

## Warming-up

### Task 1

**Objective:** Ss can identify different rooms in an office.

#### Steps:

- Ss read Warming-up Task 1.
- Get Ss to look at the layout of the office.
- Ask Ss to identify different rooms.
- Give the suggested answers.

#### Suggested Answers

B—4 C—5 D—3 E—6 F—2 G—7

#### Tips

There are many different ways of arranging the space in an office and while these vary according to function, managerial fashions and the culture of specific companies can be even more important. Choices include how many people will work within the same room. At one extreme, each individual worker will have their own room; at the other extreme a large open plan office (开敞式平面布置的办公室) can be made up of one main room with tens or hundreds of people working in the same space. Open plan offices put multiple workers together in the same space, and some studies have shown that they can improve short-term productivity, i.e. within a single software project. At the same time, the loss of privacy and security can increase the incidence of theft and loss of company secrets. A type of compromise between open plan and individual rooms is provided by the cubicle, which solves visual privacy to some extent, but often fails on acoustic separation and security. Most cubicles also require the occupant to sit with their back towards anyone who might be approaching; workers in walled offices almost always try to position their normal work seats and desks so that they can see someone entering, and in some instances, install tiny mirrors on things such as computer monitors.

### Task 2

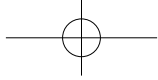
**Objective:** Ss can give directions.

#### Steps:

- Ss read Warming-up Task 2.
- Get Ss to look at the picture of Task 1.
- Ask Ss to work in pairs and tell each other how to find Mike and Jack in the office.
- Ask some Ss to report in class.
- Give the suggested answers.

#### Suggested Answers

You go through the reception room to the hallway. The first room on your left is the multifunction meeting room. Mike is having a meeting there. Keep going straight along the hallway till you get to the end of it. Jack is working in the last staff office on your left.



## Reading A

### Translation

## 国际商务谈判概览

许多经济评论家认为，只要政府政策正确，结构合理，国际商务交易就会自然发生。企业领导则认为，只需把在国内成功的策略扩展到国际环境中即可。这两种臆断都是错误的。政策本身不能产生商务交易，公司却可以。而为了成功达成交易，公司主管们也必须接受国际谈判方面更充分的培训。国际商务谈判从根本上有别于国内谈判，需要一套不同的技巧和知识。

不同的国际商务谈判有三种共同的要素，这也使其有别于国内谈判。首先，在国际商务谈判中，谈判方必须应对不止一国的法律、政策和政府机构。这些法律和政策可能相互不一致，甚至是针锋相对的。

其次，不同货币的存在是国际商务谈判所特有的。不同的货币会引发两个问题。由于不同货币的相对价值会随时变化，合同签订的价格或者款项的实际价值也会随之改变，从而产生意想不到的损失或收益。第二个问题是各国政府通常都会尽力控制国内外货币的相互流通。这种政府货币政策不可预期的变化会对国际商务交易造成巨大的影响。

最后，在国际谈判中文化差异也是一种重要因素。除了语言差异外，不同文化在价值和观念上也存在不同。因此，某些观念在不同文化中可能有着截然不同的涵义。例如，美国人和日本人在谈判目的上就持有不同的态度。美国人认为谈判的目的就是形成权利和义务关系明确的、有约束力的合约；日本人则认为谈判的目的在于建立一种双方之间的关系，书面合约不过是这种关系的表现形式。所以日本人认为由于双方关系的改变而修改合约的意图是合理的，在美国人眼中这却是一种毁约的倾向；而美国人对合约原始条款的坚持也可能被日本人视为是对他们的不信任。

文化差异还体现在不同的国际商务谈判方式上。有些文化倾向于先在总体原则上达成一致，而另一些则倾向于先单个处理每项议题。有些文化喜欢从最初的小提议入手，自下而上进行谈判，而另一些文化则喜欢从更全面的开局议题入手，自上而下进行谈判。文化差异还会体现在所倾向的谈判节奏上和决策方式方面。

## Language Points

### Paragraph 1

**assume:** *v. to think that something is true although you do not have definite proof*

e.g. We can't just assume her guilt.

If he's not here in five minutes, we'll assume that he isn't coming.

**extend:** *v. to make a business, an idea, an influence, etc. cover more areas or operate in more places; (of space, land, time, etc.) reach, stretch or continue*

e.g. The company plans to extend its operations into Europe.

The hot weather extended into October.

**domestic:** *a. of or within a particular country; of or in the house or home*

e.g. Output consists of both exports and sales on the domestic market.

