

Silvia Maria Pittavino ■ Doretta Ardu ■ Dina Buffone ■ Manuela Barbero

Business in Action

Exploring the English-speaking
world of business,
trade and commerce



EDIZIONE MISTA
+ LIBRO DIGITALE

edisco

Silvia Maria Pittavino ■ Doretta Ardu ■ Dina Buffone ■ Manuela Barbero

Business in Action

Exploring the English-speaking
world of business,
trade and commerce

edisco

Business in Action

Editorial realization:

- Project editor: Manuela Barbero
- Language consultant: Annabel Pope
- Art director: Manuela Piacenti
- Page and layout design: Essegi - Torino
- Quality controller: Lunella Luzi
- Audio recording: Ivano Atzori

In line with the provisions of the law and the guidelines of the Ministry of Education, we attest to the publication of this book in paper as well as in digital form ("forma mista").

On its website, EDISCO offers the free use of various didactic online resources: extra material for in-depth analysis and practice activities, partly freely accessible and partly reserved for teachers.

The book is also available in a digital edition for disabled students and their teachers. The Publishing House places the PDF files in which the pages of the book are memorized at the disposal of students who are sightless or partially sighted, physically impaired or with specific learning disorders. The file format enables the user to enlarge the text characters and to read with screen-reader software.

All rights reserved

Copyright © 2018 Edisco Editrice, Torino

10128 Torino – Via Pastrengo, 28

Tel. 011.547880 – Fax 011.5175396

e-mail: info@edisco.it • sito web: www.edisco.it

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means – electronic, mechanical, photocopying, recording or otherwise – without the prior permission of the publisher. The purchase of this book neither implies the transfer of the above-mentioned rights nor annuls them.

All reasonable efforts were made to trace the copyright holders to obtain the relevant permission to publish texts, illustrations and photographs. Should any rightful copyright holder wish to claim ownership of the relevant reproduced textual or iconographical material, they are requested to kindly contact the Publishing House directly. The same applies to any inadvertent omissions, inaccuracies or errors in the quotation of the sources of passages, illustrations and photographs published in this book.

Printed on behalf of the Publishing House by
La Grafica, Boves (CN), Italy

Reprints

5 4 3 2 1 0 2023 2022 2021 2020 2019 2018

Business in Action

Struttura del volume

Business in Action è un corso di inglese commerciale che promuove lo sviluppo di competenze specifiche, linguistiche e professionali, richieste dal mondo dell'economia e dell'impresa.

Il testo è organizzato in **6 moduli**, ognuno con una sezione di **Summing Up** e un **Mock test**. Ogni **unità** prevede 4 sezioni, **Be prepared, Be operative, Be precise and Be super**. Le prime tre sezioni si sviluppano su due pagine, una di presentazione dei contenuti, e una di pratica.

La prima sezione, **Be Prepared**, si articola in due parti. La prima, quella di **Theory**, prevede degli schemi riepilogativi iniziali che anticipano e sintetizzano il contenuto del capitolo. La pagina di destra, invece, approfondisce i contenuti e consente di fare pratica attraverso esercizi.

Alcune rubriche arricchiscono la sezione. I termini specifici del settore vengono evidenziati sulla sinistra.

La seconda parte della sezione **Be Prepared** è **Vocabulary**. Mentre la pagina di sinistra mostra con numerose immagini i termini chiave, la pagina di destra consente di esercitarsi e quindi di facilitarne la memorizzazione.

La seconda sezione, **Be operative**, garantisce allo studente la pratica necessaria per affrontare il mondo del commercio da un punto di vista più prettamente operativo. Si articola in tre parti (**Speaklistening, Writing e Phraseology**) che danno la possibilità di impratichirsi sulle quattro abilità, forniscono una ricca fraseologia e presentano i principali documenti relativi al settore.

La fraseologia è distinta tra operatore e cliente.

I principali documenti vengono presentati nelle loro diverse sezioni e corredate di esempi.

La sezione **Be precise** consente allo studente di ripassare le principali strutture grammaticali e di esercitarsi per consolidarle in esercizi costruiti ad hoc con situazioni in ambito commerciale.

La sezione, **Be Super**, si articola in due parti. La prima parte, **Green & Glob**, presenta testi con approfondimenti legati alla globalizzazione e all'ambiente quali dimensioni fondamentali di cui tener conto in ambito economico.

La seconda parte, **The perfect businessperson**, è una sezione specifica che affronta l'aspetto più prettamente umano e sociale necessario a svolgere una qualsiasi professione in campo economico/commerciale.

Mock test section containing 'Vocabulary and phraseology' and 'Contents' exercises. Includes a 'Better (summing up)' box and a 'Better (mock test)' box.

Mock test section containing 'Functions' exercises. Includes a table for 'Examples of simple transactions' and a 'Functions' table.

Unit 6 contracting Relative pronouns. Includes a table of relative pronouns and exercises 27-30.

Unit 1 business & environment Green economy and globalisation. Includes a text about green economy and a 'Super' box.

Unit 2 business Personal assessment. Includes a text about personal assessment and a 'Super' box.

Una sezione finale di **approfondimenti** consente anche di affrontare alcune tematiche legate alla cultura e civiltà del mondo anglosassone e anche alle tre articolazioni dell'Istituto tecnico, Indirizzo Amministrazione, Finanza e Marketing:
- **Civilisation** riassume schematicamente e in forma contrastiva le principali caratteristiche geografiche, storiche politiche e culturali dei due principali paesi anglosassoni, Regno Unito e Stati Uniti d'America.

Extra 1 Civilisation Geographical features. Includes a map of the UK and USA and a text about geographical features.

Extra 2
Administration, Finance and Marketing

Extra 4
International Relations for Marketing

1 BEFORE READING. Think about what you know or imagine a business plan is and about content and brainstorm with your classmates to answer the questions in this brief map.

1 BEFORE READING. Work in groups. Brainstorm on the concepts involved in international trade related to its cultural, political, economic, legal and technological aspects. Then, create a word cloud.

2 Read the introduction to the Explanatory Note to the Convention on CISG and answer the questions.

3 The UN Convention on CISG provides a uniform set of rules for international sales of goods. It was prepared by the Commission on International Trade Law (UNCITRAL) and adopted on 11 April 1980. The Convention is the result of the work of the International Institute for the Unification of Private Law (UNIDROIT) and the United Nations Commission on International Trade Law (UNCITRAL). It is a result of a diplomatic conference in Vienna in 1980, which adopted two conventions, one on the international sale of goods and the other on the arbitration of disputes in international trade.

4 Almost immediately there were suggestions of ratification, but the legal tradition and economic realities of continental Europe. As a result, one of the first trade conventions to be ratified was the Convention on CISG. It is a result of a diplomatic conference in Vienna in 1980, which adopted two conventions, one on the international sale of goods and the other on the arbitration of disputes in international trade.

5 Why was the Convention written in the first place? And when was it approved?
6 When and where did the first ratification of the Convention occur? And why was the ratification so slow?
7 What was the first step towards ratification? What did it signify?
8 Why did the first step towards ratification take so long?
9 Did this slow start affect the Convention's success? How do you know?
10 How many and what were the States that first accepted the CISG? Is there any link between the number of States that accepted the CISG and the size of their economies?
11 How many States have accepted the CISG?
12 How many States have accepted the CISG in the last five years?
13 How many States have accepted the CISG in the last five years?
14 How many States have accepted the CISG in the last five years?
15 How many States have accepted the CISG in the last five years?
16 How many States have accepted the CISG in the last five years?
17 How many States have accepted the CISG in the last five years?
18 How many States have accepted the CISG in the last five years?
19 How many States have accepted the CISG in the last five years?
20 How many States have accepted the CISG in the last five years?

- Administration, Finance and Marketing affronta nello specifico tematiche legate al mondo dell'economia aziendale
- Corporate IT Systems presenta argomenti legati al mondo dell'informatica
- International Relations for Marketing tratta tematiche legate ai rapporti e alle relazioni tra stati.

- Il testo termina con due ricche **appendici**.
- **How to...** riassume le tecniche per preparare una presentazione orale, un tema, un riassunto o un report, a recensire un prodotto o a scrivere un articolo promozionale, un blog, una newsletter, un annuncio o un'analisi SWOT
 - **Handy manual of business correspondence** riassume schematicamente le strutture dei principali documenti della corrispondenza commerciale.

appendices **appendix 2**
How to...

E. Business travel

1. How to write a summary

1. Booking tickets

1. Reason for writing Specify the reason for writing: a request for a train ticket, a plane ticket, etc.

2. Unchecked offer

1. Introducing the offer Capture the attention of the prospective buyer highlighting the acceptability of the offer.

2. Giving the details of the offer Provide all the details of the offer, i.e. special price, delivery conditions, expiry date, etc.

3. Expressing hope for an order or contact Express your hope of receiving an order or a reply.

2. Enquiry

1. Source of information and reference to product Quote the source of information (newspaper, magazine, website, local Chamber of Commerce, etc.)

2. Information about the company (optional) Provide information about your company (size, business field, etc.)

3. Requests Make a specific request for a catalogue, price list, samples, a quotation, delivery and payment terms, etc.

4. Closing Thank the receiver for their attention.

3. Positive reply to enquiry

1. Reference to the enquiry received Refer to the enquiry received.

2. Positive reply Assure the customer that you can satisfy their request.

3. Enclosing what is requested Make reference to what you are enclosing (price list, catalogue, etc.).

4. Closing Express your hope of receiving an order.

4. Negative reply to enquiry

1. Reference to the enquiry received Refer to the enquiry received.

2. Negative reply Apologise and provide a reason for not being able to satisfy the customer's request.

3. Counteroffer Suggest an alternative in similar articles, an online catalogue, a delay in delivery, etc.

4. Closing Apologise again and express your hope for a favourable consideration of your counteroffer.

5. Question

1. Reference to the enquiry Refer to the enquiry i.e. the request for a quotation.

2. Making an overview statement about how prices are calculated Make a general statement about how you determine prices, i.e. how prices are calculated.

3. Giving details about the quotation Provide the correct quotation for the goods or service requested.

4. Summarising the key benefits of the quotation (optional) Highlight the special conditions or benefits of your quotation.

5. Asking for an order/other action Ask for a reply to your quotation. Express your hope of receiving an order.

Glossary

440

441

The glossary provides a comprehensive list of business-related terms with their definitions in both English and Italian.

Il **glossary** riprende i lemmi specifici del settore evidenziati nella sezione di *Be prepared, Theory* e ne fornisce una definizione in lingua ed una traduzione.

