



AREMA

Avtor	Nataša Jakob
Oblikovanje	Projektna pisarna
Izdala in založila	AREMA, Visoka šola za regionalni management, Rogaška Slatina Kidričeva 28 3250 Rogaška Slatina  03/81 91 980  03/81 91 981 www.arema.si info@arema.si
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NATAŠA JAKOB

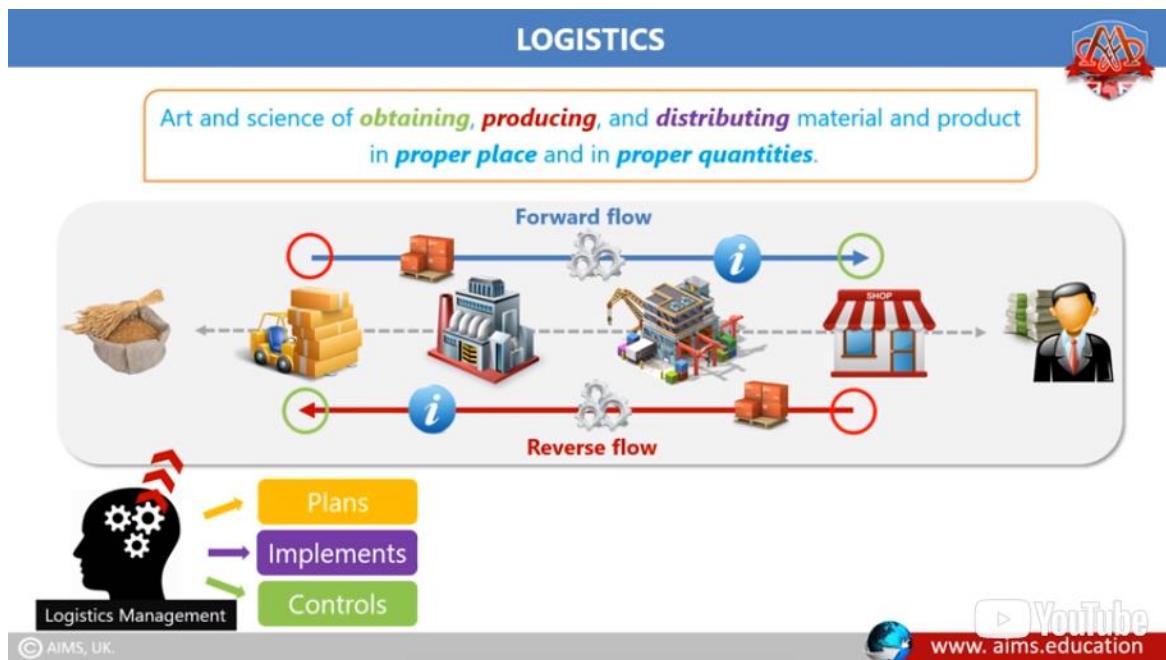
**LOGISTICS
MANAGEMENT**

**Skripta za študente
logistike**

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1 LOGISTICS AND SUPPLY CHAIN



To see more go to:

<https://www.youtube.com/watch?v=4-QU7WiVxh8>

Logistics is usually subdivided into **materials management** (inbound logistics), which is control of the efficient and effective flow of materials in a factory, from the arrival of raw materials to the packaging of the product; and **distribution management** (outbound logistics), which includes storage of goods and their transportation to distributors and consumers.

At the same time, efficient logistics needs efficient **documentation** flow for the goods from storage to destination. The process of distribution involves different means of transportation and requires packaging.

- *documentation*: bill of lading; delivery note; envelope; packing list
- *goods*: cargo; consignment; freight; shipment
- *storage*: depot; distribution centre; forklift truck; pallet; warehouse
- *packaging*: carton; crate; package
- *distribution*: carriage; carrier; channel; delivery; dispatch; export; forward; haul; import; in transit; load; shipper; unload
- *means of transportation*: cargo plane; lorry; ship; tanker; truck; van

Read the following extract from the delivery note:

Delivery Note

774 Booth Street South, YORK YO1 6PL

Ref: 80000402

Delivery address: 67 Toshoro Avenue, Rotaronga City, Republic of Rotaronga

Customer no.: 45673457

Purchase order date: 12/12/02

Purchase order no.: 346696

Order date: 02/12/02

Order no.: 705555

TRANSPORTATION DETAILS

Terms of delivery: CIF

Volume Gross wt.: 340 kgs

Net wt.: 300 kgs

ITEM DETAILS

Item	Material	Weight	Quantity
000010	60000543	340 kgs	7,500

Material description: RP-335,BG,50

Customer article number: R-2082 **Batch number:** D0395

Form the questions in order to get the answer on the note, like:

What is the reference number of the delivery note? It is ...

