the object of a sentence.	Holding the foreign reserves of the country is a task of many central banks.
We often use the gerund with the verb <i>be</i> but we can also use it with other verbs.	Maintaining price stability helps the economy. This includes setting the interest rates.

authorized	guarantee	maintain	publish	set	supervise
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Functions of central banks

(1) ... financial information

One important duty of a central bank is to collect financial information and make it public.

(2) ... commercial banks

Another responsibility of the central bank is often to oversee commercial banks.

(3) ... new money

Central banks decide if new money needs to be printed.

(4) ... liquidity

Another duty is to make sure that debts within the system can be paid.

(5) ... interest rates

The central bank is responsible for deciding how high the interest rates should be.

(6) ... price stability

One of the main duties of a central bank is keeping prices stable.

53. Work in pairs. Talk about your job or a job you would like to have. Which of these activities is or would be the most or least challenging in that job? Put them in order and then explain your answer.

- 1 talking to clients
- 2 analysing financial information
- 3 having meetings
- 4 travelling
- 5 supervising junior colleagues
- 6 carrying out risk analysis
- 7 preparing financial documents
- 8 giving presentations

54. Work in pairs. Discuss these questions.

- 1 How would you describe the economic situation in your country at the moment?
Are people spending or saving money?

- 2 Do people and companies spend more or less money when loans are cheaper?
- 3 What do people tend to buy when there is more money in the market?

55. Read the text about liquidity and the business cycle and answer these questions.

- 1 What does liquidity mean?
- 2 What happens when banks have liquidity problems?
- 3 What do people do when they lose confidence in banks?
- 4 What do people spend money on when there is enough money in the system?
- 5 What do companies do when the economy is growing?
- 6 What is the meaning of inflation?
- 7 How does the central bank keep inflation low?
- 8 What happens when the economy contracts?

LIQUIDITY AND THE BUSINESS CYCLE

To understand the business cycle, we first have to understand liquidity. Liquidity tells us how easy it is to **sell an asset** for cash. In banks liquidity means **meeting obligations** without incurring losses. Therefore, **managing liquidity** is one of our most important tasks. When banks begin to have liquidity problems, they stop lending money. In addition, if all the depositors suddenly decide they want their money back, the entire market may be affected and we **lose consumer confidence**: people stop spending money.

The business cycle works like this: when the banks have been lending money and interest rates are low, there is growth in the economy. This is often a result of the central bank lowering interest rates. More people and companies **take out loans** and there is more money in the system. People **spend extra money** on non-essential goods like restaurants, free- time activities and holidays.

Once the economy begins to grow, other sectors begin to spend more money as well. Companies **invest in capital goods** such as machines, they buy more

inventory and they ship more goods around the world. The economy is doing well but inflation starts. This means that goods and services get more expensive and the value of money goes down because people cannot buy as much as they could earlier.

This is the reason the central bank decides to **raise interest rates** again. Because the money banks borrow from the central bank is more expensive, they also raise their rates. In this case loans are not easy to get and people stop borrowing money.

The next stage in the cycle is called contraction. The economy has stopped growing and is beginning to shrink. But central banks see the problem and lower interest rates again. They hope this will motivate people to spend more money. Then the upward trend begins again.

56. Work in small groups. Explain one of the stages of the business cycle to your group. Use the words in the box.

assets	inventory	liquidity	market	motivate
obligations	ship goods	shrink	upward trend	

57. Work in pairs. Choose five of the word partnerships in bold in Exercise 55 and make definitions for them. Ask another pair to guess the correct word partnership for each definition.

58. Where in the business cycle is your country at the moment? What do you need to consider in order to decide this? Discuss.

MODULE 4

BUSINESS SKILLS

1. Work in pairs. What are the advantages and disadvantages of working in:

- a) a private office
- b) an open-plan office?

2. Work in pairs or small groups. Do you agree with these statements?

- 1 People shouldn't use social media in class or at the office.
- 2 Chatting with colleagues is a waste of time.
- 3 The most important communication in the workplace is formal communication.

3. Read the article quickly. Match the headings (a-d) with the correct section (1-3). There is one extra heading you do not need to use.

- a Give workers some privacy
- b Encourage small talk
- c Keep meetings short
- d Stay connected - but be careful!

THREE TIPS FOR EFFECTIVE WORKPLACE COMMUNICATION

Good communication is very important for success and happiness in all areas of life - including the office. According to business expert Allan Webster, lack of communication and teamwork can make projects fail. Here are three tips from around the world for developing good communication at work.

1 ...

According to business blogger Tim Eisenhauer, if managers encourage more water-cooler chat (informal office conversation), their employees will become happier, more productive and more interested in their work. Scott Bedbury, who

worked as Nike's head of advertising, agrees. He said that the really useful conversations between colleagues generally took place at the vending machine, in the cafeteria or in the gardens outside the office. Bedbury says that a company's internal communication needs to be both formal and informal to help build the relationships necessary for success.

2 ...

Juriaan van Meel, author of *The European Office*, says that almost every office worker in both Sweden and Germany has a private office. Through open-plan offices are intended to improve communication, research shows that the background noise often makes it difficult for workers to concentrate - and to communicate. Sound expert Julian Treasure says that it's impossible to understand two people when both of them are speaking. Office design expert Alexi Marmot believes that if companies provided a choice, productivity and happiness would increase. She says that people need both private space for concentrating and public space for open communication.

3 ...

According to the *South China Morning Post*, the WeChat social media app, with 889 million monthly active users in China, is quickly replacing phone calls, emails and even business cards for professional communication in China. Through the app wasn't designed as a business communication tool, every day, 87.7 percent of its users use it for work communication, while phone, fax and text message are used by only 59.5 percent, and email by only 22.6 percent. Many Chinese businesspeople now connect on WeChat instead of giving each other business cards. However, the convenience of the app may have a downside. Some users say that messages come in 24/7, and it's rude not to reply, so they feel they're always at work - a case of too much communication.