- Business in Action** è ulteriormente arricchito da numerose risorse online:
- Approfondimenti della sezione *Be prepared, Theory*
 - Idee per progetti di classe/ real-life tasks

UNIT 1 Business stages


- Trade and commerce
- The distribution chain
- E-commerce
- The steps of business transactions
- The different types of sales
- In an office communication
- Oral forms of communication
- Written forms of communication
- Presentations and graphs and a trend
- Presentations and graphs and a trend
- Green economy and globalisation
- Personal assessment

contents


MODULE 1

Into business

UNIT 1 Business stages

■ Trade and commerce	18
■ The supply and the distribution chain	20
■ E-commerce	22
■ The steps of business transactions	24
 The different types of sales	
■ <i>In an office</i>	26
■ Oral forms of communication	28
■ Written and visual forms of communication	30
■ Describing a graph and a trend	32
■ <i>Present simple vs present continuous</i>	34
■ Green economy and globalisation	36
■ Personal assessment	37

UNIT 2 Business basics


■ Needs, wants, goods and services	38
■ Factors and sectors of production	40
■ Public and private sector	42
■ Economic systems	44
 Benchmarking and Sigma quality	
■ <i>Maslow's pyramid of needs</i>	46
■ Phone calls	48
■ Business letters	50
■ At a conference	52
■ <i>Past simple vs continuous, present perfect simple vs continuous</i>	54
■ The pros and cons of green economy and globalisation	56
■ How and where to look for a job	57

■ Summing up Activities	58	■ Mock test	60
-------------------------------	----	-------------------	----


MODULE 2

Business organisations

UNIT 3 Setting up a business

■ Business organisations. Sole traders	64
■ Partnerships	66
■ Limited companies	68
■ Cooperatives	70
■ Company structure	72
 A business start-up	
■ <i>Documents</i>	74
■ Unsolicited offer and enquiry	76
■ Unsolicited offer and enquiry	78
■ Enquiring	80
■ <i>To be going to vs future simple, conditionals 0 and 1</i>	82
■ Economic globalisation, outsourcing and offshoring	84
■ Business social networks	85

UNIT 4 Getting bigger

■ Franchising	86
■ Multinationals	88
■ Business expansion and integration	90
 Corporate raiders and bankrupts	
■ <i>A plant</i>	92
■ Replies to enquiries and quotations	94
■ Replies to enquiries and quotations	96
■ Quoting	98
■ <i>Prepositions</i>	100
■ Outsourcing, insourcing and back-sourcing	102
■ Headhunters	103


■ Summing up Activities	104
-------------------------------	-----

■ Mock test	106
-------------------	-----

MODULE 3

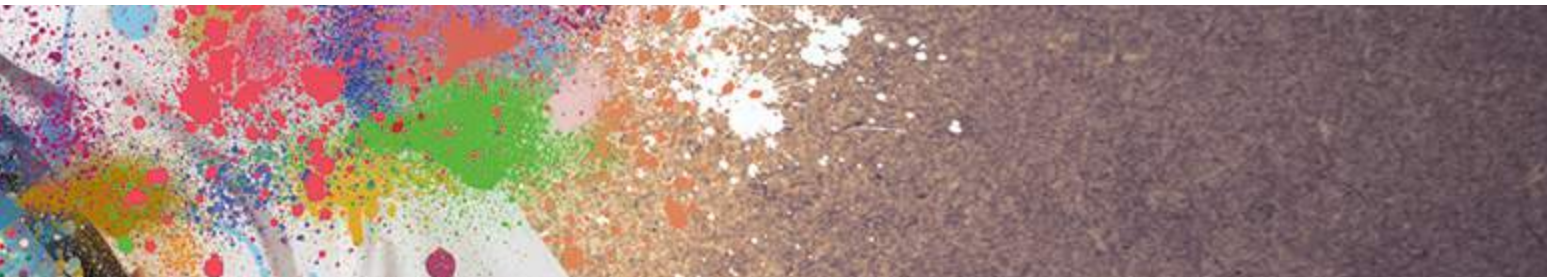
Marketing and advertising

UNIT 5 Marketing


■ Marketing: definition and concept	110
■ Market segmentation	112
■ Market research	114
■ SWOT analysis	116
■ Marketing mix and its evolution	118
■ Patent, copyright and trademark	120
■ Product life cycle (PLC)	122
 Marketing myopia	
■ <i>Catalogues, money, prices and measures</i>	124
■ Methods of market research	126
■ Marketing plan	128
■ Writing a job advert	130
■ <i>Modals, semi-modals and similar verbs: present and future</i>	132
■ Non profit organisations and fund raising	134
■ Life-long learning	135

UNIT 6 Advertising

■ The purpose of advertising	136
■ Features of an advert	138
■ Primary media of advertising	140
■ Secondary media of advertising	142
■ Product placement and sponsorship	144
■ Trade fairs	146
 Mobile marketing	148
■ <i>At a trade fair</i>	
■ Analysis of an advert	150
■ Creating an advert	152
■ Booking tickets and accommodation	154
■ <i>Quantifiers</i>	156
■ Advertising ethics	158
■ Dress code: do's and don'ts	159



UNIT 7 Marketing yourself

■ Steps of a job search	160
■ Cover letter	162
■ Curriculum vitae	164
■ Types of job interviews	166
■ Preparing for a job interview	168
 Investors In People standard and EFQM excellence model	
■ <i>Jobs</i>	170
■ Job interviews	172
■ The cover letter and the CV	174
■ From job application to retirement	176
■ <i>Comparatives and superlatives</i>	178
■ International organisations	180
■ Building relationships	181


■ Summing up Activities	182
-------------------------------	-----

■ Mock test	184
-------------------	-----


MODULE 4

Home and international trade

UNIT 8 Trading

■ Home and international trade, imports and exports	188
■ Balance of trade and balance of payment	190
■ Customs and protectionism	192
■ Trading procedures	194
 International trade organisations	
■ <i>Security and customs control</i>	196
■ Orders by phone	198
■ Written orders	200
■ Ordering	202
■ <i>Past perfect, conditionals 2 and 3, wish clauses</i>	204
■ Fair trade	206
■ Team and project working	207

UNIT 9 Contracting


■ Sales contract terms: description	208
■ Sales contract terms: obligations and problems	210
■ Incoterms 2010	212
 Subcontractors and extra contract clauses	
■ <i>Packing and packaging</i>	214
■ Payment and delivery terms	216
■ Payment and delivery terms	218
■ Packing and paying	220
■ <i>Relative pronouns</i>	222
■ Emerging countries	224
■ Negotiating with your boss	225

■ Summing up Activities	226
-------------------------------	-----


■ Mock test	228
-------------------	-----



UNIT 10 Transporting and insuring

■ Means of transport	232
■ Transport by land	234
■ Transport by water	236
■ Transport by air	238
■ Intermodal transport and containers	240
■ Introduction to insurance	242
■ Types of insurance	244
 From pony express to oversize load transport	
■ <i>Freight transport</i>	246
■ Transport documents	248
■ Other documents of transport	250
■ Enquiring about freight rates	252
■ <i>Modals, semi-modals and similar verbs: past</i>	254
■ Environmental issues	256
■ Dealing with stress and pressure	257

UNIT 11 Warehousing

■ Integrated logistics and warehousing	258
■ Features and types of warehouses	260
■ Managing a warehouse	262
 Lean logistics and the techniques in warehousing	
■ <i>Warehouses</i>	264
■ Insurance documents in trade	266
■ The insurance policy	268
■ Making an insurance claim	270
■ <i>Passive and causative verbs</i>	272
■ International labour standards for safety and health	274
■ Management techniques	275

■ Summing up Activities	276
-------------------------------	-----

■ Mock test	278
-------------------	-----


MODULE 6

Banking and finance

UNIT 12 Banks and Stock Exchange

■ Banks	282
■ Services to businesses: accounts	284
■ Services to businesses: financing	286
■ E-banking	288
■ The Stock Exchange	290
■ Indices and spread	292
■ Stock brokers and speculators	294
 Insider trading	
■ <i>Banks and Stock Exchange</i>	296
■ Invoices and reminders	298
■ Asking for payment	300
■ Third reminders and replies	302
■ <i>Articles</i>	304
■ Microcredit	306
■ Leadership techniques	307

UNIT 13 Payment methods

■ Payments and risk assessment	308
■ Payment in advance and cards	310
■ Letter of credit (L/C)	312
■ Bank transfer and documentary collection	314
■ Bill of Exchange (B/E), open account and on consignment	316
 Money transfers	
■ <i>Numbers, percentages, fractions and currency</i>	318
■ Customer service and follow up	320
■ Complaints and reply to complaints	322
■ Complaining	324
■ <i>Reported speech</i>	326
■ Ethical banking	328
■ The perfect businessman/businesswoman	329

Extra material

Extra 1 Civilisation

■ Geographical features	336
■ Climate, flora and fauna	338
■ History: the first invasions	340
■ History: the Middle Ages	342
■ History: the Renaissance	344
■ History: the Age of Revolutions	346
■ History: The 19 th century	348
■ History: The 20 th century until 1945	350
■ History: The 20 th century since 1945	352
■ History: The Contemporary Age	354
■ Population and Language	356
■ Habits	358
■ Political geography	360
■ The political system	362
■ Political parties and elections	364
■ Education	366
■ Social Security	368
■ Economy	370

Extra 2 Administration, Finance and Marketing

■ Business plan	372
■ Mission, Vision and Corporate Culture	374
■ Costs and their classification	376
■ Budget	378
■ Breakeven analysis and point	380
■ Sources of finance	382
■ Business accounts	384
■ The balance sheet	386
■ The income statement and the cash flow statement	388

Extra 3 Corporate IT Systems

■ IT and business	390
■ Future developments of IT	392
■ Computer networks	394
■ The Internet	396
■ Social networks	398
■ Data protection	400
■ Risks and frauds	402
■ Risk protection	404
■ Business software	406

Extra 4 International Relations for Marketing

■ The Vienna Convention	408
■ The international sale contract	410
■ Global and international advertising campaigns	412
■ International business organisations	414
■ International agreements and human rights	416
■ Corporate social responsibility	418
■ Cultural diversity awareness	420
■ Business etiquette	422
■ The new frontiers of marketing	424

Appendices and Glossary

Appendix 1	Handy manual of business correspondence	426
Appendix 2	How to...	435
Glossary	446

Specific section contents

Be prepared VOCABULARY

■ In an office	26	■ Security and customs control	196
■ Maslow's pyramid of needs	46	■ Packing and packaging	214
■ Documents	74	■ Freight transport	246
■ A plant	92	■ Warehouses	264
■ Catalogues, money, prices and measures	124	■ Banks and Stock Exchange	296
■ At a trade fair	148	■ Numbers, percentages, fractions and currency	318
■ Jobs	170		

Be operative SPEAKLISTENING

■ Oral forms of communication	28	■ Orders by phone	198
■ Phone calls	48	■ Payment and delivery terms	216
■ Unsolicited offer and enquiry	76	■ Transport documents	248
■ Replies to enquiries and quotations	94	■ Insurance documents in trade	266
■ Methods of market research	126	■ Invoices and reminders	298
■ Analysis of an advert	150	■ Customer service and follow up	320
■ Job interviews	172		

Be operative WRITING

■ Written and visual forms of communication	30	■ Written orders	200
■ Business letters	50	■ Payment and delivery terms	218
■ Unsolicited offer and enquiry	78	■ Other documents of transport	250
■ Replies to enquiries and quotations	96	■ The insurance policy	268
■ Marketing plan	128	■ Asking for payment	300
■ Creating an advert	152	■ Complaints and reply to complaints	322
■ The cover letter and the CV	174		

Be operative PHRASEOLOGY

■ Describing a graph and a trend	32	■ Ordering	202
■ At a conference	52	■ Packing and paying	220
■ Enquiring	80	■ Enquiring about freight rates	252
■ Quoting	98	■ Making an insurance claim	270
■ Writing a job advert	130	■ Third reminders and replies	302
■ Booking tickets and accommodation	154	■ Complaining	324
■ From job application to retirement	176		