Mach the sentences with the pictures.



a)



b)



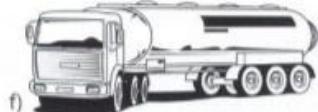
c)



d)



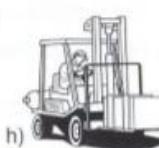
e)



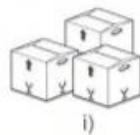
f)



g)



h)



i)

1 Heavy goods are sent by truck.

2 Milk is transported in a tanker.

3 Goods for export are being sent by ship.

4 Local deliveries are made in the van.

5 Put the documents in an envelope and send them by post.

6 The goods are packed in cartons.

7 Fresh fruit and vegetables are sent by air freight.

8 The goods are packed on a pallet.

9 These are moved using a forklift truck.

Find a word or a phrase on the previous page which means:

- a. a contract with a shipper to transport goods
- b. the control of flow of materials and goods within a factory
- c. to bring goods in from another country
- d. a place where large quantities of materials, equipment or goods are stored
- e. goods packed together and wrapped up for transportation
- f. goods carried on the plane, ship or truck
- g. the system of distribution of goods from producer to customer
- h. in the process of being transported
- i. to put goods onto a ship, lorry or plane
- j. the cost of moving goods from one place to another

What is the difference between logistics and transportation?

2 SUPPLY CHAIN AND LOGISTICS IN THE PAST



Article written by: [Professor David Stevenson](#)

Theme: [The war machine](#)

Published: 29 Jan 2014

With focus on shipping, rail, road and manpower, Professor David Stevenson explores the logistics behind the management and supply of army resources in World War One and considers what impact this had on the war's outcome.

Put the verbs in racket into the right tense and voice.

The First World War _____ (fight) with unprecedented volumes of manpower and equipment. Both _____ (have to, move) from the heartlands of the belligerent countries and into the campaigning theatres. The fighting fronts _____ (be) the end links in supply chains that for the Central Powers reached back hundreds of miles and for the Allies reached back thousands. On paper the Allies – especially after US intervention in 1917 – enjoyed a massive preponderance in resources. But as the German army until almost the end _____ (fight) more efficiently, only superiority in logistics could give the Allies a winning edge.

Explain the given words in English.

- unprecedented –
- equipment –
- belligerent –
- preponderance –
- campaigning theatre –

Answer the questions below.

1. What was The First World War fought with?
2. What were the end links in supply chains?

3. Who enjoyed the majority in resources and why?
4. What did make the victory of the Allies possible?

4. Put the words in brackets into the right form. (Word-formation)

At sea

Crucial for _____ (win) was command of the seas. The Central Powers controlled only the Baltic (which they used to import Swedish iron ore). The Allies possessed far more merchant shipping, and could import supplies from all over the world, but in spring 1917 Germany's campaign of _____ (not restrict) submarine warfare (U-Boat attacks launched without _____ (warn)) threatened their Atlantic supplies. The Allies managed to contain this threat, most _____ (important) through the convoy system, which made it harder for the U-Boats to detect the merchant ships and easier for escort vessels to protect them. The Allies concentrated their _____ (survive) steamers on the shortest routes, and turned them round faster, so that in 1918 freight tonnages landed in British ports actually rose. And shipping brought not only goods but also men. Not a single cross-Channel ferry was lost, and not a single outward-bound American troop convoy.

Explain the given words in English

crucial –

shipping –

restricted –

a U-Boat –

a steamer –

surviving –

Answer the questions.

- What threatened the Allies' Atlantic supplies?
- What measures did the Allies take to prevent the attacks of U-Boats?
- What was decisive for victory?

Read the text and answer the questions below.