4. Read the article again and answer the questions.

1 According to Allan Webster, what happens without good communication?

2 What increases workers' productivity and happiness at work?

- 3 What effect does the combination of formal and informal communication have?
- 4 According to the text, what's the biggest problem with open-plan offices?
- 5 What does Alexi Marmot recommend?
- 6 What form of business communication is the least used, according to the South China Morning Post?
- 7 What's the biggest problem with using social media for business purposes?

5. Work in pairs. Of the three tips in the article, which one do you think is the most useful for improving workplace communication?

6. Complete the conditional sentences with the correct form of the verbs in brackets. Use first and second conditional.

- 1 If you use social media for work, you ... (be) connected 24/7.
- 2 We ... (not have) space for private offices if we move to a smaller location.
- 3 If we give workers more breaks, they ... (spend) more time chatting.
- 4 We ... (have) better coffee breaks if we had a nice break room.
- 5 You would know your colleagues better if you ... (talk) to them more.
- 6 If the management stopped workers using social media, people ... (be) unhappy.
- 7 If we had our meetings in a café, they ... (feel) less formal.
- 8 If you ... (turn) off your phone at six o'clock every night, your kids would be happier!

7. Work in pairs. Match each communication problem (1-4) with two possible solutions (a-h).

Communication problems

- 1 Workers don't know each other very well. There isn't a strong sense of teamwork.
- 2 The open-plan office is too noisy to make phone calls easily.
- 3 We don't have a place where workers naturally meet for informal chats.
- 4 Employees complain that even when they're at home, they feel they're at work because of the constant texts and emails on their smartphones.

Possible solutions

- a Take the entire team (75 people) on an adventure holiday.
- b Move to a building that's three times bigger and give every employee a private office.
- c Encourage more informal communication.
- d Provide a few small, private rooms for employees to use when needed.
- e Buy every employee a smartphone for work that they can turn off when they go home.
- f Create a small break area near the water cooler with a couple of sofas and comfortable chairs.
- g Encourage employees not to respond to work texts and emails outside of office hours.
- h Buy the café next to the office building and turn it into a private break room.

8. Discuss the problems and possible solutions. Use the first conditional for more likely solutions and the second conditional for less likely solutions.

For each problem, think of one additional solution. Explain it using the first or second conditional.

EX. If we wanted to develop a sense of teamwork, we could take the entire team on an adventure holiday.

If we encourage informal communication, workers will get to know each other better.

9. You are all attending a conference on customer care at a large hotel in New York. You all meet in the hotel restaurant and find yourself on the same table.

Work in groups.

a) Choose one of the following roles:

- 1 Manager of a five-star hotel
- 2 Sales Supervisor in a large department store
- 3 Manager of a regional branch of a bank

- 4 Head of Customer Service in a mobile phone company
- 5 Owner of a chain of prestige hairdressing salons
- 6 Manager of a call centre
- 7 Owner of an expensive restaurant
- 8 Sales Representative of a real-estate agency

b) Prepare for the task by looking at the questions below. Make notes of your answers.

How will you introduce yourself?

What is your name and nationality?

Where are you from?

What is your position and the name of your company or business?

How is the business doing?

Is it successful or in difficulties?

How did you travel to the conference?

Were there any problems getting there?

Where are you staying?

Are you satisfied with your accommodation?

If not, why not? Have you visited the sights of New York yet?

If not, do you want to visit them? If so, which ones?

Which speakers interest you? (There are four main speakers from the US, France, Switzerland and Hong Kong.)

c) When you are ready, meet the other members of your group and practise your social English. You must introduce yourself and have a conversation. Find out two things you have in common.

10. Look at these phrases. Decide which are for changing the subject (C) and which are for staying on track (S).

- 1 There will be plenty of time for that later.

- 2 I really think we should get to the ...
- 3 Is this a good moment to start talking about the ... ?
- 4 We'll come to that later.
- 5 That reminds me.
- 6 We'll get to the ... in a moment.
- 7 Can we move to ... ?
- 8 Before I forget, ...

11. Use words from the phrases in Exercise 10 to complete the dialogue. In pairs, practise reading the dialogue.

A: So, ... item 3 on the agenda, the new minibus?

B: Yes, of course. It will be delivered next Monday morning. So we can use it for the trip to the factory on Tuesday.

A: Is factory visit? What's the plan?

B: We'll details of the factory visit

A: Actually, that , I need to check if my children are being picked up from school today. The bus company is on strike.

B: I'm sure there Could we first finish discussing the minibus? Then we'll have a break and you can sort out your children's bus.

12. Work in pairs and discuss one of these topics using phrases from Exercise 10. One person tries to talk about the topic, the other tries to change the subject. After a few minutes, change partners and choose a new topic.

- Plans for next week
- A new smartphone on the market
- Organising a surprise birthday party for a friend
- A trip abroad

13. Discuss these questions with a partner. Then compare your ideas with the rest of the class.

- 1 How many different types of business meetings can you list, e.g. a board meeting, a client meeting, a project kick-off meeting?
- 2 How long/short should an agenda be?
- 3 Is it better to send people the agenda in advance?
- 4 What language difficulties can there be in international meetings?

14. The CEO of Magnum Hotel Group has called a meeting with her management board. In pairs, look at the two draft agendas and decide which one is better. Why?

1)

Annual performance review
1 Key performance figures
2 Customer feedback
3 Turnaround strategies

2)

To review the past year's results
How has the hotel performed?
What the customers think
What can we do about it?

15. Write the phrases in the correct column.

- 1 Global trade is still on the increase, isn't it?
- 2 Yes, absolutely.
- 3 What's your view?
- 4 I agree with Amita.
- 5 I don't think changing the customer mix is the right strategy.

Agreeing	Giving an opinion	Asking for an opinion

16. A hotel manager is opening a meeting. Read the text. In pairs, write the clear agenda he needs for the meeting. Then compare your agendas with the rest of the class.