Be precise GRAMMAR

■ Present simple vs present continuous	34	■ Comparatives and superlatives	178
■ Past simple vs continuous, present perfect simple vs continuous	54	■ Past perfect, conditionals 2 and 3, wish clauses	204
■ To be going to vs future simple, conditionals 0 and 1	82	■ Relative pronouns	222
■ Prepositions	100	■ Modals, semi-modals and similar verbs: past	254
■ Modals, semi-modals and similar verbs: present and future	132	■ Passive and causative verbs	272
■ Quantifiers	156	■ Articles	304
		■ Reported speech	326

Be super GREEN & GLOB

■ Green economy and globalisation	36	■ International organisations	180
■ The pros and cons of green economy and globalisation	56	■ Fair trade	206
■ Economic globalisation, outsourcing and offshoring	84	■ Emerging countries	224
■ Outsourcing, insourcing and back sourcing	102	■ Environmental issues	256
■ Non profit organisations and fund raising	134	■ International labour standards for safety and health	274
■ Advertising ethics	158	■ Microcredit	306
		■ Ethical banking	328

Be super THE PERFECT BUSINESSPERSON

■ Personal assessment	37	■ Team and project working	207
■ How and where to look for a job	57	■ Negotiating with your boss	225
■ Business social networks	85	■ Dealing with stress and pressure	257
■ Headhunters	104	■ Management techniques	275
■ Life-long learning	135	■ Leadership techniques	307
■ Dress code: do's and don'ts	159	■ The perfect businessman/ businesswoman	329
■ Building relationships	181		

ONLINE RESOURCES

■ Unit 1 The different types of sales	■ Unit 8 International trade organisations
■ Unit 2 Benchmarking and Sigma quality	■ Unit 9 Subcontractors and extra contract clauses
■ Unit 3 A business start-up	■ Unit 10 From pony express to oversize load transport
■ Unit 4 Corporate raiders and bankrupts	■ Unit 11 Lean logistics and the techniques in warehousing
■ Unit 5 Marketing Myopia	■ Unit 12 Insider trading
■ Unit 6 Mobile marketing	■ Unit 13 Money transfers
■ Unit 7 Investors In People standard and EFQM excellence model	■ Extra The European Union

MODULE 1

Into
business





contents

Unit 1
business
stages

Unit 2
business
basics



objectives

Learn...

- about the cycle of production and consumption and the market forces, trade and commerce
- about e-commerce and the different steps to follow in a business transaction
- the basics of business: needs, wants, goods and services, the factors and sectors of production and the economic systems
- about different types of written and oral communication
- how to write simple messages and make phone calls
- how to identify the different parts of a business letter and take part in a negotiation
- about green economy, globalisation and their pros and cons

*A business that makes nothing but money
is a poor business.*

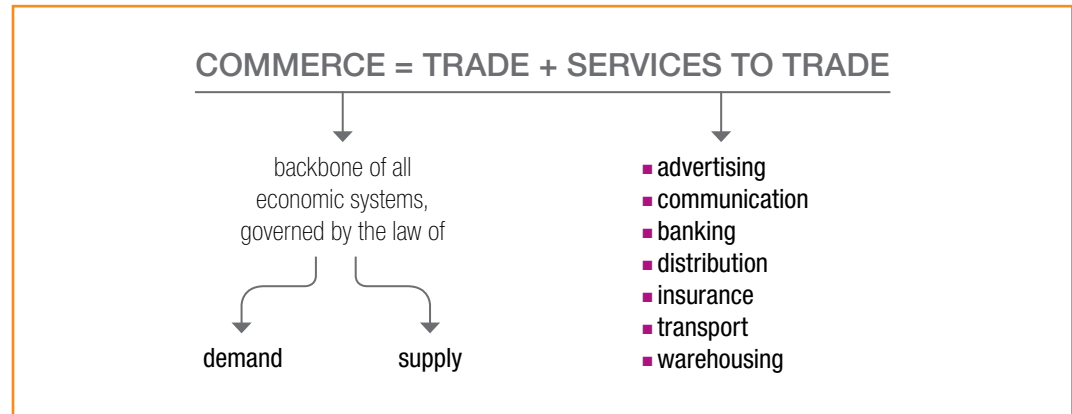


"There is only one boss. The customer! He can fire everybody in the company from the chairman on down, simply by spending his money somewhere else."

Sam Walton

commerce
consumer
elastic demand
goods
inelastic demand
market forces
market-led economy
producer
supply
trade

Trade and commerce



Trade, which is the activity of buying and selling, is a branch of commerce. The aim of the world of production is to satisfy consumer demand by producing what is needed and wanted. Products are made and services are offered to be sold, bought, consumed and, then, required again. The result is an endless cycle of production and consumption.

The law of demand and supply is the backbone of all economic systems: **demand** is the amount of a product customers want to buy at different prices and at a certain time, while **supply** is the other half of the market and refers to the amount of a product businesses can offer. An ideal **market-led economy** provides consumers with all they require.

These two market forces set prices: an increase in demand usually causes a rise in prices, whereas an increase in supply usually causes their fall. Prices are in inverse proportion to the availability of products on the market too: if something is scarce, they go up and vice versa. However, the law of demand states that if prices are too high, sales decrease. Therefore, to fully meet demand, producers must charge a price that is affordable for consumers and that maximizes the company's profits. When supply matches demand, the market has reached an equilibrium. When demand is stable, and not affected by changing prices, it is said to be **inelastic**: this happens for basic goods, like bread. Conversely, demand is called **elastic**, when it varies according to factors, such as price, special offers or fashion.

Commerce is the exchange of goods or commodities and also involves the following services to trade:

- **advertising/communication**: the way to make consumers aware of new goods on the market
- **banking**: the financial assistance to companies who set up and run their business
- **distribution**: the chain of people that work to distribute goods to consumers
- **insurance**: the form of protection from all the risks of loss or damage involved during the phases of production, transportation or warehousing of goods
- **transport**: different ways of delivering goods to the final consumers
- **warehousing**: the storing of goods before delivery to retailers.



1 Read the text and answer the questions.

1. What is the cycle of production and consumption?
2. What are demand and supply and what do they influence?
3. How do producers set prices?
4. What is "inelastic" demand? And its opposite?
5. When does the market reach an equilibrium?
6. What is the difference between commerce and trade?



2 Read the text and choose the correct option.

1. Commerce means...
 - a. the production of goods and services.
 - b. sale, purchase and distribution of goods and services.
 - c. sale and delivery of goods and services.
2. Companies take out insurance policies...
 - a. because they need money to manufacture goods.
 - b. because they need a form of safeguard.
 - c. because they do not run risks.
3. Banks...
 - a. accept, safeguard and invest money owned by other individuals.
 - b. lend money in order to earn a profit.
 - c. both a and b.



Trivia

In 1955 Mc Donald's burger and fries cost \$ 0.25, now \$ 2.29!

4. When supply is higher than demand, goods are...
 - a. sent back to the producer.
 - b. kept in a storage place.
 - c. delivered to the final consumer.
5. When demand is high, ...
 - a. producers sell their goods at a low price.
 - b. producers must be careful when they set prices.
 - c. producers must sell their goods at a low price.
6. In a market-led economy...
 - a. suppliers study the market before producing.
 - b. demand is only satisfied when it is high.
 - c. consumer demand is satisfied.



3 Match each word to its definition.

warehouse ■ want ■ need ■ market-led economy ■ retail ■ demand ■ consumption ■ supply

- | | |
|--|---|
| 1. The act of buying or using goods or services. | 6. An economic system driven by the market forces of demand and supply. |
| 2. The selling of goods to customers. | 7. A building where large quantities of goods are kept before delivery to shops. |
| 3. The amount of something provided or available. | 8. A request for something. |
| 4. Something essential for your existence. | |
| 5. Something that you strongly desire. | |



4 Find out what the people engaged in commerce are called.

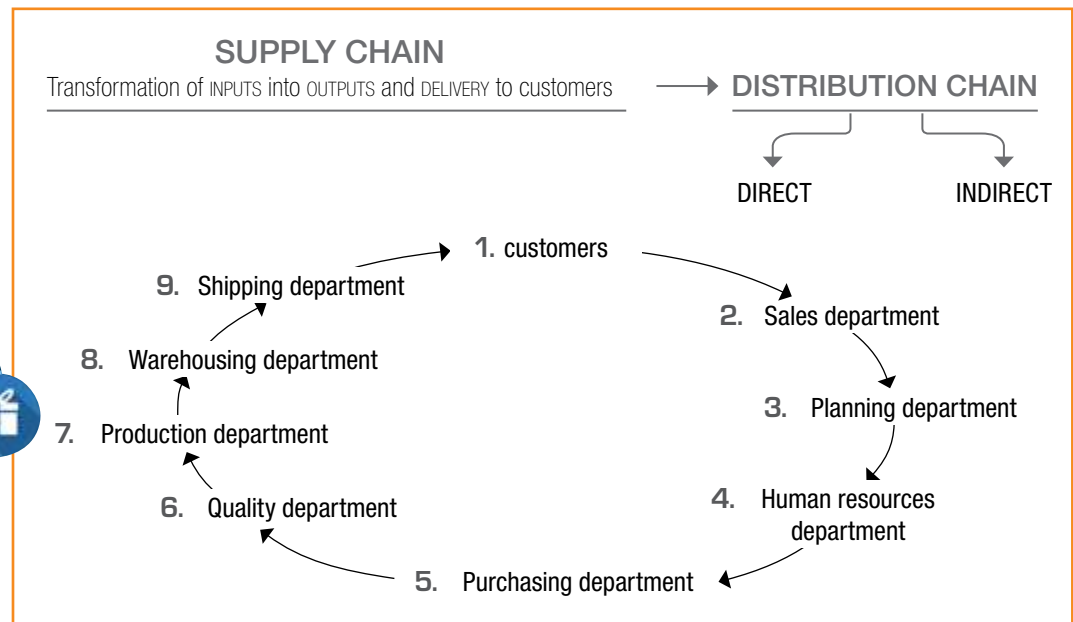
- | | |
|-----------------------------|---------------------|
| 1. Produce: <i>producer</i> | 6. Consume: |
| 2. Advertising: | 7. Supply: |
| 3. Banking: | 8. Sell: |
| 4. Distribution: | 9. Transport: |
| 5. Retail: | 10. Trade: |



5 Work in pairs and make a list of all the factors which affect customer demand for goods. Start from a personal reflection: how many pairs of jeans do I buy every year? What makes me choose to buy more or fewer?



The supply and the distribution chain



The **supply chain** is the system of people, resources and activities involved in manufacturing and moving a product or service from producers to customers. Its activities consist in the transformation of natural resources, raw materials and different components (**inputs**) into finished products (**outputs**), which are then delivered to the final consumer to satisfy market demand. Its phases are linked and coordinated carefully in order to bring benefits to the company, in terms of cost reduction, competitive prices, minimum inventory and productive efficiency.

Customers start the process when they decide to purchase a product by contacting a company's sales department. If the product is not available, it has to be manufactured, thus the planning department creates its production plan. This consists in considering all the inputs, i.e. labour force, raw materials and machinery, necessary to manufacture it. The workforce will be recruited by the human resources department, whereas the purchasing department will order what is needed from selected suppliers. Once received, the raw materials are inspected for quality and accuracy and then stored till the production department needs them, or sent straight away to manufacturing. Following the production plan, the final product is made, tested and stored in the warehouse, before delivery to the final customer. Finally, the shipping department is in charge of transport and it chooses the most efficient means to deliver goods to their final destination.

