

Working with words

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

*process home activities facility
growth location workers*

- 1 If we outsource the administrative tasks, our European centres can focus on their core _____.
- 2 If the business _____ outsourcing goes ahead, all our filing, etc. will be done in China.
- 3 In the next few years, we plan to move many of our operations closer to _____.
- 4 R-IT is a new training _____ for students, focusing on all aspects of information technology.
- 5 Karnataka has 77 engineering colleges producing more than 29,000 graduates a year so there is a large group of skilled _____.
- 6 We are selling more and more of our products abroad, so our export _____ is rising steadily.
- 7 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*

- 1 Some politicians argue that BPO *results in a substantial reduction in employment* _____ at home.
- 2 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.
- 3 Our budget deficit has increased again this year so we need to *do something to make savings* _____ and reduce our office costs.
- 4 RGM's help desk outsourcing services have helped us to *make the way we work simpler and more efficient* _____.
- 5 We decided to outsource our back office work in order to *make money and personnel more available* _____ for our core activities.
- 6 Thirty new offices were opened in the area last year – this *generated 980 additional positions* _____ in the IT industry.
- 7 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*.

- 1 Due *for* / *to* / *from* the recent large increase ...
- 2 A knockon effect *of* / *to* / *on* this was ...
- 3 This relates back *for* / *at* / *to* the point I made earlier.
- 4 To illustrate this, let's have a look *on* / *at* / *to* this chart.
- 5 This resulted *to* / *for* / *in* huge financial losses.
- 6 You will notice *on* / *to* / *by* this chart how big our market share has become.
- 7 Let's turn our attention *from* / *to* / *on* the drawbacks involved.
- 8 As a result *from* / *to* / *of* public criticism, we stopped our ad campaign.
- 9 Let's consider financing the project, which I referred *to* / *about* / *of* earlier.
- 10 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).'