"OK, shall we make a start? Unfortunately, I've just been informed that the big wedding party due to arrive a week on Friday for two nights has cancelled its booking due to unforeseen circumstances. Our task for this meeting is to decide how to resell all the rooms on the second floor, not to mention the bridal suite, very quickly! That's 22 double or twin rooms. So, first we need to identify which type of customer would be most likely to book a room at short notice. Then we need to decide on the most effective way of marketing to that group. After that, I'm afraid we might all have to do overtime to make this happen. I'll assign responsibilities. Well, actually, I'm rather hoping that you'll volunteer for them!"

17. Work in small groups. Brainstorm a list of essential ideas to consider at a meeting. Think about these points.

You are country managers from a worldwide hotel chain. Since its start-up in 1995, the company has been very successful. However, for the last two years, the profits and share price have been falling. Your CEO has given you a simple brief: to refresh the company's brand image by developing a brand-new flagship hotel.

- 1 What sort of hotel will it be?
- 2 Who will it attract?
- 3 What facilities will it offer?
- 4 What other points will you need to decide in order to create an architect's brief?

18. Work in pairs. Write an agenda for the meeting. Make sure it is clear and includes all the essential areas for discussion. Compare your agendas with the rest of the class and choose the best one.

19. Look at the role cards and assign roles. You need one meeting leader and one or two observers. The rest of the class are participants. Hold the meeting based on the class agenda. Make sure everyone participates. Use the language you have learnt.

Meeting leader

Your task is to open, lead and close the meeting. Welcome the participants and state the meeting aims, timings and rules. Use the agenda to keep the meeting on track. Make sure the final decisions for the architect's brief are summarised clearly.

Observer(s)

Your task is to report on how well the meeting aims are achieved. During the meeting, observe the participants' performance and make brief notes on good meetings' language used. After the meeting, give feedback on this.

As you observe the meeting(s), make notes using the following headings.

Language used	Examples
Asking for opinions	
Giving opinions	
Agreeing	
Disagreeing	
Making suggestions	
Agenda: are participants using it?	
Participation: is everyone contributing?	
Overall: good meeting? Why? / Why not?	

Participant(s)

Your task is to discuss the items on the agenda. Try to use the useful language for taking part in meetings whenever possible.

20. Read this leaflet. Who is the course for?

- a) managers
- b) customer advisers
- c) all bank employees

IN-COMPANY TELEPHONE TRAINING

Learn how to help customers on the phone.

On this two-day course you will:

- practice finding out what customers need.
- find out how to give them information they want.
- learn how to give good customer service.

At the end of the course you will be able to help customers with all their needs. The course will take place on Tuesday and Wednesday, from 9 a.m. to 5 p.m.

21. You are training a customer adviser for the helpline. Use *first, next, find out, then, after that, at the end or finally* to indicate a sequence of actions or instructions.

EX. First say the name of a bank. Next ask...

name of bank, goodbye, is everything clear, customer's name and account number, this is what you do, what does the customer need.

22. Jan has decided to take the telephone training course. Complete her email using *will, be going to or the present continuous*.

Hi, Latifa, our company (1) ... (offer) a telephone training course next week and (2) ... (take) part in it. I think it (3) ... (be) very interesting. I hope I (4) ... (learn) more about customer service in this course. It is not always easy to talk to customers on the phone. But I think at the end I (5) ... (be) able to help customers with different problems. We (6) ... (have) the training here at the company, so I (7) ... (not be) at my desk on Tuesday. I (8) ... (tell) you all about it at lunch on Wednesday. See you then.

Best.

Jan

23. Work in pairs. You are going on a telephone training course. Look at the email in Exercise 22 and answer these questions.

- 1 When will the course take place?
- 2 What are you going to learn?
- 3 At the end of the course, what will you be able to do?

24. Work in pairs. Imagine your company is going to offer a course in telephone skills. What would you like to learn? Discuss.

25. Complete the conversation with the words in the box. There are some words that you will not need.

booking	flying	how	service	I'm	journey	like
nice	please	staying	complain	tired	tiring	where

Laura Hi, I'm Laura Dumont. Nice to meet you.

Stefan ... (1) to meet you, too. ... (2) Stefan Kirchner.

Laura... (3)are you from, Stefan?

Stefan I'm from Linz. That's in Austria. ... (4) about you?

Laura I'm from Ottawa in Canada.

Stefan You've come a very long way! How was your... (5) here?

Laura It was fine, but a bit ... (6). Nine hours is a long time to be in a plane. I managed to get a good rest yesterday, though. By the way, are you ... (7) at the Regency, too?

Stefan No, they booked me into a small hotel called The Winston.

Laura What's it... (8)?

Stefan Well, it's all right, I suppose. A bit noisy, but the food and ... (9) are good. And it's within walking distance of the conference centre, so I can't ... (10).

26. Write questions for these answers.

1. A...?

B. Not too bad. Sales are up, but we've had some redundancies.

2. A ...?

B I'm a systems analyst.

3. A ...?

B No, but I'll try and see some of the sights before I leave.

4. A ...?

B I flew to Berlin, then I took a taxi.

5. A ...?

B No. The map was very helpful, so we got to the conference centre really quickly.

6. A ...?

B At the Grand Hotel in Friedrich strasse.

7. A ...?

B It's very spacious and comfortable, with a good view.

8. A ...?

B I'm particularly keen to go to Professor Roger's talk.

27. Read the order confirmation letter and complete it with the words in the box.

agreed	enclose	hesitate	order	payment	received	sincerely	thank
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Dear Mr Chahal.

ORDER CONFIRMATION

We **are writing to** you to confirm your ... number 674190 for 1.000 123/XC units a week for 12 weeks, which we ... this morning.