The **distribution chain** is the way commodities reach the final consumer. Products can be sold **directly** to the final consumer, at production price, with no middleman involved in the transaction, via mail order catalogues, in factory outlets, in farmers' market stalls or via the Internet. Products can also be sold **indirectly** to consumers, using different intermediaries, such as **wholesalers**, distributors, agents, brokers and retailers. Wholesalers buy goods in bulk from **manufacturers** at cost price, stock them and sell to retailers the quantity they need at wholesale price. Then, **retailers** fix a final retail price to sell goods in their outlets. This price is inevitably higher than the effective cost price, as a consequence of all the intermediate steps.

Nowadays, wholesalers and small "corner shops" are gradually disappearing because supermarket chains buy directly from producers and sell at very competitive prices.

agent
cost price
distribution chain
distributor
intermediary
production price
retail price
wholesale price
wholesaler

FARMERS' MARKET

6 Read the texts and answer the questions.

1. What is the difference between the supply and the distribution chain?
2. What happens if a supply chain is well planned and organised?
3. What does a production plan consist in?
4. What is the difference between a direct and indirect distribution channel?
5. Who are middlemen and what is their function in the distribution chain?
6. How do the prices of goods change along the distribution chain?

Trivia

Did you know that 70% of all Irish grown barley goes towards the production of Guinness beer?



7 Read the text and complete it with the missing words.

The main function of a 1. channel is to provide links between the 2. and the 3. There are 4. channels of 5., a 6. and an 7. one. In the former, producers sell their products 8. to the final 9., for example via the Internet, e-mail 10. or in factory 11., i.e. retail stores that sell discounted price items. In the latter, 12. sell their goods through 13. or middlemen who buy from producers in 14. quantities and sell them in 15. quantities to 16. The wholesaler's profit increases the 17. of goods to the consumer. The final link in the chain between 18. and consumers is the 19. Nowadays, the single family-run shop is gradually disappearing because large-scale businesses, such as department stores, supermarkets and hypermarkets have more competitive 20. What is more, an increasing number of customers are buying directly 21.

8 Translate these sentences into English.

1. Molte compagnie sono diventate più competitive vendendo direttamente ai consumatori e riducendo così i costi di distribuzione.
2. I venditori all'ingrosso vendono i loro prodotti ai dettaglianti che poi li rivendono ai consumatori ad un costo al dettaglio più alto.
3. Una riduzione dei costi, prezzi più competitivi, efficienza produttiva e un minimo inventario sono alcuni vantaggi di un'efficiente organizzazione di una compagnia.
4. Ogni anello della catena di distribuzione rende il prezzo del prodotto al consumatore più alto.

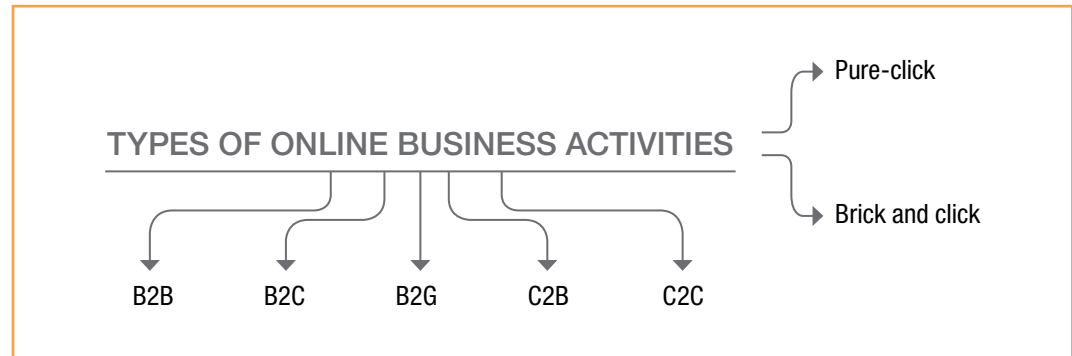
9 Hundreds of "corner shops" are forced out of business every year because of competition. Surf the Internet and find examples to discuss in class.



Just for fun

"Who sells the products cheaper – a manufacturer – a distributor?"
"The warehouse guard!"

E-commerce



brick-and-click company
 brick-and-mortar
 company
 business-to-government
 business-to-business
 business-to-consumer
 consumer-to-business
 consumer-to-consumer
 e-commerce
 e-tailer
 pure-click company

The term **e-commerce** is often confused with buying and selling online (online shopping), but, in fact, it means doing business online. In other words, the Internet enables companies to carry out all the stages of the production cycle and all business transactions better and faster than in the past, helping them to face up to the challenges of globalisation. Companies can use the Internet to do market research, to develop advertising strategies, to promote to a worldwide market and to interact more efficiently with suppliers and customers.

Companies buy, sell, pay and are paid electronically, which means that payment procedures are faster. Furthermore, the web allows them to become more competitive and to expand onto international markets, reducing the costs of retail outlets and printed catalogues. They can also implement efficient customer care and after-sales follow-up through customer feedback.

Consumers benefit from e-commerce too, not only because they have easy access to **e-tailers** (online retailers), but also because they can buy goods and services from all over the world, at any time of the day and of the year, without leaving their homes, thus without wasting time in traffic or looking for a parking space. The web allows buyers to compare prices, place their orders and track them easily, and goods are quickly delivered directly to their homes. However, some people still do not trust online shopping because they prefer seeing and touching goods and trying them on. They don't like paying extra for shipping and waiting for delivery either. What is more, they fear identity and credit card fraud, viruses, malware or hacking into their computers.

The ways companies or consumers trade online can be classified into five main categories:

- **business-to-business** (B2B): direct transactions between firms
- **business-to-consumer** (B2C): Internet sales to individual consumers
- **business-to-government** (B2G): direct contacts to government departments by firms to apply for government contracts and pay taxes
- **consumer-to-business** (C2B): direct consumer contact to companies
- **consumer-to-consumer** (C2C): online transactions between consumers through an intermediary (e.g. dedicated ad, website or online auction).

Businesses operating online can be:

- **pure-click** or dotcom companies, which operate entirely online, with no other point of sale
- **brick-and-click**, which sell from traditional retail stores plus online. The name recalls the expression **brick-and-mortar**, the name given to businesses only selling in traditional shops.



10 Explain what these expressions stand for.

- | | |
|---------------------|--------------------------|
| 1. Brick-and-mortar | 6. C2B |
| 2. Pure-click | 7. C2C |
| 3. Brick-and-click | 8. E-tailer |
| 4. B2B | 9. After-sales follow-up |
| 5. B2C | 10. Customer care |

11 Read these comments on e-commerce and fill in the gaps using these words.

delivery ■ time ■ expensive ■ companies ■ sensitive ■ search ■ staff ■ feedback ■ customers (x2) ■ catalogues ■ risk ■ anywhere ■ clothes ■ low ■ access ■ space ■ touch ■ reliable ■ identity ■ fraud ■ website ■ time-consuming ■ developing countries ■ contact ■ updated ■ prices ■ cut ■ assistant ■ markets ■ sitting ■ cheapest ■ e-mails ■ secure ■ competitors

- There is a **1** of hackers stealing your **2** data.
- In some parts of the world it is still difficult to have **3** to computers or the Internet.
- “Bot” programmes automatically **4** the Internet for a particular product and compare **5** so it is easy to find the **6** offers.
- Fewer **7** and less office **8** is required, as a consequence companies **9** costs.
- There is no personal **10** with a shop **11** and you can't **12** goods.
- You can buy **13** in the world, at any time of the day and the year, **14** on your couch.
- E-commerce allows companies to get direct **15** and keep in constant contact with **16** through **17**
- Postal services for **18** are not always **19**
- Websites and online **20** can be **21** constantly at a **22** cost.
- 23** are still difficult to sell online because **24** want to try them on.
- People are afraid of the risk of **25** and credit card **26**
- If the **27** is not **28** there is risk of viruses and malware.
- Shipping takes **29** and may be **30**
- Choosing a product may be confusing and **31** because there are many **32** on the web.
- E-commerce has opened new **33** for small and large **34** including those from **35**



12 Write a table comparing the positive and negative aspects of e-commerce using the comments from the previous activity. Add any other personal opinion.

13 Listen to an expert giving advice to retailers on the advantages of e-commerce, and say if the statements are *true* or *false*. Correct the false ones.

- You can find all brands selling online.
- Only some goods and services can be sold online.
- Health services can be sold online.
- People buying online don't try to get discounts.
- You save money selling online.
- Catalogues still need to be printed and updated.
- Selling online removes time and geographical barriers.
- You can get orders while you are sleeping.
- It is difficult to identify your ideal customer and satisfy his needs.
- The speaker offers to give help to people interested in e-commerce.

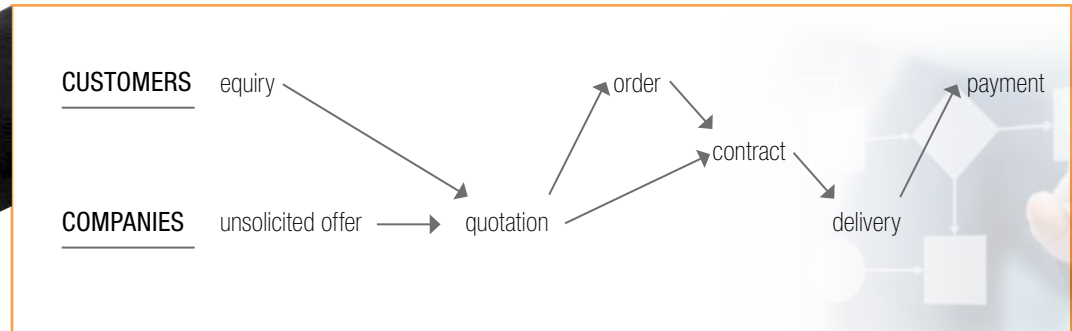
Facts and figures

Almost £1 in every £10 spent by shoppers now involves Internet purchases.

Trivia

Sting's album "Ten Summoner's Tales" - priced £ 7.74 - was the 1st item bought online in 1994.

The steps of business transactions



business transaction
 delivery
 enquiry
 extension of credit
 order
 party
 quotation
 reminder of payment
 unsolicited offer

Business transactions are the interactions between companies and their customers, vendors and buyers. They can be very simple single events, like buying a newspaper or eating at a restaurant, which may or may not be repeated, and take place directly between a seller and a consumer. Most business transactions, however, are extremely complex processes, taking a long time and involving many people, firms and agencies.

When developing a business relationship, there is a series of actions to be followed in order to establish a successful partnership between buyers and suppliers. These are based on a mutual exchange of oral messages and/or written documents between the parties involved in the transaction. Technology has greatly contributed to making such communication faster and easier.

The two parties are actively engaged and they perform actions directed to the business partner, following these phases:

- **contact search phase:** request for information (enquiry from customers) or unsolicited offer (from companies)
- **contact establishment and negotiation phase:** quotation
- **contractual phase:** order
- **fulfilment phase:** delivery
- **completion phase:** payment.

The process can start either from customers, who ask suppliers for general information on their goods or services with a letter of **enquiry**, or from suppliers' **unsolicited offers**, which promote their goods and services to potential customers. If the feedback is positive, it may lead to a negotiating phase on prices – when bids and counter bids are made by both parties – and, finally, to a **quotation**, which may be refused or accepted by a buyer.