Unfortunately his domestic life wasn't very happy.

### Paragraph 2

**distinguish from:** *to recognize differences between two people or things*

e.g. It was hard to distinguish one twin from the other.

It is hard for small children to distinguish right from wrong.

**inconsistent:** *a. (of ideas, opinions, etc.) not in agreement with each other or with something else*

e.g. What you say is inconsistent with what you do. The witnesses' statements were inconsistent.

### Paragraph 3

**give rise to:** *to be the cause of; lead to (something bad or undesirable)*

e.g. The President's absence has given rise to speculation about his health.

These bad conditions have given rise to a lot of crimes.

**vary:** *v. to become different or change according to the situation*

e.g. The demand varies with the season.

Prices vary according to the type of room you require.

**seek:** *v. to try to achieve or get something*

e.g. Power stations are seeking to reduce their use of oil. Thousands of people crossed the border, seeking refuge from the war.

### Paragraph 4

**binding:** *a. that must be obeyed or fulfilled*

e.g. The contract is binding on everyone who signed it.

**modify:** *v. to change something slightly, especially in order to make it more suitable for a particular purpose*

e.g. The regulations can only be modified by a special committee.

The design has been modified to improve fuel consumption.

**tendency:** *n. a general movement or development in a certain direction*

e.g. How can we combat this permanent tendency towards inflation?

There is a growing tendency for people to work at home instead of in offices.

**What the Japanese see..., Americans see as a tendency to break a promise.**

= *Americans see what the Japanese see... as a tendency to break a promise.*

**insistence:** *n. an act of demanding or saying something firmly and refusing to accept any opposition*

e.g. At the director's insistence, the new product was kept secret.

### Paragraph 5

**address:** *v. to think about a problem or a situation and decide how you are going to deal with it; write the name and address on an envelope, etc.; use a particular title or name for someone when speaking or writing to them*

e.g. We must address ourselves to the problem of traffic pollution.

The letter was correctly addressed, but delivered to the wrong house.

There are different ways to address a member of the royal family.

**issue:** *n. an important topic that people are discussing or arguing about; one of a regular series of magazines or newspapers; the action of supplying or distributing an item for use, sale or official purposes*

e.g. This is a big issue; we need more time to think about it.

The article appeared in issue 25.

I bought a set of the new stamps on the date of issue.

## Task 1

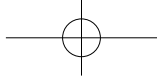
## Suggested Answers

Differences Between International and Domestic Business Negotiations		
	International	Domestic
1	<i>Dealing with laws, policies and political authorities of more than one nation</i>	Dealing with laws, policies and political authorities of one nation
2	Dealing with different currencies	<i>Dealing with the same domestic currency</i>
3	<i>Presence of cultural differences</i>	Basically no cultural differences

## Task 2

## Key

1. F 2. F 3. T 4. T 5. T 6. F



## Reading B

### Translation

# 董事会会议纪要 摩登技术公司

2010年1月22日 星期五

摩登技术公司（以下简称“摩登技术”）董事会（以下简称“董事会”）例行会议于2010年1月22日星期五召开。本次会议采用电话会议方式。

#### 董事会成员出席或缺席：

格雷格·斯坦霍夫	主席	出席
吉姆·贝克	成员	出席
杰克·费希尔	成员	出席
史蒂夫·霍布斯	成员	缺席
迈克·尼科尔斯	成员	出席（下午两点三十分到会）

#### 董事会以外的法律顾问和公司职员出席或缺席：

鲍威尔·卡曼	摩登技术法律顾问	出席
罗布·安德森	摩登技术执行董事	出席

### 一、欢迎并宣布开会

董事会主席斯坦霍夫于下午两点五分宣布会议开始。

### 二、通过前次会议纪要

主席斯坦霍夫提议通过2009年12月17日的董事会会议纪要。纪要草案已于本次会议前分发给董事会成员。霍布斯先生提议表决，贝克先生附议。决议一致通过。

### 三、通过财务报告

主席斯坦霍夫请费希尔先生做财务报告，该报告已于会前分发给董事会成员。费希尔先生做了财务报告并请董事会审议通过。会议讨论后，贝克先生提议表决，尼科尔斯先生附议。决议一致通过。