On land

On land, railways were the principal means of bulk long-distance transport. One reason why the Allies prevailed in the 1914 Battle of the Marne was that the German vanguard divisions were up to 100 miles ahead of their railheads, whereas France since 1870 had developed a transport network that outmatched its German equivalent. It was no accident that the Western Front stabilized between two trunk railways: a German-controlled **artery** running from Flanders through Lille and the Ardennes, and an Allied-controlled one from the Channel ports via Amiens and Paris to Lorraine. Both sides could **supply** millions-strong armies in open country all the year round, but railways on balance favoured the defenders, who could shuttle reinforcements into a threatened sector faster than the attackers could pick their way across the fire-swept battle zone.

During the static campaigning between 1915 and 1917 both sides built light **narrow-gauge railways** to **convey** ammunition and building materials beyond (onstran) the standard-gauge rail **termini** and up to the front line. But primarily they used draught animals and the soldiers themselves, and trench service entailed not only horror and danger but also unremitting carrying duties. A recurrent obstacle to exploiting an initial break-in was the attackers' inability to move their artillery forward fast enough to support the infantry, often across a devastated battle zone. On the Italian Front the mountainous terrain was even more intractable. In contrast, in Eastern Europe rail networks were thinner and the fronts less densely garrisoned, making rapid advances easier; although logistical obstacles still slowed them, and in the Middle East still more. One reason for Britain's defeat at Kut-al-Amara in 1916 was logistical weakness. By 1917, when the British captured Baghdad and Jerusalem, that weakness had been remedied, in large measure because of support from India.

By 1918 all the belligerents' railway systems were suffering from accumulated neglect. Skilled personnel had been transferred, coal reduced in quantity and quality, and repairs and maintenance neglected. The Austrians fell short in shell deliveries during the Battle of the Piave in June; the Germans' Western Front railway system could not move reinforcements fast enough to counter the Allies' synchronized attacks from Flanders to Lorraine in late September. Yet in contrast, although the French railway system was similarly overloaded the British and Americans helped to tide it over by furnishing additional track, locomotives, and train crews. In addition, by summer 1918 the French, British, Americans, and Italians were using lorries for tactical movements almost as much as they used rail, whereas the German army's lorries were far fewer and not compensated for by its horses, tens of thousands of which had perished from overwork, disease, and starvation. Although railways always remained the primary means of transport, one reason why the Allies won the First World War was that their logistical systems came to foreshadow those more characteristic of the Second.

What were the main means of long-distance transport on land in the First World War?

Where did the Western front stabilize?

What was the purpose of building the narrow-gauge railways?

How did they convey the goods before building narrow-gauge railways?

What were the main logistical obstacles and still are?

What means of transport were used in 1918?

Why do you think the Allies won the First World War?

Explain the words in English.

to supply –

to convey –

a terminus –

to be garrisoned –

overloaded –

densely –

a lorry –

Note the difference:

- **TRUCK**

A truck is a colloquial term for a heavy goods vehicle, it's originally an American term.

So a truck is a trailer (and cab) as well as lorry.

- **TRAILER**

A trailer requires a cab or tractor unit to move. All available space is used to accommodate cargo. Sometimes called a HGV (Heavy Goods Vehicle). Usually used to transports cargo long distances due to its size and resulting weight.



- **LORRY**

A lorry is a self-contained unit, with space for cargo and cab all attached together. Sometimes called a LGV (Light Goods Vehicle) Usually used for smaller deliveries or into urban areas as its smaller size allows it easier access into these tight spaces.