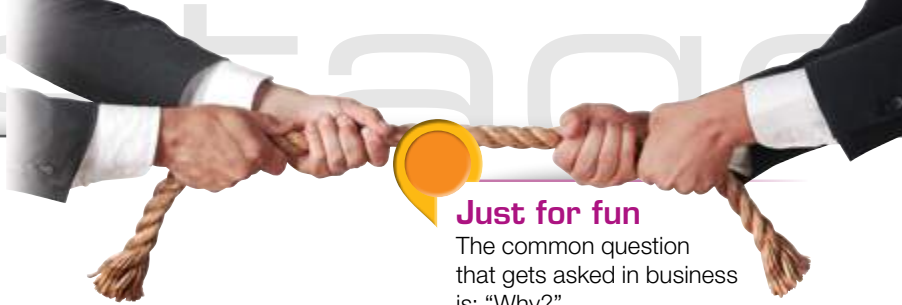
If an agreement is reached, buyers place the **order**, which needs to be confirmed by sellers, and a **contract** is signed by both parties who mutually and legally commit on future actions, i.e. delivery by suppliers and payment by buyers.

The last two stages are the **delivery** of goods from producers and **payment** from customers and, if no problem occurs, the transaction can end at this point. However, if not satisfied with delivery times or with the quality of the goods, customers can make a claim and complain. Depending on the **complaint**, the seller may offer a replacement or a refund for the buyer thus ensuring his customer will not look for another supplier the next time. Correspondingly, suppliers can make payment claims towards customers if they don't respect payment terms and conditions through **reminders of payment**. Sometimes buyers need an extension of credit (later payment), which may be granted or refused by suppliers.



14 Read the text and answer the questions.

1. What is a sales transaction?
2. Who starts a business transaction?
3. What happens during a negotiation?
4. What is a quotation?
5. Why is the contract the most important document in the transaction?
6. How can a business transaction conclude?



Just for fun

The common question that gets asked in business is: "Why?". That's a good question, but an equally valid question is: "Why not?".



15 Listen to this lesson on the importance of communication in business transactions and answer the questions.

1. What is fundamental in business transactions?
2. What are the top five types of business transactions?
3. What mistakes in written communication could give a bad impression to a potential customer?
4. What is the worst mistake you could make during a meeting?
5. What is body language?



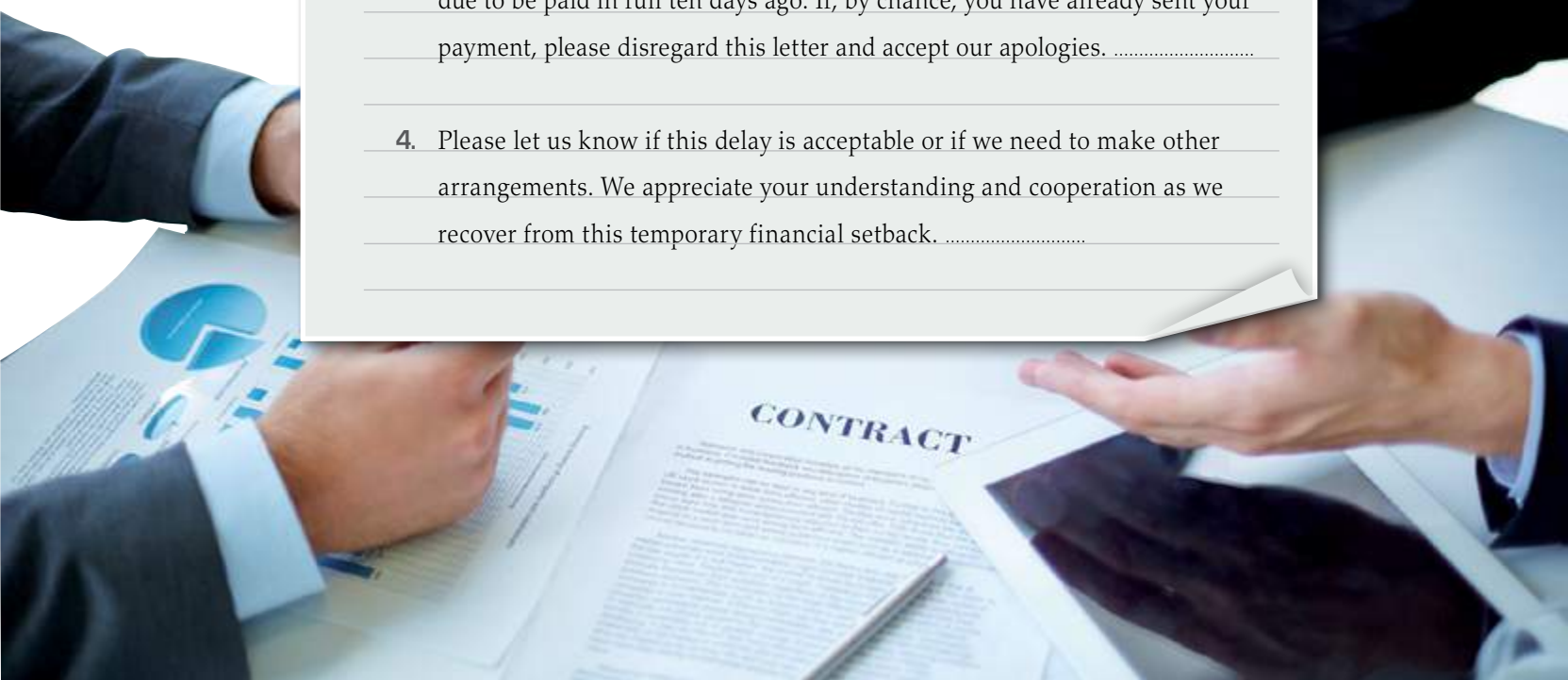
16 Read these extracts from business letters and write which stage of a sales transaction they refer to. letter of complaint ■ payment reminder ■ reply to an enquiry ■ request for credit extension

1. We are pleased to learn you are interested in starting business relations with our company and we are enclosing our export price list and current catalogue, as you requested.

2. On March 17 I ordered a box of letterhead stationery for our central office in Springfield. We received your shipment within one week, but the letterhead carried another firm's address.

3. Please remember that the balance on your account remains unpaid. It was due to be paid in full ten days ago. If, by chance, you have already sent your payment, please disregard this letter and accept our apologies.

4. Please let us know if this delay is acceptable or if we need to make other arrangements. We appreciate your understanding and cooperation as we recover from this temporary financial setback.



Prepared
[vocabulary]

In an office

In an office, in ufficio

Cubicle, postazione di lavoro
Open-space, spazio di lavoro aperto
Partition, separatore postazioni di lavoro
Staff room, sala per il personale

Office equipment, attrezzature

Data projector, *proiettore*
Drawer, *cassetto*
Filing cabinet, *armadio per archivio*
Printer, *stampante*
Notice board, *bacheca*
Paper shredder, *distruggi documenti*
Photocopier, *fotocopiatrice*
Swivel chair, *poltrona girevole*
Vending machine, *distributore bevande/snack*
Waste-paper basket, *cestino*



On the desk, sulla scrivania

Card index, *schedario*
Cutter, *taglierino*
Drawing pin/pushpin, *puntina*
Marker, *pennarello*
Folder, *raccoglitore*
Headset, *cuffia con microfono*
Hole punch, *foratrice*
In tray/out tray, *cassetta posta in entrata/uscita*
Ink cartridge, *cartuccia d'inchiostro*
Ink pad, *tampone di inchiostro*
Letter opener, *tagliacarte*
Label, *etichetta*
Notepad, *bloc notes*
Paper sheets, *fogli di carta*
Rubber stamp, *timbro*
Sticky note, *post-it*





17 Write the word corresponding to the definition.

1. A plastic or cardboard container for holding loose papers.
2. A small room that is made by separating part of a larger room.
3. A large quantity of paper.
4. A piece of office furniture with deep drawers for storing files.
5. A small object used for putting staples into paper.
6. A small object used to make holes.
7. A piece of paper you stick on the wall to remind you of something.
8. A thick piece of soft material full of ink.



18 What would you need in these situations?

1. You have to get rid of documents containing sensitive data.
2. You mustn't forget a deadline for a report to send your boss.
3. You are attending a conference and have to jot down notes.
4. All your pens and pencils are scattered on your desk.
5. A customer is asking you for a contract with the original signature of your boss to send by e-mail.
6. You have to store reams of paper, boxes of pens and cartridges.
7. You have been delivered a cardboard parcel to open.
8. You have a few loose papers to keep together.
9. You have to show a power point presentation during a meeting.
10. You have to keep a record of all your boss's business trips.



19 Give a definition to these words. Use a monolingual dictionary if necessary.

- | | | |
|--------------------|-----------------|--------------------|
| 1. vending machine | 5. notice board | 9. in-tray |
| 2. drawing pin | 6. rubber stamp | 10. sellotape |
| 3. swivel chair | 7. card index | 11. partition |
| 4. headset | 8. rubber band | 12. data projector |



20 Listen and fill in with the missing words. Then, discuss the questions with your partner.



How to become organized and productive in a few steps

Tidy or untidy? That is the question! Is your desk a **1.**? Do you have any **2.** to work, or any **3.** for creativity? Here are a few tips to improve your **4.** and productive capacity! First of all, start with a clean desk and get rid of everything that you don't need, put into **5.** the items that are not necessary, **6.** old papers and don't leave them to **7.** Then, decide which **8.** you most frequently use and place them in a drawer or a **9.**, within easy to reach, so you always know where they are! The inside of your drawers should be organised too. For example, you could divide them into several **10.**, one for pens/rubbers/ **11.**, another for your sharpeners/staplers, another for your personal items. Never forget to clean the top of your desk daily and keep a clock, **12.** and calendar nearby, so as not to forget meetings and **13.** You may think organising your desk and office is a waste of time, but if you really knew how much time disorganisation can cost you, you'd consider changing your bad habits!

1. Are you tidy? Why? Why not?
2. Do you think it is important to be organised? Why? Why not?
3. What would you suggest your friend do to become tidier?
4. What are the possible negative consequences of not being organised and tidy?



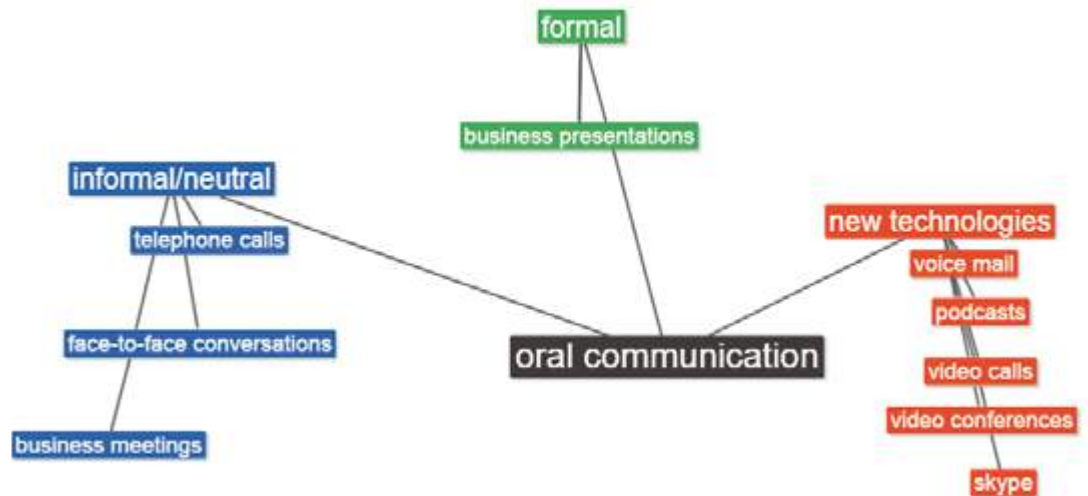
21 Listen to three office clerks talking about their offices. Do they like them? Why? Why not?