As ... at the meeting last week when we **talked about** your order, I confirm that we will deliver the goods to your factory in Mumbai every week for a twelve-week period at a price of \$4.40 per unit. Last week we discussed a discount of 10 percent providing you **pay for** the goods on time. You will be pleased to know that this is included in the final price of \$4.000 per month. We also confirm that the first delivery will be on 05/11. ... terms are \$4.000 monthly, 30 days after the date of the invoice and we ... full terms and conditions for your records. We ... you for your business and look forward to working with you. If you have any queries, please do not ... to contact us. Yours

28. Complete the table with phrases or sentences from the letter in Exercise 27, then add the phrases in the table.

- cash on delivery
- Dear Sir/Madam,
- order number 01 for five chairs
- Yours faithfully,

- this is to confirm your order
- we are pleased to confirm your order
- we look forward to supplying you again in the future
- payment in advance
- details of our new range are enclosed
- we will deliver the goods to your head office

Function	Examples
Greeting	Dear Mr Chahal,
Opening	
Order details	
Delivery details	
Payment terms	
Enclosures	
Ending	
Closing	

29. In pairs, discuss how you could improve the letter.

Dear Mr Jack Meadows,

I'm writing to you to say thanks for the order, which is great.

We think we can deliver on time but we have got some problems. You must pay when you get the invoice or we will take the goods back.

Yours, Dieter

30. Look at the order form and handwritten notes.

Write an order confirmation letter to Ms Liang in around 150 words.

Exchange letters with your partner. Did your partner use different language from you? How many phrases from the functional language box did your partner use?

Item:	printers catalogue ref: PR765 OK
Quantity:	100
Unit price:	€230
Discount:	8 percent on orders over 80 units <i>agreed last week</i>
Terms:	30 days <i>after invoice</i>
Delivery to:	Unit 14 Felton Business Park, Cross Street, Edinburgh
Delivery date:	5th May <i>send business terms and conditions</i>

31. Read the brief report and complete it with the words in the box. Work in pairs and check your answers.

department	reasons	stock	heads	issues
systems	orders	technology	policy	updates

Introduction

There have been some problems recently due to poor communication so we need to have a new communication ... for the company. This report looks at ... for communication problems between departments and finally makes recommendations.

Findings

One of the key ... is that warehouse staff are unhappy with sales staff who take ... for goods which are out of stock. Last week we had a big order for fridge-freezers and there were none in the warehouse. It seems that the sales ... **had not checked** ... levels before accepting the order. The Sales Manager complained that no one **had updated** the stock records. Stock ... ought to happen automatically but they do not. It seems that staff expect the ... to do everything and will not talk to each other.

Recommendations

It is therefore recommended that department managers monitor ... more closely and make sure that any problems are reported immediately so everyone is aware of them. There should also be morning meetings for all department ... to exchange information.

32. Complete the table below with the words in the box.

• aims •asked •found •key •looks •make •might •purpose
•recommendations •recommended •seems •should •thing

Introduction

This report ... at reasons for the problems. The ... of this report is to

The director has ... me to write this report to

This report ... to analyse the reasons why

Finally it will ... recommendations

Findings

One of the ... problems is that staff do not

The first ... we noticed was that

It was ... that staff were unhappy because

It ... that staff do not speak to each other.

Recommendations

It is therefore ... that

The managers ... have morning meetings to

Our ... are to

We ... therefore need to change the system.

33. Work in pairs. Read the short report. Think of ways to improve the phrases in italics. Then write the improved report.

I'm writing this report because my boss wants to know how the staff feel about the changes that are going to take place next month. I'm going to talk about what those changes are, how the staff will be affected, and how they feel.

A very big problem is the staff have not been told exactly what the changes are. As a result, they are very worried and unhappy. I also discovered that some staff are applying for other jobs. This means we would lose some very experienced staff. I think that this has caused a really bad feeling in the company.

I think it's important to tell staff exactly what is happening and ask them for any ideas they might have to help with the changes. Let's do this very quickly to solve the problems.

34. Choose the correct option in italics to complete the sentences for talking about priorities.

- 1 It's of the *utmost* / *entire* importance.
- 2 This is really *low* / *mini* priority.
- 3 You need to give this task a *great* / *high* priority.
- 4 This email is *really* / *well* urgent.
- 5 It's *largely* / *quite* important that we have this meeting.
- 6 The security check is *extremely* / *plenty* urgent.

35. Match the beginnings (1-10) with the endings (a-j) to make sentences for setting priorities.

1 Don't	a schedule.
2 Put it in your	b importance.
3 It is also of utmost	c put it off for a while.
4 Make it your number one	d only.
5 Do it today if you have	e high priority, please.
6 It's a bit of a	f priority.

7 Put it at the bottom of your list of things	g waste time.
8 Give it a	h distraction.
9 It's information	i to do.
10 You can	j time.

36. Work in pairs. You are working on an assignment at your desk. Discuss how you would prioritise the following items.

- 1 Your manager/tutor sends you an email with high priority.
- 2 You get an unexpected message notification on your phone.
- 3 The fire alarm goes off - you suspect it may be a drill.
- 4 You receive a reminder about an interesting presentation later today.
- 5 A colleague asks you for some information you promised to send him/her last week.
- 6 You need to finish your English homework (due to be handed in next week).
- 7 You want to see the latest news online.
- 8 A colleague wants to see how fast you can solve the Rubik's cube.

37. Work in pairs. Think of some reasons for possible conflict in a team. Have you experienced any of these at your work or place of study?

41. Tick (v) the statement(s) you agree with and explain your choices to your partner.

- 1 I avoid conflict where possible.
- 2 I am very bad at dealing with conflict.
- 3 I am usually able to remain calm during a conflict.
- 4 I believe conflict can sometimes be positive.

38. In small groups, think of 3-4 pieces of advice for two people trying to resolve a conflict.

EX. Don't use an aggressive tone of voice.