### 四、新事项

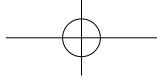
主席斯坦霍夫请执行董事安德森向董事会就对安妮·鲁宾博士项目的支持情况进行说明。执行董事安德森就会前分发给董事会成员的材料做了说明。他请求董事会审阅并通过项目支持书草案。接着他向董事会介绍了鲁宾博士，并由鲁宾博士做了补充情况说明。会议进行了细致讨论后，贝克先生提议表决，尼科尔斯先生附议。决议一致通过：董事会支持该项目，并授权执行董事安德森定稿，然后以董事会的名义向鲁宾博士寄送项目支持书。

### 五、休会

会议于下午三点三十九分休会。

敬呈

B·托马斯·洛斯 董事会秘书



### Task 1

**Key**

1. F    2. T    3. T    4. F    5. F

### Task 2

**Key**

**One:** Greg Steinhoff

**Two:** Jim Baker

**Three:** Jake Fisher

**Four:** Rob Anderson

**Five:** Greg Steinhoff

## Listening & Speaking

### Task 1

#### Script:

M: Northwind Airways, good morning. May I help you?

W: Yes, do you have any flights to Sydney next Tuesday afternoon?

M: One moment, please... Yes. There's one flight at 4:45 p.m. and one at 6:00 p.m.

W: That's fine. Could you tell me how much it costs?

M: Economy, business or first class?

W: Economy, please.

M: That would be \$246.

W: OK. Could I make a reservation?

M: Certainly. Which flight would you like?

W: The 4:45, please.

M: Could I have your name, please?

W: My name is Mary Jones, that's M-A-R-Y J-O-N-E-S.

M: How would you like to pay, Ms. Jones?

W: Can I pay at the check-in desk where I pick up my ticket?

M: Yes, but you will have to confirm this reservation at least two days before the departure time.

W: I see.

M: Now you have been booked, Ms. Jones. The flight leaves at 4:45 p.m., and your arrival in Sydney will be at 9:25 a.m., local time. The flight number is NWA 476.

W: Thank you.

#### Key

Flight No./ Airline	Departure/ Arrival	Destination	Class	Price	Flight Type	Payment
NWA 476	4:45 p.m./ 9:25 a.m. (local time)	Sydney	Economy	\$246	One way	To pay at the check- in desk

### Task 2

#### Script:

W: Good morning, The Four Seasons. Can I help you?

M: Yes, I'd like to book a table for two for this weekend, March 28.

W: What time do you like your table?

M: At 7:30 on Friday evening.

W: Fine! I'll reserve a table for two at 7:30 p.m. May I have your name, please?

M: Please book it under the name of Mr. Wilson. By the way, is there any chance of a table by the window?

W: I see. But since we have received many bookings, I can't guarantee anything. Please be assured that we'll try our best. I hope you'll understand.

M: I do, but I'll appreciate it if it could be arranged.

W: I'll try my best. So, it's Mr. Wilson, a table

for two on this Friday evening. The guests are coming at 7:30. OK?

M: That's right.

W: May I have your phone number?

M: 9-7-3-6-2-1-8-1-2-8.

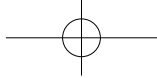
W: We'll keep that table for you until 8:00. You know it's always busy at the weekend. Thank you for calling us. Goodbye.

M: Goodbye.

#### Key

Reservation Form	
Name:	Mr. Wilson
Phone number:	9736218128
Time:	7:30 p.m. on Friday
Table size:	two persons
Special note:	preferable with a table by the window



**Task 3**  
**Script:**

- M: Excuse me, Ma'am. I would like to speak to someone about the conference room. And the front desk told me to come to you.
- W: Of course. Tell me about what you have in mind and I'll show you what we can offer. First of all, how many people are involved?
- M: I need to arrange a day's presentation to about sixty persons.
- W: Do you have any time now to look at our facilities?
- M: I got about ten minutes. Could we do it quickly?
- W: Of course. You say you need a room for sixty people?
- M: Yes, that's right.
- W: And it's a presentation, isn't it? Here's our main conference room. It has excellent projection facilities. We have full stereo sound, videos, 35 mm slides. You name it, we have it.
- M: How much is this for one day?
- W: We have a standard rate of \$900 per half day which includes coffee and biscuits.
- M: That's quite expensive.
- W: Perhaps we could work something out. Shall we go back to my office?