Oral forms of communication

Oral communication is the process of expressing ideas and transmitting information verbally. It can be **informal**, **neutral** or **formal**. Informal and neutral communication includes telephone calls, face-to-face conversations and informal discussions at meetings, while a meeting presentation is considered more formal.

Thanks to advances in technology, new forms of oral communication continue to develop, such as voice mail, video phones, video conferences, podcasts and Skype.



How to leave a message on voicemail

- say your name and position in the company
- leave your message (reason for calling)
- give your contact number and say when you are available

Face-to-face is the easiest form of oral communication because we can use non-verbal clues, such as eye contact, facial expressions and body language to help us transmit our message and make it more understandable for the listener. It is essential to build relationships inside the company and when dealing with customers and suppliers.

Voice mail, also used for mobile phones, is a tool that allows a company to provide recorded information, for example on opening hours and/or a contact name, while the caller can leave a message.

Video phones and **video conferences** combine audio and video so that business people in distant locations can both see and speak to each other. The main advantages of these forms of communication are that people can see and hear each other in real time and benefit from features that are typical of face-to-face communication and of visual aids. Moreover, people do not have to travel and the company can save money.

Podcasts are audio clips that can be accessed on the Internet, while **Skype** uses a technology called VoIP which allows callers to communicate over the Internet and avoid telephone charges. Callers can choose between audio communication or audio and video communication, a simple call or a conference.





22 Answer these questions.

1. What is the main difference between phone calls and face-to-face communication?
2. What is voice mail?
3. What are the main advantages of a video conference?
4. What can you do with Skype?

23 Look at the previous page and complete this table.

one-way communication (there is one sender and one receiver, but the receiver cannot answer the message)	two-way communication (there are two people who can be both sender and receiver)	multi-way communication (several people can take part in the conversation)
Podcasts		

24 Listen to three messages on voice mail and complete the table.

	1 st caller	2 nd caller	3 rd caller
name and position			
company			
message			
contact number			
availability			

25 Discuss the advantages and disadvantages of oral communication. Give reasons to support your ideas.

Advantages	Disadvantages
<ul style="list-style-type: none"> ■ Oral communication is more personal because ■ It is quicker ■ It is more flexible ■ It is very effective 	<ul style="list-style-type: none"> ■ Sometimes written communication is better because ■ Oral communication is

26 Listen to the text and take notes to answer these questions.

1. What is horizontal communication?
2. What is vertical communication?
3. By what other name is horizontal communication called?
4. What are the main advantages of horizontal communication?
5. And the main disadvantages?



27 Read a list of the principles of oral communication and match them with their explanation.

- | | | |
|------------------------|-------|---|
| 1. clear pronunciation | | a. If it is not clear, the goal of the message may not be achieved. |
| 2. efficiency | | b. It is better to avoid using an artificial voice and be more spontaneous. |
| 3. natural voice | | c. It is necessary to use appropriate skills for effective communication. |
| 4. precision | | d. Simple and understandable words should be used. |
| 5. simplicity | | e. Specific words should be used. |
| 6. vocabulary | | f. Words should be carefully chosen to avoid misunderstandings. |



Written and visual forms of communication



MAIN TEXT ABBREVIATIONS

ASAP: as soon as possible
CFM: confirm
CU: see you
CU L8ER: see you later
MT: meet
NP: no problem
PLS: please
TXS: thanks
TTYL: talk to you later
4: for

Written communication, the most important and effective way to communicate in business, involves any type of message that makes use of the written word. Internal written business communication involves employers and employees at all levels of the company, while external refers to interactions and transactions with the world outside the company. All these forms share some stylistic features: conciseness, clarity and effectiveness when conveying the message.

Traditional

- **business letters** = formal documents with a standard letter format
- **notes** = form of reminder taken during phone calls or meetings for personal use. They are informal and can use abbreviations
- **memos** = short documents which communicate basic information within an individual office or company. The tone can be informal
- **reports** = formal texts that include the findings after a situation has been analysed and the suggestions and recommendations to deal with it. They are generally internal
- **minutes** = permanent, formal and detailed records of meetings and business transactions.

Electronic

- **emails** = text messages sent and received digitally. Documents of any kind can be attached
- **faxes** = messages sent in the form of image replications over the phone line
- **text messages** = short messages sent via mobile phones. Commonly used for quick messages between colleagues with abbreviations
- **online forms** = documents made up of fields which need to be filled in with personal details and/or specific information.



ADVANTAGES

- There is no need for personal contact
- It saves money if compared to a long distance phone call
- There is written proof in case of a dispute

DISADVANTAGES

- It may take a long time to reach the receiver
- There can be a lack of secrecy because other people can see the document


Visual aids are often used to enhance oral and written communication. There are:

- posters, photographs and drawings – they are widely used in advertising
- tables, diagrams and charts – they make it easier to interpret data, especially financial data
- video clips and films – they make brochures and presentations more interesting.

 **28** Match the different parts of the email with their definition.
 from ■ to ■ Cc ■ Bcc ■ date ■ attachment ■ subject

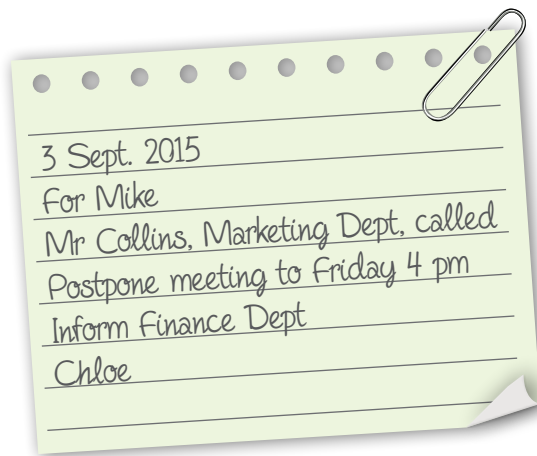
› A list of addresses of people who can see the message, but whose content is not visible (Blind Carbon Copy): *Bcc*

1. Documents enclosed:
2. The date and time the message was sent from the sender's computer:
3. The email address of the receiver:
4. The email address of the sender:
5. The topic or short title of the message:
6. The visible list of the addresses of people who can see the message (Carbon Copy):


 **29** Read this note and complete the memo. Then, write an email to confirm you have seen it.



You are Mike Edwards, Sales Department, and have just found a note from your assistant Chloe Smith. Write to Paul Ryan, Finance Department, to inform him of the change of plan.







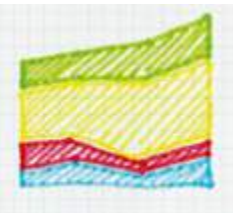

From:
 Date:
 To:
 Subject:
 Respond: For your information:
Paul,
I've just
Let's meet
Please confirm this message by email.
Mike

 **30** Write Mike's text message in full and Chloe's answer in abbreviated form.

Chloe:
 No problem. I'll do it as soon as possible.
 Ok for now.
 See you later.

Mike:
 PLS CFM Mr Collins I will MT him on Friday at 4 pm.
 TTYL TXS CU.

 **31** Match the different types of diagrams and graphs with their names.
 bar chart ■ pie chart ■ line chart ■ area chart ■ radar chart

				
1.	2.	3.	4.	5.

Describing a graph and a trend

1. To define the topic of the graph

The This	graph line graph bar chart diagram	shows represents describes is about	the number of active users of Facebook the sales/purchases of the prices of the interest rates of the profits/losses of	in the USA	from 2015 to 2019 between 2015 and 2019 in the period between and in 2019
-------------	--	--	--	------------	---

2. To describe trends

The figure The number of The percentage of	rose increased went up	↑	slightly gradually steadily	over the decade/year/the last five years over the same period in the same time between 2018 and 2019 from 2017 and 2019 in 2018
	decreased declined fell went down dropped	↓	sharply dramatically by 3%	
	boomed doubled tripled	★		

There was (a/an)	slight gradual steady sharp dramatic	rise increase improvement	↑	of (about) 4% of 2 million	in productivity in the number of in the prices (of)	in 2019 between 2017 and 2019 from 2016 to 2019 over the last decade
		decrease decline fall	↓			

3. To compare and analyse data

The	biggest largest smallest most significant	increase number of	was in 2018 was from 2017 to 2019 between 2016 and 2019
-----	--	-----------------------------	---

4. To interpret data (optional, only when required and if it can be supported by data)

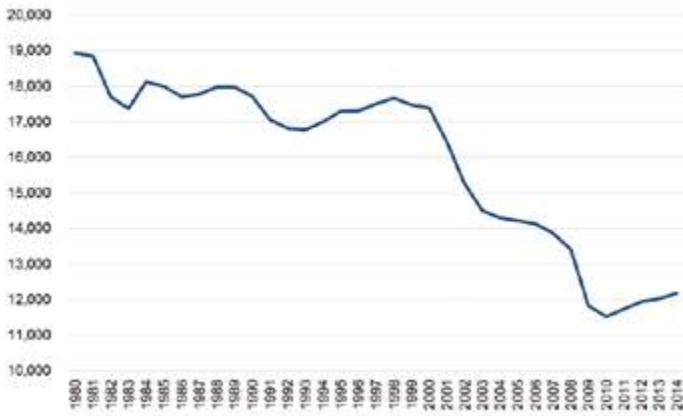
The graph shows a	positive negative steady	trend
-------------------	--------------------------------	-------

I think/believe	this trend	will continue for at least 2 years is going to stop soon will not last long	because, as you can see from the graph,
-----------------	------------	---	--

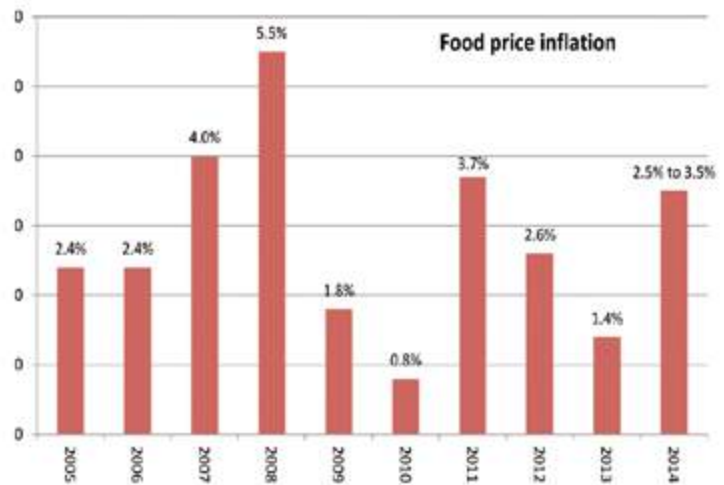


32 Look at the graphs and choose the appropriate sentences from the list provided. Then, put the sentences in order to form a text for each graph.