39. Complete the sentences from the conversation with the words in the box.

appreciate	both	check	come	difficult	happy
saying	see	suggestion	understand	proceed	

1. I ... it's ... for you, Tony.
- 2 I ... what you're ... , Alex, but what's the solution?
- 3 I totally agree. I can ... it from ... sides.
- 4 So how do we ... ?
- 5 I think we need to ... to a compromise.
- 6 My ... is to supply your team with slip-resistant footwear.
- 7 Can I just ... you're ... with this idea before I speak to the management team?

40. Match the sentences in Exercise 39 with the correct category (a-d). One sentence falls into two categories.

- a Empathising (showing understanding)
- b Asking for suggestions
- c Making suggestions
- d Checking someone agrees

41. Here are more phrases to resolve a conflict. Match them with the correct category in Exercise 40 (a-d).

- 1 I can see how annoying it is for you.
- 2 Why don't you try discussing it with him first?
3. Can we come to an agreement on this?
- 4 It might be a good idea to think about all the details.
- 5 I know how you feel.
- 6 Do you agree?
- 7 What do you suggest?
- 8 How would you deal with the problem?

42. Work in pairs and read the scenario. You are going to practice resolving the conflict. Decide who will be the supervisor and who will be the intern. Prepare your arguments and plan how you could resolve the conflict. When you are ready, roleplay the conversation between the supervisor and the intern. Make sure you show understanding, and ask for and make suggestions. At the end, check that your partner agrees, and review the situation.

Scenario

Several colleagues have complained about a new intern using his/her mobile phone in the office. The intern's supervisor has agreed to meet the intern and one of the colleagues to resolve the situation.

Student A (Supervisor)

You are supervising a new intern who arrived a week ago. You are very pleased with his/her work so far. However, some of the staff have complained he/she often uses his/her mobile phone in the office and it is disturbing them.

Company rules on mobile use:

- Keep your phone on silent or vibrate mode.
- Don't take personal calls in your own time - use your lunch break or coffee break. In an emergency, you must take your call in the corridor or outside the building.

Arguments:

- Company rules are very clear.
- It creates noise in the office and disturbs your colleagues.
- You are using company time for personal matters.
- You can ask people to contact you by text message.

Student B (Intern)

You started your internship a week ago and you are enjoying it, although you have a lot of responsibility. You are staying with a friend in his/her one-room flat, which is not very practical. You are having difficulty finding somewhere to live.

Possible arguments:

- Other employees use their mobile phones in the office.
- You try to take the calls outside when possible.
- There's nowhere private to speak.
- You are waiting for important calls about your new accommodation.

43. Think about meetings or discussions you have in your work or course of study and discuss these questions.

- 1 Do you ask lots of questions or do you simply listen and take notes? Why?
- 2 Why is it important to ask questions?
- 3 What kind of questions do you typically ask in discussion at work or in your studies?
- 4 How can you make sure you take part in discussions in English successfully?

44. Match the beginnings (1-5) with the endings (a-e) to form sentences.

- | | |
|-------------------|-------------------------------|
| 1 Tell us about | a want us to change, exactly? |
| 2 Why did they | b the colour? |
| 3 Can we change | c ever met him? |
| 4 What does Mateo | d your meeting with Mateo. |
| 5 Have you | e spend so much time on this? |

45. Read the questions. Which question:

- 1 can be answered with Yes or No?
- 2 invites the other person to give his/her opinion and provide more details?
- 3 is an open question?
- 4 is a closed question?

"Can we change the colour of the product? "

"What do you think about changing the colour of the product? "

46. Work in pairs. Read the information in the table and match the questions from Exercise 44 to the categories in the table. Then write a response for each question in Exercise 44. Practice asking and answering the questions.

Encouraging someone to speak	Asking for confirmation	Asking for information
<i>Clarice, what do you think? Tell us about the rest of the discussion.</i>	<i>Is it possible to change the packaging design? Can you get back to us by Monday?</i>	<i>What do you mean, a problem with the design of the packaging ? What's wrong with the colour? How long will it take you to confirm this?</i>

47. Work in pairs. You have been practising a presentation for an important meeting or assignment. You have agreed to give each other feedback on your presentation skills. You have watched the presentation and made some notes. Read your notes. Prepare questions to ask about your own presentation skills.

Student A

Ask Student B for feedback on your presentation by asking mainly closed questions. Begin with: *Did you like my presentation?* Ask about:

- 1 the content of the presentation.
- 2 the length of the presentation.
- 3 the slides.

4 your delivery (how clearly you spoke, if you spoke slowly or quickly, your pronunciation).

5 your body language.

Student B

Read the feedback for Student A's presentation and prepare for his/her questions.

You can also invent other details if you wish.

	Strength	Specific detail
Slides	very good	easy to read, good use of images
Body language	positive in general	at beginning of presentation - communicated well with audience, smiled, used good eye contact

	Weakness	Specific detail
Time management	poor	introduction too detailed, 10 minutes too long
Content	too basic	didn't know subject well, sometimes read information from slides, didn't use enough examples to demonstrate points
Delivery	average	monotonous tone of voice, too quiet

48. Take turns to ask your partner questions about your presentation skills.

Ask for clarification if you don't understand your partner's feedback.

Student B

Ask Student A for feedback on your presentation by asking mainly open questions.

Begin with: *What did you think of my presentation?*

Ask about:

- 1 the content of the presentation.
- 2 the length of the presentation.
- 3 the slides.
- 4 your delivery (how clearly you spoke, if you spoke slowly or quickly, your pronunciation).
- 5 your body language.

Student A

Read the feedback for Student B's presentation and prepare for his/her questions.

You can also invent other details if you wish.