**Key**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Size       | <input type="checkbox"/> Location                        |
| <input type="checkbox"/> Service               | <input type="checkbox"/> Direction sign                  |
| <input checked="" type="checkbox"/> Facilities | <input type="checkbox"/> Room setup/arrangement          |
| <input checked="" type="checkbox"/> Food       | <input checked="" type="checkbox"/> Room rate/Rental fee |

**Task 4**  
**Script:**

- W: Bruno's.
- M: Hi, I'm calling from NikaInfo Corporation. We would like to hold a business lunch at your restaurant.
- W: Oh, certainly. I'm Linda, the manager. I can help you with that. How many will there be at your party?
- M: There will be about 18 people.
- W: OK. For a party that size, we have a separate banquet room in the back.
- M: Is there an extra charge for the room?
- W: No, as long as you can guarantee at least 15 guests, there is no extra charge.
- M: That's great. I'd like to go ahead and reserve the room, then, for Friday, December 2, at around noon. This is a retirement party and we would like to bring a cake for the guest of honor and some bottles of champagne. Will that be acceptable?
- W: The cake is no problem at all, but we do

charge a fee of \$15 a bottle for any alcohol not purchased from the restaurant.

- M: Oh, that's fine.
- W: Great. I'll have the banquet room reserved for lunch for NikaInfo Corporation on the 2nd of December. May I have your name and contact information?
- M: Sure. I'm Jeff Tucker and my number is 323-555-6840, extension 42.
- W: Thanks, Mr. Tucker. I'll give you a call a week in advance to confirm the arrangements.
- M: Sounds good. Thanks for your help.
- W: Thank you for choosing Bruno's. We look forward to seeing you on the 2nd.

**Key**

- F 15      2. T
- F any alcohol not purchased from the restaurant/no extra charge
- F a week

**Task 5**  
**Script & Key:**

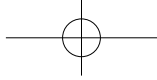
Are you one of those people, who are afraid of buying plane tickets online, and would rather call the airlines and talk to a "real live person"? It is understandable that the airlines are encouraging us to book online rather than over the phone, because it can save them money and the benefits to the customers can be significant too. Booking online can be an easy and rewarding experience, if done the right way.

A search for "cheap plane tickets" or similar will bring up dozens of well-known websites. These websites are fairly straightforward to use—you key in your departure and destination city, dates and number of passengers. After a few seconds' wait, you have your results on the screen in front of you. Check the results carefully as you may have dozens of different flight options to choose from. The cheapest flight option is usually displayed first at the top of the screen with successive options ranging in price.

Apart from the actual price, you may want to consider other aspects too, such as the time of day of your flight as well as the dates of travel—all of this can make a huge difference to the airfare. Sometimes it pays to travel at "inconvenient times" such as early morning or overnight. You can also get a discount on airline tickets by flying on the day of a major holiday.

**Task 6**  
**(Omitted)**





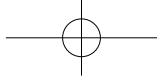
# Writing

## Minutes

### Task 1

#### Suggested Answers

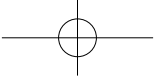
1. The Marketing Department is responsible for the Company's sales decline last year.
2. We should increase our advertising budget for next year.
3. If exports drop in the fourth quarter, we will have to think about developing the domestic market.
4. All the sales representatives over-fulfilled this year's plan, so I strongly recommend an increase in their salaries.
5. Changes in the exchange rate led to an increase in production cost. Therefore, I recommend caution in future trading.



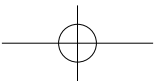
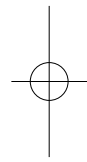
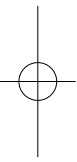
## Task 2

### Key

1—B    2—D    3—E    4—A    5—C



**Task 3**  
(Omitted)



## Mini-project

A mini-project is a complex authentic task that demands Ss work together to complete it. This project asks Ss to have a preparation meeting for an English speech contest. Its concept comes from real life, hence it's authentic. In order to complete it successfully, Ss should read and understand the

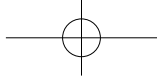
task requirements thoroughly, and search online for information on how to organize a meeting. They need to fully comprehend the responsibilities of different roles in a meeting as a chairperson, a secretary and a participant.

### Steps:

- Grouping. Divide the class into groups. There are several ways: Ss pick up their own partners; Teachers group fast learners with slow learners; Ss find their partners by drawing lots.
- Defining the project. Go through the project with the class and clarify requirements. Remind Ss to understand different roles in a meeting. They may search online for information on how to be a qualified chairperson, a considerate secretary and an active participant.
- Timing & cooperation. Give Ss the deadline for completion and guidelines on working together. Time management and job division are likely to be serious problems at the beginning, on which basic instructions from the teacher should come in. As Ss get used to the mini-project, they will become more experienced. Remind them that different Ss have different work but everybody contributes to the project. They discuss first and then decide who will do what.
- Presentation. Ss present their evidence for completion. In this project, they need to have a meeting. Ask Ss to rehearse before giving performance in class.