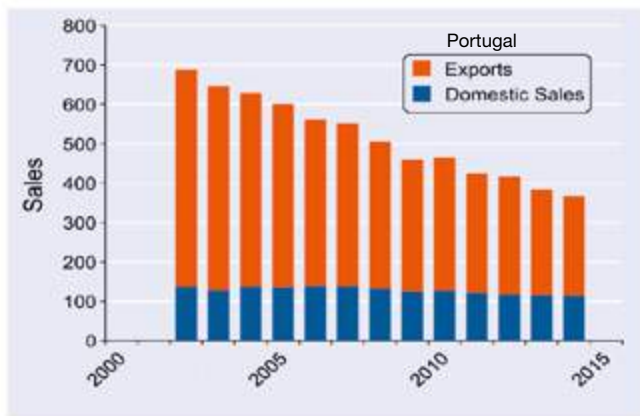
U.S. Employment in Manufacturing Industries



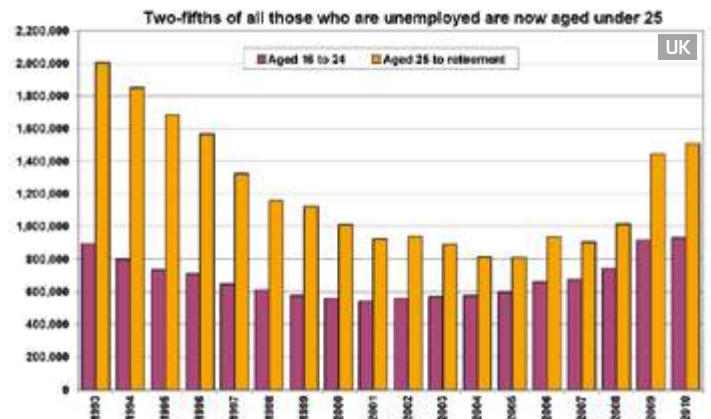
A



B



C



D

- › The graph represents the number of jobs in manufacturing industries in the US from 1980 to 2014. *Graph A*
- The bar chart is about the number of unemployed in the period between 1993 and 2010 in the UK.
 - Food price inflation increased from 2005 to 2008 and then went down until 2010, when it increased again.
 - Inflation reached its peak in 2008, doubling the rate of 2005.
 - Employment dropped significantly from 1998 to 2010 and then increased steadily.
 - The graph shows the exports and domestic sales of wine in Portugal from 2000 to 2015.
 - Exports have gradually declined over the period considered.
 - Unemployment decreased by half for people over 25 in the year 2000.
 - The trend has been positive since 2010.
 - The bar chart represents the percentage of food price inflation in the US from 2005 to 2014.
 - The lowest level of inflation was in 2010 with 0.8%.
 - Unemployment for people between 16 and 24 remained almost stable between 1998 and 2005.
 - The domestic market remained stable in the period between 2005 and 2015.
 - About 7,000 jobs were lost in the manufacturing industry between 1980 and 2009.
 - The graph shows a negative trend for wine exports.



33 Write your own description of one graph and compare it with the answers in the previous activity.

Present simple vs present continuous

	PRESENT SIMPLE	PRESENT CONTINUOUS
Structure	<p>+ Subj + to inf (if subj = 3rd pers sing → + -s)</p> <p>- Subj + Aux (DO + if subj = 3rd pers sing → + -s) + not + to inf</p> <p>? Aux (DO + if subj = 3rd pers sing → + -s) + Subj + to inf</p>	<p>+ Subj + Aux (BE) pres simple + to inf + -ing</p> <p>- Subj + Aux (BE) pres simple + not + to inf + -ing</p> <p>? Aux (BE) pres simple + subj + to inf + -ing</p>
Use	<ol style="list-style-type: none"> Permanent situations > HR departments <i>deal with</i> personnel. Frequency and routines > The receptionist usually <i>arrives</i> at 8.15 on Fridays. Facts > Consumers <i>appreciate</i> good customer care service. Timetables > The manager's flight <i>takes off</i> at 8.05 from Luton. Description of places > The warehouse <i>occupies</i> over 5,000 sqm. 	<ol style="list-style-type: none"> Temporary situations > I'm afraid the fax <i>isn't working</i> today. Current events > Trenitalia <i>is</i> currently <i>expanding</i> their fleet. Moment of speaking > Ms Frendiss <i>is attending</i> a meeting at the moment. Arrangements > I'm <i>seeing</i> the buyers on Thursday morning. Description of pictures/graphs > Sales <i>are growing</i> at a rate of 3%.
Indicators	<ul style="list-style-type: none"> Frequency adverbs > <i>always, often, generally, usually, sometimes, rarely, seldom, never, hardly ever</i> Frequency expressions > <i>every day/month/..., twice a day/month/...</i> Expressions that indicate habits > <i>on Sunday/..., at Halloween/..., in winter/...</i> 	<ul style="list-style-type: none"> Expressions that indicate temporariness > <i>at the moment, at present, now, today, while, this + time expression, these + time expression</i>
Attention!	<ul style="list-style-type: none"> Both state and action verbs can be used in the present simple State verbs: volition, cognition, perception, feeling 	<ul style="list-style-type: none"> Only action verbs can be used in the present continuous. State verbs can't Habitual actions can use the present continuous to mean annoyance > Mr Smith <i>is always criticising</i> his employees in front of each other.





34 Re-write these sentences with either the *present simple* or the *present continuous* of the given verbs in the right position and form.

1. Interest rates are very high so we to cut down on expenses. TRY
2. Small corner shops less and less popular. BECOME
3. The distribution department shipments from the South of America. HANDLE
4. KFC several companies around America. OPERATE
5. Our Engineering division in charge of designing a new prototype. BE
6. Our catalogues fully our range of products. ILLUSTRATE
7. Watch out! Your stapler! FALL
8. What time the inspectors for the visit? LAND



35 Choose the correct option.

PRELIMINARY

Our company was founded twelve years ago. We **1.** and **2.** technological accessories to top luxury industries. We **3.** a lot of time in testing and predicting future market trends and that's why in this period we **4.** out a survey on early teen-agers. Each of them **5.** what they **6.** and they **7.** and many interesting results **8.** We **9.** on a new mobile phone case at the moment: it's exactly what managers **10.** on their working trips, but we can't tell you more, competition, you know...

- | | | | |
|----------------------|-------------------------|------------------------|---------------------|
| 1. a. manufacture | b. are manufacturing | c. are manufacture | d. manufacturing |
| 2. a. are supplying | b. are suppling | c. supply | d. are supply |
| 3. a. invest always | b. are investing always | c. always invest | d. always investing |
| 4. a. is carrying | b. carry | c. are carry | d. are carrying |
| 5. a. knows | b. know | c. don't knowing | d. aren't knowing |
| 6. a. aren't wanting | b. wanting | c. want | d. wants |
| 7. a. don't need | b. need | c. are needing | d. aren't needing |
| 8. a. come out | b. are coming out | c. coming out | d. don't coming out |
| 9. a. also work | b. are also working | c. aren't working also | d. don't also work |
| 10. a. are needing | b. needs | c. is needing | d. need |



36 Listen to these four short conversations and choose the correct option.

PRELIMINARY

1. What kind of safety procedures does the company usually implement?
 - a. Not allowing their employees to carry their phones with them.
 - b. Checking the employees' phones before they go back home.
 - c. Using a special piece of equipment to prevent downloading and uploading from the Internet.
2. What's the manager routine?
 - a. Taking investors out to dinner on Fridays.
 - b. Leaving the office early on Friday.
 - c. Going late to work on Fridays.
3. What is Stephanie doing?
 - a. She's working in her office.
 - b. She's talking about the new project to Harry.
 - c. She's dealing with a problem with some other employees.
4. What's happening to sales?
 - a. They're increasing, just like they were doing the previous year at the same time.
 - b. They're stable because schools are not complying with the law.
 - c. Differently from last year, they're going up, thanks to a new law.



37 Write an email to your boss, Mr Gallagher. Use about 80 words. Invent any information you need.

BEC

- Remind him about the details of his flight and coach from Manchester to Madrid's airport and coach station
- Tell him you've prepared and sent his documents for photocopying
- Remind him he will find documents and briefcase on his desk as usual.

Green economy and globalisation

The term **green economy**, first coined in 1989 by a group of British environmental economists, is strictly related to the concept of green growth, a term which was first used in the context of the UN Economic and Social Commission for Asia and the Pacific (UNESCAP) in 2005.

The Green Economy Initiative was launched in 2009 under the leadership of the United Nations Economic Programme (UNEP) with the purpose of directing economic government spending towards green sectors and activities, such as energy efficient buildings, sustainable energy and transport, ecological infrastructure and sustainable agriculture. A report in 2011 affirmed that green economy is not a luxury that only wealthy countries can afford, but an engine for growth and a strategy against poverty.

In 2012, the major international organisations launched a new knowledge-sharing platform to help countries design and implement growth policies to move towards a green economy.

Green growth can be defined as 'fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which human well-being relies'. This implies low-emission development strategies (LEDS), climate friendly economic growth and socially inclusive development.

Globalisation is a process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment and aided by information technology. This process has effects on the environment, culture, political systems, economic development and prosperity, and on human physical well-being all over the world.

Although globalisation is not a new phenomenon, the current wave has been driven by policies that have opened economies domestically and internationally, especially in the past two decades. Many governments have adopted free-market economic systems, have negotiated dramatic reductions in trade barriers and have established international agreements to promote exchanges of goods and services, and investments. Big companies have built foreign factories and established production and marketing arrangements with foreign partners and an international industrial and financial business structure has developed. Moreover, advances in information technology have dramatically transformed economic life and the way people and companies communicate.



Personal assessment

Nowadays, getting a job has become a very competitive and hard business. therefore, your success in the world of work mostly depends not only on your personal qualifications, experience, skills and competences, but also on your self-knowledge and ability to prove that you are the right person for the position you are applying for. This is a difficult but fundamental task that is the starting point for any personal and professional development and career.

Assessing what you are and planning what you should do to improve yourself gives you the opportunity to ask yourself some questions, to reflect on your answers, to understand your weaknesses and the areas you may need to develop. It is a way to highlight your strengths and the resources and actions you should take in order to reach your goals. What is more, it can help you to identify what you really need and want, so as to be ready to face any tricky question at a job interview.

A **personal development plan** (PDP), therefore, is the process of creating an action plan based on awareness, reflection, goal-setting and planning for personal development within the context of a career, education, relationship or for self-improvement.

In conclusion, it is really important to reflect on yourself and on how you could get better because there is always room for improvement.



38 Work in pairs and answer these questions. How many “NO” answers have you got? What could you do to turn your answers into “YES”? Discuss with your partner and share your opinions with the class.



	YES	NO
1. Can I use and adapt my academic skills in different fields (analysis, synthesis, evaluation, argumentation, language competence)?		
2. Can I manage my time effectively (meet deadlines, get to appointments/classes on time)?		
3. Do I set realistic objectives and priorities before starting a job?		
4. Do I monitor, evaluate and adapt my performance to different situations?		
5. Can I take responsibility and deal with criticism constructively?		
6. Do I keep informed and regularly attend refresher courses?		
7. Can I plan and work with others, respect their views and values, and adapt to the needs of the group/ team (take initiative, lead, delegate, stand back or negotiate)?		
8. Can I present oral/visual information using IT support?		
9. Can I use an appropriate written and oral language in a range of activities (essays, reports, presentations, interviews) using appropriate formats, spelling, grammar and punctuation?		
10. Can I listen actively and effectively?		