	Strength	Specific detail
Content	interesting	knows his/her subject well, good use of examples to demonstrate points
Time management	excellent	demonstrated good time-management skills

	Weakness	Specific detail
Slides	difficult to read	font too small, too much information on the slides
Delivery	sometimes difficult to hear	pronunciation unclear, sometimes spoke too quickly
Body language	negative	looked bored, didn't communicate with audience, arms folded

VOCABULARY

accountancy – бухгалтерский учет (чаще используется в значении "профессиональная деятельность")

accounting – 1) учет; бухгалтерский учет 2) отчеты, отчетность (любые документы, отражающие деятельность предприятия за определенный период)

accounts payable – кредиторская задолженность, счета к оплате

accounts receivable – дебиторская задолженность, счета к получению, счета дебиторов

accrued expenses – непогашенные затраты; задолженность

accrued liability – начисленные [накопленные] обязательства [расходы] (затраты, которые будут оплачены до конца отчетного периода, но еще не выплачены; в балансе относятся к краткосрочным обязательствам)

affordable – допустимый; по средствам

allied industries – смежные отрасли

allocation – ассигнование; распределение

antitrust – антимонопольный

appreciation – повышение курса валюты (в условиях плавающего валютного курса)

appropriation – ассигнование

assessment – оценка

asset portfolio – портфель ценных бумаг; инвестиционный портфель

assets – активы

at a discount – со скидкой, с дисконтом, (по цене) ниже номинала

at a premium – с премией, по цене выше номинала (о ценной бумаге, размещаемой или торгуемой на вторичном рынке по цене выше номинал)

at sight – по предъявлении (надпись на векселе, означающая, что вексель будет оплачен в момент его предъявления плательщику)

audit (n.) – аудит (проверка отчетности и учетных процедур компании на предмет их соответствия установленным правилам учета): annual audit – ежегодный аудит

audit (v.) – проводить аудит (проверять учет и отчетность на предмет соответствия фактическому состоянию и принципам бухгалтерского учета)

bad debt – безнадежный долг, безнадежная задолженность

balance of payments – платежный баланс

balance sheet – (бухгалтерский) баланс, балансовый отчет [лист], балансовая ведомость

bank transfer – банковский перевод

bankruptcy – банкротство

barter – бартер, меновая торговля; товарообмен

base rate – базовая (процентная) ставка

bid price – цена покупателя (самая высокая цена, по которой кто-л. из покупателей согласен купить предлагаемый финансовый инструмент или другой актив)

bill – вексель

blue chip – голубая фишка (активно торгуемая первоклассная акция, риск снижения доходов по которой минимален; обычно это акция крупной, широко известной компании)

bond – облигация

bookkeeping – ведение бухгалтерских книг

borrower – заемщик

borrowing – заимствование

bottom line – 1) нижняя [последняя] черта, итог, баланс доходов и расходов [прибылей и убытков] (итоговая строка в финансовой отчетности, показывающая чистые прибыли и убытки); 2) чистая прибыль (размер прибыли после налогообложения)

broker – брокер, посредник

brokerage house – брокерская фирма

budget – бюджет

budget surplus – профицит бюджета (превышение доходов над расходами)

(building) construction – строительство

building society – строительное общество

business confidence – уверенность бизнеса; деловая активность

business cycle – цикл деловой активности

buy order – приказ на покупку ценных бумаг (приказ брокеру купить определенное число ценных бумаг по определенной цене)

calculation – расчет(ы); смета

call option – опцион покупателя (право купить определенный финансовый инструмент или товар)

capacity – мощность

capital gain – доход(ы) от прироста капитала

capital transfer tax – налог на передачу капитала

capital utilization – использование основного капитала

cash flow – движение денежных средств

cashflow statement – отчет о движении денежных средств, отчет о денежных потоках, отчет об источниках и использовании фондов [средств]

central bank – центральный банк

certificate of deposit – депозитный сертификат

charge – затраты, расходы, записывать в долг [на счет]

clearing system – система расчетов

collateral– обеспечение

collecting bank – инкассирующий банк, банк-инкассатор

commercial bank – коммерческий банк (юридическое лицо, которому предоставлено право осуществлять на коммерческой основе банковские операции: прием депозитов, предоставление ссуд, проведение расчетов; работает как с юридическими, так и с физическими лицами)

commercial paper – коммерческая бумага (долговая ценная бумага, выпускаемая компанией для финансирования своих краткосрочных потребностей в денежных средствах)

commitment – обязательство

commodity – товар, преимущественно сырьевой или биржевой

comparative advantage – сравнительное преимущество

competitor – конкурент

consumer confidence – доверие потребителей

CPI (consumer price index) – индекс потребительских цен

consumer price – потребительская цена

consumption – потребление; расход

convertible bond – конвертируемая облигация; облигация, выпущенная акционерным обществом, которая по желанию покупателя может быть обменена на определенное количество акций компании по фиксированной ставке

corporate bond – корпоративная [корпорационная] облигация (облигация, выпущенная частной корпорацией, в отличие от государственной или муниципальной облигации)

corporate finance – корпоративные финансы

corporation tax – налог с доходов корпораций

correspondent bank – банк-корреспондент, корреспондентский банк (банк, выполняющий на основе корреспондентского договора поручения другого банка по платежам и расчетам через специально открытые корреспондентские счета)

cost – издержки

cost of borrowing – стоимость займов, ссудный процент

cost of sales – себестоимость реализованной продукции [проданных товаров], себестоимость продаж

creative accounting – креативный учёт, метод учета, предоставляющий возможность манипулирования финансовыми показателями за счет

