

Working with words

- 1 Complete 1–7 with the words from the list.

*process home activities facility
growth location workers*

- If we outsource the administrative tasks, our European centres can focus on their core _____.
- If the business _____ outsourcing goes ahead, all our filing, etc. will be done in China.
- In the next few years, we plan to move many of our operations closer to _____.
- R-IT is a new training _____ for students, focusing on all aspects of information technology.
- Karnataka has 77 engineering colleges producing more than 29,000 graduates a year so there is a large group of skilled _____.
- We are selling more and more of our products abroad, so our export _____ is rising steadily.
- We decided to outsource software development to an offshore _____ rather than to one in our own country.

- 2 Rewrite the words in *italics* in 1–7 using the phrases from the list. Change the form if necessary.

*take cost-cutting measures lead to job losses
improve the quality of life for
create new jobs streamline our operation
free up resources gain a competitive edge*

- Some politicians argue that BPO *results in a substantial reduction in employment* _____ at home.
- Outsourcing has led to the building of new roads and housing in Bangalore and has subsequently *increased personal satisfaction in life experienced by* _____ many local people.
- Our budget deficit has increased again this year so we need to *do something to make savings* _____ and reduce our office costs.
- RGM's help desk outsourcing services have helped us to *make the way we work simpler and more efficient* _____.
- We decided to outsource our back office work in order to *make money and personnel more available* _____ for our core activities.
- Thirty new offices were opened in the area last year – this *generated 980 additional positions* _____ in the IT industry.
- We want to *achieve an advantage* _____ over our competitors so we aim to increase production by 10%.

Business communication

- 1 Complete the extracts from a presentation about outsourcing with the phrases from the list.

*due data have a move on looked at
notice on look at the facts has resulted in
leave a result turn our attention to*

Recent ¹ _____ shows that outsourcing of office cleaning, catering for the staff restaurant and the customer helpline ² _____ financial benefits for the company.
Let's have a ³ _____ this slide. On the left you can see our expenditure five years ago ...
I'd like to ⁴ _____ to give you some background about each sector we've outsourced. Firstly, cleaning.
⁵ _____ to increasing personnel costs, outsourcing seemed to be our only option. You will ⁶ _____ this chart savings other companies achieved. We analysed these carefully and as ⁷ _____ decided to do the same.

OK, we've ⁸ _____ cleaning, so let's ⁹ _____ the staff restaurant.
After careful research, ¹⁰ _____ were clear: employing staff to run a restaurant was too expensive and not cost-effective.

¹¹ _____ look at these figures ...
Finally, I'd like to ¹² _____ you with some interesting statistics regarding the customer helpline ...

- 2 Choose the correct prepositions in *italics*.

- Due *for* / *to* / *from* the recent large increase ...
- A knockon effect *of* / *to* / *on* this was ...
- This relates back *for* / *at* / *to* the point I made earlier.
- To illustrate this, let's have a look *on* / *at* / *to* this chart.
- This resulted *to* / *for* / *in* huge financial losses.
- You will notice *on* / *to* / *by* this chart how big our market share has become.
- Let's turn our attention *from* / *to* / *on* the drawbacks involved.
- As a result *from* / *to* / *of* public criticism, we stopped our ad campaign.
- Let's consider financing the project, which I referred *to* / *about* / *of* earlier.
- To conclude, I'd like to leave you with some food *for* / *to* / *in* thought ...

GRAMMAR REFERENCE

The passive

Form

- 1 Verbs in sentences can either be active or passive. To make the passive, use the verb *be* in the appropriate tense and a past participle.

Tense	Active	Passive
Present simple	<i>We do the job.</i>	<i>The job is done.</i>
Present continuous	<i>We are doing the job.</i>	<i>The job is being done.</i>
Past simple	<i>We did the job.</i>	<i>The job was done.</i>
Past continuous	<i>We were doing the job.</i>	<i>The job was being done.</i>
Present perfect	<i>We have done the job.</i>	<i>The job has been done.</i>
Past perfect	<i>We had done the job.</i>	<i>The job had been done.</i>
Future and other modals	<i>We will do the job.</i>	<i>The job will be done.</i>
Infinitives	<i>We need to do the job.</i>	<i>The job needs to be done.</i>
-ing forms	<i>We object to someone doing the job.</i>	<i>We object to the job being done.</i>

- 2 Make questions and negatives in the same way as in active sentences.

Was the email sent to Mr Jordan?

The email wasn't sent this morning.

Use

- 1 To change the focus of a sentence from who does something to what happens to something.
My assistant has prepared the contract. (The focus is on my assistant, the subject of the active sentence.)
The contract has been prepared. (The focus is on the contract and what has happened to it.)
- 2 To describe processes or how something is done.
When the grapes have been picked, they are taken to the factory.
- 3 When the person who does the action is unimportant, unknown or we want to avoid saying who it is.
My secretary has lost the order form.
The order form has been lost.
 Use *by* after the passive verb to say who does the action.
The decision has been made by the CEO.
- 4 To talk about reputation and with phrases like *is said to be*, *is believed to be*. These phrases are used in news reports and make the information more impersonal.
California is said to be warm and sunny.
The Prime Minister is believed to be in talks with ...

Language at work

- 1 Change the phrases in *italics* to the passive.

- Somebody has lost all my important files.*
- When I returned from holiday, I found that *somebody had broken into my flat.*
- My colleague is expecting *somebody to promote her.*
- I don't like *people telling me* what to do.
- Somebody must have hacked into our computer system.*
- I feel that *somebody is not telling us* the whole story.
- They are sending me* to Shanghai for three months.
- When I finally arrived at the conference, *someone was putting away the chairs.*
- Somebody unveiled Microsoft's latest operating system* last month.
- After the Games, *they will close the Olympic Village.*

- 2 Complete the article with the active or passive form of the verbs in brackets. Use these tenses for each paragraph A–D:

A present simple

C present perfect

B past simple

D will future

- A A report today ¹ _____ (accuse) leading stores of exploiting workers in Bangladesh: 'Workers in factories there ² _____ (pay) low wages; the employers ³ _____ (not / recognize) unions, and workers ⁴ _____ (often / force) to work seven days a week.'
- B The author of the report ⁵ _____ (visit) several factories: 'On one occasion, the owner ⁶ _____ (tell) in advance of our visit. That time, there ⁷ _____ (be) 30 workers in the factory and they ⁸ _____ (give) regular breaks. When we ⁹ _____ (make) a surprise visit a few days later, the same room ¹⁰ _____ (pack) with over 100 workers.'
- C A spokesperson for one of the stores said: 'We ¹¹ _____ (have) factories in Bangladesh for years and are proud of the real improvements in working conditions that ¹² _____ (make). The factories ¹³ _____ (always / produce) high-quality goods, and customers in Europe ¹⁴ _____ (benefit) from low prices.'
- D The report says: 'We expect this issue ¹⁵ _____ (raise) in boardrooms over the next few weeks, and we ¹⁶ _____ (get) lots of promises. But we need more than this – so we ¹⁷ _____ (keep up) the pressure. We hope that something ¹⁸ _____ (finally / do).'