### Notes:

- The project should be done as homework.
- Since it takes time and efforts to complete a project, you can ask only two or three groups to do it each time. Then demonstrate their work in class and give your feedback. In this way, Ss could learn from each other.



## Language Lab

### Task 1

#### Key

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. F | 2. H | 3. A | 4. J | 5. C  |
| 6. B | 7. I | 8. D | 9. G | 10. E |

### Task 2

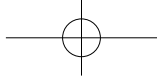
#### Key

- |              |                   |
|--------------|-------------------|
| 1. domestic  | 2. binding        |
| 3. modified  | 4. style          |
| 5. unique    | 6. tendency       |
| 7. authority | 8. assumed        |
| 9. deal      | 10. fundamentally |

### Task 3

#### Suggested Answers

1. Tom can hardly grasp the basic concepts of mathematics. His parents are very worried.
2. The economic depression has given rise to widespread bankruptcy and unemployment.
3. I have never sought to hide my views. In fact, I have clearly expressed them.
4. There is a proposal to extend the road to the next village. However, many villagers strongly oppose the proposal.



### Task 4

#### Key

##### Model 1

1. Everything can be made better if only you can get enough information.
2. I think you can succeed if only you don't give in too early.
3. The product cost can be lower if only the company cuts its management cost.

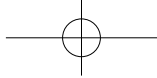
##### Model 2

1. She has said nothing regarding your request.
2. Call me if you have any problems regarding your work.
3. The father thought that he should have a talk with the son regarding his study.

### Task 5

#### Suggested Answers

1. Can you distinguish cotton cloth from nylon?
2. Asking for help shouldn't be seen as a weakness, but rather as an opportunity to learn from others.
3. He took a long and comprehensive look at that place.
4. These problems are common among teenagers.
5. What you say is inconsistent with what you do.
6. Surely this is not the big issue we are facing in Japan.
7. To pay taxes is an obligation which falls on everybody.
8. He has just finished reading a complete set of Hemingway's novels.



## Warming-up

**Objective:** Ss can identify the basic information of a Certificate of Origin.

### Steps:

- Ss read Warming-up Task.
- Get Ss to read the Certificate of Origin.
- Ask Ss to discuss with partners and fill in the blanks with the items given.
- Give the key.
- Explain briefly to Ss the 12 items in the Certificate of Origin.

### Notes:

#### • What is a Certificate of Origin?

A Certificate of Origin is a document required by foreign governments, declaring that goods in a particular international shipment are of a certain origin. Even though the commercial invoice usually includes a statement of origin, some countries require that a separate certificate be completed. Customs offices will use the Certificate of Origin to determine whether or not a preferential duty rate applies on the products being imported and whether a shipment may be legally imported during a specific quota period.

#### • Introduction of the 12 items in the Certificate of Origin

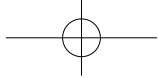
1. **Exporter:** State the complete name, address and country of the exporter.
2. **Consignee (收货人):** State the complete name, address and country of the consignee.

3. **Means of transport and route:** State the ports of loading and unloading, shipping route and means of transport.
4. **Country/Region of destination:** State the final destination (usually identical to consignee).
5. **For certifying authority use only:** It is reserved for use by certifying authority.
6. **Marks and numbers:** State type marks and numbers of the packages. This information should be identical to the marks and numbers on the packages.
7. **Number and kind of packages; description of goods:** State the number and kind of the packages covered by the Certificate; State the description of the products exported.
8. **H.S. (协调制编码):** The Harmonized Commodity Description and Coding System
9. **Quantity:** State the quantity of the products.
10. **Number and date of invoices:** State the number and date of the invoices in question.
11. **Declaration by the exporter:** It must be signed by the Company's authorized signatory. The term "Exporter" here refers to the shipper who can either be a trader or a manufacturer.
12. **Certification:** The certifying authority will certify the declaration by the exporter here.