использования неоднозначной трактовки законодательства; не считается незаконным

credit (v.) – записывать в кредит, кредитовать, проводить по кредиту

credit – кредит: правая сторона бухгалтерского счета или учетной книги; в активных счетах – расход, в пассивных – поступление (привлечение дополнительного акционерного капитала или получение новых кредитов, получение прибыли)

credit card – кредитная карточка

credit risk – кредитный риск

credit worthiness – кредитоспособность

currency – валюта

current assets – оборотные активы, текущие активы

current liabilities – краткосрочные [текущие] обязательства, текущие пассивы (задолженность, подлежащая погашению в течение ближайшего года)

daybook – (бухгалтерский) журнал хронологической записи, книга первичного учета (в которой в хронологическом порядке регистрируются повседневные операции)

dealer – дилер (юридическое лицо, осуществляющее биржевое посредничество за свой счет и от своего имени)

debenture – облигация, долговое обязательство

debit (n.) – дебет: левая сторона бухгалтерских счетов; в активных счетах – приход, в пассивных – расход

debit (v.) – дебетовать, записать в дебет, провести по дебету

debit card – платежная (дебетовая) карточка (документ в виде пластиковой карточки)

decline – спад; снижение

deductible – подлежащий вычету

deduction – взимание налога, удержание налога

deposit – депозит, вклад (в банке)

deposit account – депозитный счет (счет, на который деньги кладутся для получения процентов)

depreciate – обесценивать; девальвировать

depreciation – амортизация

derivative – производный (о финансовом инструменте, цена которого зависит от цены базового товара, валюты или другого финансового инструмента)

devaluation – девальвация, обесценивание

direct debit – прямой дебет

direct deposit – прямой депозит

discount market – учетный рынок

discount rate – дисконтная ставка, учетный процент

division of labour – разделение труда

domestic – внутренний; отечественный

double entry bookkeeping – система двойной записи

downswing – снижение, спад

downturn – спад

dumping – демпинг

durable goods – товары длительного пользования

duty – пошлина

economic growth – экономический рост

economic system – экономическая система

economies of scale – экономия на масштабах (производства); эффект масштаба

electronic cheque – электронный чек

electronic funds transfer – электронный перевод средств, электронный платеж

entrepreneur – предприниматель

enterprise – предпринимательство

equities – обыкновенные акции

equity – собственный [акционерный] капитал

equity financing – акционерное [долевое] финансирование, финансирование за счет акций

exchange rate – обменный курс

expand – развивать, расширяться

expanding – расширение

expansion – расширение; экономический рост

expenditure – затрата, трата, расходы (государственные)

external financing – внешнее финансирование

face value – номинальная стоимость, номинал

fiat money – бумажные деньги (не обеспеченные золотом)

financial accounting – финансовый учет

financial institution – финансовый институт, финансовое учреждение

Financial Times Index – биржевой индекс

fiscal policy – налогово-бюджетная, или фискальная политика

fixed assets – основные средства [фонды], материальные внеоборотные [долгосрочные] активы, основной капитал

fixed income – постоянный доход

fixed rate – фиксированный (валютный) курс (курс, уровень которого законодательно или по международному соглашению зафиксирован относительно других валют или золота)

free market – свободный рынок

foreign direct investment – прямые зарубежные инвестиции

foreign exchange – иностранная валюта

funds – средства

futures – фьючерсный контракт, фьючерс

futures market – фьючерсная биржа, фьючерсный рынок

general ledger – главная [общая бухгалтерская] книга

go into liquidation – обанкротиться, прекратить существование (о фирме и т.п.), приступить к ликвидации

go public – становиться открытой (компанией) (превращаться из закрытой компании в открытую путем выпуска акций на свободный рынок)

goods – товары

goodwill – стоимость деловой репутации (разница между покупной ценой фирмы и стоимостью по бухгалтерскому балансу всех ее активов и обязательств); нематериальные активы

gross profit – валовая прибыль, брутто-прибыль (разница между выручкой от продаж и себестоимостью продаж)

growth – экономический рост

growth stock – акция роста (акции компаний, имеющих хороший потенциал для будущего роста прибыли; инвесторы в такие акции ожидают получить доход не столько за счет дивидендов, сколько за счет роста курсовой стоимости акций)

guarantor – поручитель

head and shoulders – "голова и плечи" (фигура движения цен в техническом анализе)

hire purchase agreement – соглашение о продаже в рассрочку

in the black – финансово успешный, прибыльный

in the red имеет – иметь задолженность, обанкротиться

incentive – стимул; льгота

income and expenditure account – отчет о доходах и расходах

income shares – доходные акции

income tax – подоходный налог

inflation – инфляция

inheritance tax – налог на наследство [наследование]

instalments – рассрочка

intangible assets – нематериальные [неосязаемые, невещественные] активы

interest rate – процентная ставка

interest rate futures – процентный фьючерс, фьючерс на процентную ставку

intermediary – посредник

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inventory – запас(ы)

investment bank – инвестиционный банк

investment grade – инвестиционный уровень

invoice – счет, фактура, счет-фактура, коммерческий [товарный] счет

issue – выпускать (акции, облигации)

leasing – аренда, лизинг

ledger – бухгалтерская книга

lender – кредитор

leverage (n.) – левередж, леверидж, рычаг, кредитное плечо

leverage (v.) – использовать кредит (для приобретения ценных бумаг, финансирования деятельности компании и т. д.)

leveraged buyout – покупка контрольного пакета акций компании на заёмные средства (с помощью кредита)

liabilities – долги, денежные обязательства, задолженность

limited liability company – компания с ограниченной ответственностью

liquidity – ликвидность

loan – заем; ссуда

loan officer – кредитный эксперт

long-term – долгосрочный

long-term liabilities – долгосрочные обязательства

long-term trend – долгосрочная тенденция

low-cost loan – дешевый кредит

management accounting – управленческий учет

manufacture – промышленное изделие

manufactured goods – промышленные товары

margin (n.) – маржа (разница между ценами, биржевыми курсами и т.п.)