Vocabulary and phraseology

1 Which words correspond to these definitions?

1. A solid substance that nourishes.
a. organism b. energy c. growth d. food
2. When the body is resting and is unconscious it is in a state of...
a. relaxation b. happiness c. sleep d. boredom
3. A personal distinctive way of writing one's name.
a. a signature b. a document c. a letter d. a sign
4. Materials used for writing.
a. paper b. envelopes c. stationery d. pencils
5. An instrument used for putting a wire through papers and bending it, to hold them together.
a. stapler b. hole punch c. staple d. scissors
6. A linker used to show contrast.
a. because b. for c. since d. on the other hand
7. A place where people who are at work meet to use their lockers, rest, have a coffee, etc.
a. the office b. the lobby c. the staff room d. the kitchenette
8. The function of the letter that expresses the writer's greetings.
a. letterhead b. signature c. references d. opening salutation

Contents

2 Read the summaries and fill them in with the correct word.

sophisticated ■ supply ■ wants ■ pyramid ■ physiological ■ availability ■ help ■ survival ■ selling ■ producing

Consumer needs and 1. are determined by the economic activities of society. Whatever is essential and necessary for 2. is a need.

A 3. represents basic needs at its base and social needs at the top.

4. needs are the most important because they are vital. On the other hand, the less important but more 5. needs contribute to improve people's living conditions. Having satisfied primitive needs, there is an infinity of wants that 6. people have a better social life.

Trade is the activity of buying and 7. and is a branch of commerce.

The world of production aims at satisfying consumer demand by 8. what they need and want while the amount of products businesses can offer is the

9. Consequently prices are inversely proportional to the

10. of products on the market.

3 Read and decide if the sentences are *true* or *false*. Then, correct the false ones.

1. Wholesalers and small "corner shops" are disappearing nowadays.
2. Advertising is the exchange of goods on the internet.
3. Trade is a branch of commerce.
4. The supply chain moves products or services from the producers to the customers.
5. Pure-click or dotcom companies operate only online, with no other point of sale.
6. Services are visible, tangible products given to consumers.
7. A disadvantage of the green economy is that there are certification costs for auditing.
8. In a quaternary sector, healthcare, public transport, education are provided by intellectual industries.
9. Non-durable goods don't last long and have an expiry date on them.
10. The psychologist Maslow created a hierarchy of human needs and put problem-solving at the top.

Functions



4 Listen to this report on business transactions and complete the table.

Examples of simple transactions	Examples of complex transactions	Transaction phases

5 Read this description of a course of *Oral and Written Business Communication* at the Osfold University in Norway. Then, answer the questions.

>
Objective

The overall aim of the course is to improve students' oral and written English proficiency, particularly in relation to business communication.

>
Content

In the oral part of the course emphasis is placed on different types of oral business communication such as telephone English, informative and persuasive presentations, business terminology, etc. As business communication is closely linked to cultural context, the course will also include examples of modern British literature. The course is practical in nature, and the students will therefore spend a lot of time developing their oral competence through exercises, presentations and case studies. A separate part of the course takes place in the language lab with phonetics and telephoning

>
Prerequisites

None in particular apart from general English skills at intermediate level.

>
Assessment

Assessment is based on a portfolio of written texts plus an oral examination.

From: <http://www.hiof.no/studies/courses-for-exchange-students/course-descriptions>

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. What is the aim of this course? 2. Why will there also be examples of modern British literature? | <ol style="list-style-type: none"> 3. What is compulsory before taking the exam? 4. What is the written part of the course based on? 5. What are the students assessed on? |
|--|---|

6 Imagine you have a coffee shop in Milan and would like to sell American coffee. Write an email to the Nestlé company in Switzerland using this information:

- Nestlé Suisse S.A., info_suisse@nestle.com
- You would like to expand your coffee selection to include their products
- Make a request for samples of their Sanka and Nescafé brands
- You also need their latest price list.

7 Translate these sentences into English.

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Gliela passo. Resti in linea, per favore. 2. Questo grafico a barre mostra un calo drastico delle vendite nell'anno in corso. 3. Sono dieci anni che esportiamo i nostri prodotti all'estero. 4. Mentre il personale lavorava, il direttore riceveva i clienti. 5. Benché sia arrivata la merce, il corriere non è ancora pronto. | <ol style="list-style-type: none"> 6. Abbiamo ricevuto il nome della vostra ditta dalla Camera di Commercio. 7. La bacheca dell'ufficio si trova accanto al distributore bevande. 8. Per di più, sono importatori da lungo tempo. 9. Restiamo in attesa di ricevere ulteriori dettagli. 10. Dal mio punto di vista i loro prezzi sono molto competitivi. |
|--|---|

8 PROJECT. Work in groups. Each group will find information and then write a presentation on the economic system from a country in the world.

Vocabulary and phraseology

1 Complete with the most appropriate word. [...../10]

1. The office chair with wheels is called a
2. The screen the teacher has when she uses a computer in the classroom is a
3. When attaching notices to a board you can use
4. Using your imagination means having
5. When you want to read what is inside an envelope in the office you use a

2 Choose the correct option. [...../10]

1. Security of body, employment, health or resources in Maslow's pyramid is *belonging/happiness/safety*.
2. "Notwithstanding" is similar to *in spite of/summing up/further*.
3. The functions of something living is *physiological/psychological/logical*.
4. A sticky thin strip of material that is adhesive is called *stamp/cloth/sellotape*.
5. A paper or other material attached to something that indicates its manufacturer is a *sign/label/notice*.

Contents

3 Complete the summary with the missing words. There are 2 extra words. [...../10]

set up ■ primary ■ intellectual ■ resources ■ finished ■ human ■ build

Production is possible when the following four resources are accessible: land, capital, labour, management. Land is everything that regards all the natural

1. on earth like water, sunlight, air, lands. Capital is important because money makes investments available and know-how, which is the
2. capital, is a unique resource in a company. Labour, which is also known as
3. capital, allows a business to have trained workers who help transform the resources into goods. Finally, with management, the businessmen are the ones that have to make important decisions about the market, have ideas, risk their own money and
4. a company by managing the other three factors. Production also depends on the primary sector which supplies the raw materials, the secondary sector, which transforms them into
5. goods through manufacturing or building them and the tertiary sector which provides the services.

4 Answer these questions. [...../10]

1. What is globalisation? used?
2. What are the five phases of a business transaction? 4. What is the difference between trade and commerce?
3. Why are traditional business letters still used? 5. What is a production plan?

5 Decide if these sentences are *true* or *false*. Correct the false ones. [...../10]

1. Green economy promotes equity and equality.
2. One of the drawbacks of growing green is there are many requirements to agree to.
3. Oral communication is the most effective way to communicate in business.
4. The voluntary sector, with its charitable organizations, belongs to the private sector.
5. Advertising is the way goods and services are supplied.
6. E-commerce does not refer to online shopping only, but it also means doing business online.
7. The private sector is the government sector owning all the business organisations.
8. Production is the making and the supplying of goods or services in commerce.
9. In a planned economic system there is competition, resulting in the best quality of goods.
10. Some activities in the primary sector of production include mining and drilling and the extraction of raw materials.

6 Write 10 lines about e-commerce. [...../10]

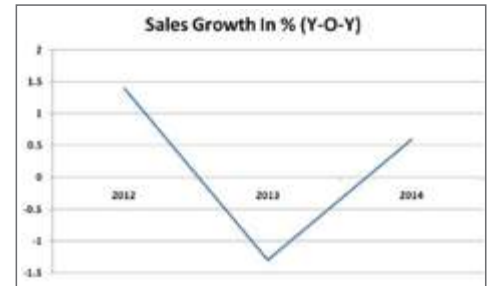
Skills

7 Read and decide if the sentences are *true* or *false*.

Then, correct the false ones.

[...../10]

1. This graph shows the Company's constant trend of sales growth.
2. Sales plummeted in 2013.
3. There was a dramatic fall in sales in 2013.
4. The percentage of sales grew steadily from 2012 to 2013.
5. Sales plummeted in 2013, then constantly rose in 2014.



8 Listen to the dialogue and fill in the blanks with the correct word.

[...../10]

Receptionist: Harley Davidson.

Client: Good morning, Sir.

Receptionist: Good morning, Sir. **1.** I help you?

Client: I'd like to speak to Mr Smith, the **2.** representative, please.

Receptionist: Yes, of course. May I ask **3.** calling, please?

Client: This is Mr Carlton from Motorbike shop. I would like to speak to the representative **4.** his visit to our company next month.

Receptionist: Hold on a moment, please. ... I'm sorry, Mr Smith is not in his office. He **5.** be back until next week. Would you like to **6.** a message?

Client: Yes, please. Could you note down that we need him to bring his **7.**, please.

Receptionist: Fine. Anything **8.**, Sir?

Client: We would also like to see his **9.** brochures, please.

Receptionist: And brochures. I'll make sure he gets your message. Is that all, Sir?

Client: That's all, thank you.

Receptionist: Fine, then. **10.** a good day, Sir. Good bye.

9 Write an email to the Nestlé company in Switzerland.

[...../10]

Refer to the source of information (online ad) ■ Refer to your business (coffee shop in Milan for 10 years, you want to expand your coffee selection to include American blends) ■ Make request (information + price list + samples) ■ Refer to future business relationship

10 Translate this telephone conversation.

[...../10]

Assistente: LG, Ltd. Buongiorno, posso aiutarla?

Manager: Buongiorno, sono della Mivar di Milano. Vorrei parlare con la Sig.ra Morris, per favore.

Assistente: Sì, naturalmente. Con chi parlo, per favore?

Manager: Sono il Sig. Giulio Ramorelli.

Assistente: Attenda, prego.

Morris: Parla la Sig.ra Morris.

Ramorelli: Buongiorno Sig.ra Morris. Mi chiamo Giulio Ramorelli della Mivar di Milano.

Morris: Sì, come posso aiutarla?

Ramorelli: Abbiamo bisogno di fare un ordine di 250 TV di vari modelli. Vorremmo venire a vedere i vostri prodotti e fare un contratto.

Morris: Benissimo. Le passo il mio assistente per organizzare un appuntamento. L'aspetto, allora.

Ramorelli: Grazie, Sig.ra Morris. A presto, arrivederci.

[...../100]

Business in Action

Business in Action è un corso di inglese commerciale che promuove lo sviluppo di competenze specifiche, linguistiche e professionali, richieste dal mondo dell'economia e dell'impresa.

Il testo si propone di:

- offrire un percorso sistematico, ma flessibile e personalizzabile, per una didattica inclusiva;
- presentare un lessico specifico ampio e moderno che tenga anche conto della lingua del web;
- favorire l'acquisizione di specifiche abilità orali e scritte di comprensione e produzione;
- incoraggiare l'autonomia linguistica e operativa e stimolare la soluzione di problemi;
- sviluppare strategie per il lavoro in team;
- fornire strumenti per l'autovalutazione.

Contenuti Digitali Integrativi

- Numerosi testi per attività di approfondimento e di esercitazione
- Tracce audio in formato mp3
- Schemi e mappe che presentano i concetti chiave di ogni Unità
- Spunti per progetti di classe e *real-life tasks*

Per l'insegnante e l'uso in classe

Teacher's Book, disponibile sia in formato cartaceo sia digitale. Contiene:

- suggerimenti per la programmazione per competenze;
- test di verifica di tutti i Moduli e le Unità, in formato editabile, anche per BES;
- materiali per la preparazione all'Esame di Stato;
- audioscript delle attività di *Listening*;
- soluzioni di tutti gli esercizi e dei test;
- approfondimenti su CLIL, abilità linguistiche e Alternanza scuola-lavoro.



EDIZIONE MISTA
+ LIBRO DIGITALE