### Key

1. Exporter
2. Consignee
3. Means of transport and route
4. Country/Region of destination





## Reading A

### Translation

## 产品生命周期

产品生命周期的概念可适用于一个品牌或一类产品。周期长度对于时尚产品可能是短短几个月，而对于诸如机动车之类产品则可能是一个世纪或更长。根据产品产生的收益不同其生命周期可划分为几个时期。

产品开发属于孵化期，在此期间没有销售，同时公司在为推出新产品进行准备。随着产品逐步沿着生命周期发展，市场营销策略通常也需要改变，以适应随之出现的挑战和机遇。

当产品被推入市场时，销售量会很小，而为了能迅速提高顾客认知度和瞄准早期用户，广告费用通常却很高。公司还可能会为产品的初期经销承担额外的费用。这些高费用再加上低销量通常使引入期成为一个亏损期。该时期的基本目标是确立市场和逐步建立产品需求。

在成长期，随着更多的顾客了解产品及其优势，销量增加，收益快速增长。一旦产品获得成功，顾客便开始主动问津，更多的零售商也有意销售该产品，此时销量就会进一步增长。通常在成长期后段，竞争者会进入市场，可能会产生价格竞争。成长期的目标是赢得顾客的青睐和提高销售量。

成熟期是最盈利的阶段。进入成熟期销量保持持续增长，但其增长速度会放缓。由于品牌认知度已经很高，广告费用会减少。竞争会带来市场份额的缩小和价格的降低。此时，竞争产品可能变得非常相似，从而增加了本产品与其相区分的难度。为鼓励零售商为本产品提供比其他竞争产品更多的货架空间，促销活动也会出现。成熟期的基本目标是保持市场份额并延长产品生命周期。

最后，由于市场饱和、产品技术过时或顾客品味改变，销量开始下降。如果产品已形成品牌忠诚度，则盈利能力可更持久。随着产量的减少单位成本会增加，直到最后无利可图。

产品生命周期的概念有助于销售经理们筹划不同的市场营销策略以应对其产品可能面临的挑战；同时还有助于长期监控销售结果，并将其与那些具有类似生命周期的产品的销售结果进行比较。

## Language Points

### Paragraph 1

**apply to:** *(not in progressive tenses) to have an effect on or concern something or someone*

e.g. This rule cannot be applied to every case.  
The questions in the second half of the form apply only to freshmen.

**duration:** *n. the length of time that something lasts or continues*

e.g. The school was used as a hospital for the duration of the war.

**generate:** *v. to produce or create something*

e.g. Tourism generates income for local communities.  
The accident generated a lot of public interest in the nuclear power issue.

### Paragraph 2

**adjust:** *v. to get used to a new situation by changing the way you behave and/or think*

e.g. It took several seconds for his eyes to adjust to the dark.  
It took her a month to adjust to living alone after the divorce.

### Paragraph 3

**target:** *v. to make something have an effect on a particular limited group or area*

e.g. This is a new magazine that targets single men.  
The advertisement was designed to target the young.

**be likely to:** *that can reasonably be expected or probable*

e.g. He is likely to arrive a bit late.

**incur:** *v. to receive (especially something unpleasant) as a result of one's actions*

e.g. You risk incurring bank charges if you exceed your overdraft limit.  
The company incurred heavy losses in its first year.

**couple... with:** *to link one thing, situation, etc. to another*

e.g. A reputation for quality, coupled with very competitive prices, has made these cars very popular.  
Overproduction, coupled with falling sales, has led to huge losses for the company.

**demand:** *n. the desire or need of customers for goods or services which they want to buy or use*

e.g. These developments have created a great demand for home computers.  
There's not much demand for houses of this sort.

### Paragraph 4

**aware:** *a. knowing or realizing something*

e.g. They were well aware that the company was losing money.  
I don't think people are really aware of just how much it costs.

**carry:** *v. to keep a supply of goods for sale*

e.g. The store carries a good range of sports equipment.  
We carry a range of educational software.

### Paragraph 5

**result in:** *to make something happen; have as a result*

e.g. The accident resulted in the death of 20 passengers.  
Such behavior may result in the executive being asked to leave.

**differentiate:** *v. to recognize or show that two things are not the same*

e.g. What differentiates these two products?  
This company does not differentiate between men and women—everyone is paid at the same rate.

**promotion:** *n. activities done in order to increase the sales of a product or service*

e.g. This year's sales promotions haven't been very successful.  
We are doing a special promotion of wines.

### Paragraph 6

**decline:** *v. to become smaller, fewer, weaker, etc.*

e.g. The number of tourists to the resort declined by 10% last year.  
*n. a decrease in the quality, quantity or importance of something*

e.g. There has been a decline in the size of families.

**saturate:** *v. to fill completely so that no more can be held*

e.g. The market for houses is saturated (There are too many houses for sale, and not enough buyers).  
The company claimed to have saturated the market for personal computers (so that no new buyers could be found).