market economy – рыночная экономика

measure – измерять

merchant bank – коммерческий (торговый) банк

mixed economy – смешанная экономика

monetary policy – денежно-кредитная [денежная, монетарная] политика (политика государства в области управлением предложением денег и процентными ставками)

money laundering – отмывание денег

money market – денежный рынок; валютный рынок

money supply – денежная масса

mortgage – ипотека

mutual fund – взаимный (инвестиционный) фонд, фонд взаимных инвестиций

net assets – чистые активы, нетто-активы (разница между активами и обязательствами компании; численно равна капиталу компании)

net book value – остаточная [чистая] балансовая стоимость

net loss – чистый убыток, чистые потери (сумма, на которую общая сумма расходов превышает общую сумму доходов за данный отчетный период)

net profit – чистая прибыль, нетто-прибыль

net worth – чистый капитал, чистые активы, чистая стоимость активов [компании], (чистый) собственный капитал, собственные средства

open account – открытый счет

option – опцион (разновидность срочной сделки, которую необязательно исполнять; обусловленное уплатой премии право купить или продать ценные бумаги (товар) по установленному курсу и в определенное время (до определенного момента времени))

option premium – (опционная) премия, премия по опциону, цена опциона

order – заказ

ordinary share – обыкновенная [простая] акция
output – выпуск (продукции), производство
overdraft – овердрафт
par – номинал, номинальная стоимость, нарицательная цена (ценной бумаги)
partnership – товарищество
pay the instalments – выплата частями, рассрочка (repayment by installments)
payment – платеж
payment order – платежное поручение
payroll tax – налог на заработную плату
peak – высшая точка; пик
penalty – штраф, штрафная санкция
penalise – штрафовать
performance – результаты деятельности
performance bond – гарантия выполнения [исполнения]
pitching to investors – поиск инвесторов
planned economy – плановая экономика
plant and equipment – основной капитал
pre-tax profit – прибыль до налогообложения [до налогов], прибыль до вычета [уплаты, удержания] налогов
premium – премия; наценка, надбавка
private ownership – частная собственность
private pension plan – частный пенсионный план, частная система пенсионного обеспечения
production costs – производственные издержки
productivity – производительность (труда)
profit and loss account – счет прибылей и убытков [доходов и расходов], результативный счет (бухгалтерский счет, на котором учитываются поступление и расходование средств компании)

profit and loss statement – отчет о прибылях и убытках, счет прибылей и убытков, отчет о доходах и расходах (финансовый документ, который показывает доходы компании, ее расходы и разность между доходами и расходами – прибыль; все эти показатели рассчитываются за определенный период, обычно за год)

profit margin – размер прибыли

public limited company – открытое акционерное общество, общество с ограниченной ответственностью, открытая [публичная] компания с ограниченной ответственностью

public ownership – государственная собственность

purchase - купленная вещь

put option – опцион продавца [на продажу]

ratio – коэффициент

recession – рецессия; спад

repay – возвращать (ссуду; займ)

repayment –погашение, выплата, возврат, возмещение

reserve currency – резервная валюта

retail bank – розничный банк (банк, занимающийся обслуживанием физических лиц)

retail sales – объем розничных продаж

retained earnings – нераспределенная прибыль (чистая прибыль компании, не распределенная среди акционеров, а направленная в резервы или на другие цели

revenue – государственные доходы

state subsidy – государственная субсидия

stock exchange – фондовая биржа

subsistence – средства к существованию; пропитание

sales in voice – счет-фактура продажи, инвойс на продажу

sales revenue – товарооборот, объем продаж [сбыта], объем сбыта, продажи

saving – сбережение; экономия

savings – мн. сбережения

savings account – сберегательный счет

security – обеспечение, залог

scale economies – экономия на масштабах

secondary market – вторичный рынок

security – ценная бумага

share – 1) доля, часть (напр., рынка, имущества, доходов и т. п.)
2) акция (ценная бумага, свидетельствующая о внесении определенной суммы в собственный капитал компании и подтверждающая право своего владельца на определенную часть прибыли данной компании)

share index – фондовый индекс, индекс цен акций

shareholder – акционер

short-term – краткосрочный

spread – маржа (разница (разрыв) между ценами (курсами) покупки и продажи ценных бумаг, валюты)

standing order – постоянное (платежное) поручение (письменный приказ клиента банку об осуществлении регулярных платежей с его счета)

state-owned enterprise – государственное предприятие

stock – фондовый (относящийся к ценным бумагам, связанный с операциями с ценными бумагами); биржевой (связанный с фондовой биржей, связанный с биржевой торговлей ценными бумагами)

stock (n.) – облигации; (долговые) фонды; (долговые) ценные бумаги

stockbroker – фондовый брокер

stock exchange – фондовая биржа, биржа ценных бумаг

stock market – фондовый рынок, рынок ценных бумаг (вся сфера торговли ценными бумагами в определенном географическом районе)

subsidy – субсидия

subsistence wage – а) прожиточный минимум (для работающего)
(рассчитываемый государством минимум средств, физически необходимый

для существования работника в течение определенного периода); б) зарплата на уровне прожиточного минимума

supply – объем (или количество) товаров, которые производители готовы продавать и продают по определенной цене

survey – обзор; опрос

tangible assets – материальные [осязаемые] активы

tax – налог

taxable – облагаемый налогом; подлежащий обложению налогом

taxation – налогообложение

taxpayer – налогоплательщик

tax deduction – налоговый вычет, налоговая скидка

tax refund – возврат [возмещение] налога

tax revenue – доходы от налогов

tax shield – налоговый щит

time deposit – депозит [вклад] на срок

tighten – ужесточать (политику)

token money – 1) денежные знаки (деньги, номинальная стоимость которых намного превосходит стоимость материала, из которого они сделаны; в настоящее время любые бумажные деньги) 2) разменная монета (любая монета в обращении; используется для размена, мелких платежей)

trader – биржевой маклер; трейдер

traditional economy – традиционная экономика

transaction – сделка

transaction costs – транзакционные издержки

true and fair view – достоверное и объективное представление (информации в финансовой отчетности)

turnover – оборот, товарооборот

underwrite – гарантировать

unemployment benefit – пособие по безработице

unit of account – счетная единица

value added tax – налог на добавленную стоимость, НДС

value stock – "стоящая" акция

variable – переменная (величина)

variable cost – переменные расходы

volatile – изменчивый; колеблющийся

wages – зарплата

welfare – благосостояние

wire transfer – электронный перевод

work in progress – списывать (со счета)

working capital – оборотный капитал

World Bank – Всемирный банк

write an option – продавать опцион

yield – доход, выручка, прибыль; доходность

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