3 TRANSPORT



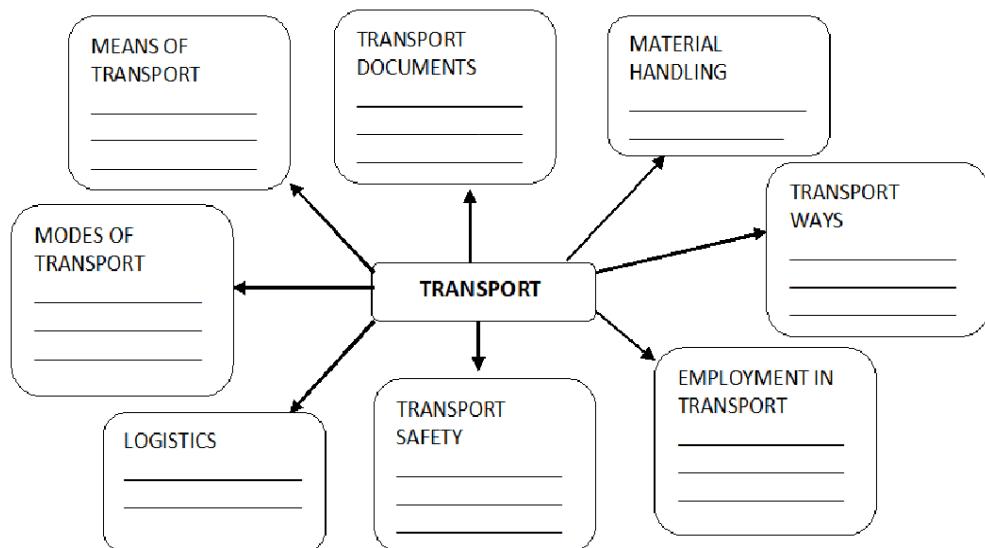
To use transportation **prepositions** (BY, IN, ON) properly go to:

<https://www.youtube.com/watch?v=rfumPCtL8wg>

1. Transport can be seen from a variety of aspects:
 - transport ways – the infrastructure on which the transport moves: roads, rails, etc.;
 - means of transport – all that moves on the transport ways: airplane, bus, car, etc.;
 - modes of transport – transport by rail, road, sea, air, intermodal, bimodal transport, etc.;
 - transport documents – documents in transport: tickets, licenses, airway bills, etc.;
 - employment in transport – jobs in transport: drivers, operators, etc.;
 - transport safety – facilities and equipment for safe travel and transport: ABS brakes, traffic lights, etc.;
 - logistics – process of organizing transport;
 - material handling – moving the freight in a warehouse or in a freight terminal.

Check the meaning of the words below in a dictionary. Then try to sort the words into the mind map.

air bag	coach	freight forwarder	Ro-Ro	traffic
sign				
air corridor	conductor	motorway	safety belt	tramway
annual ticket	crane	pallet	supplier	truck
driver				
canal	driving license	piggyback transport	timetable	vessel



Logistic terms: Match the expressions in column 1 with the appropriate description in column 2:

provision	expertise
haulage	dispensation
trader	ephemeral
custom	regular dealings or customers
forwarding	something provided
unattainable	uprightness, honesty
probity	lasting or of use for only a short time;

transitory

the commercial transport of goods.

that cannot be reached, completed

a person engaged in trade

dispatching goods

the act or an instance of dispensing

special skill at a task or knowledge

Freight Transport

At the end of the 19th century there has been a major change in the modal share of the freight market. When heavy industry such as mineral extraction, steel and heavy manufacturing were predominant, rail was more suited to that type of freight and the road network was in a poor state. Subsequently, with the demise of heavy primary and secondary industries, and the development of light industry and the service sector, rail has lost much of its traditional customer base.



As a result of the development of bigger and more efficient lorries, and the construction of the motorway network, most freight is now carried by lorry or van. Industry has become increasingly reliant on motorized transport with the creation of large distribution centers situated at points convenient for the motorway network.

At the end of the 20th century, in the UK, rail freight was mainly restricted to the operation of whole trains for one client, servicing the power generation industry and certain specialized bulk industries such as aggregates, car manufacturing and petrochemicals. However, the newly privatized rail freight industry developed markets for the carriage of wagon-load or even smaller amounts of freight.

Today, the most popular means of transport for taking goods between Britain and its northern European neighbors is a combination of trucks and ferries, although recently, with the introduction of the Channel Tunnel, freight rail shuttles and through trains are establishing a sizable market share in cross channel operations. Container rail services to and from the deep sea ports are also growing strongly.



In the future it is envisaged that international rail freight traffic will increase, with the provision of regional freight villages, for the transfer of road loads to rail, transit through the Channel Tunnel and on to reciprocal freight villages across Europe. For bulk freight movements and for transit over long distances, bulk carriers and container vessels are heavily utilized, serving destinations all over the world. Time dependent freight (perishable goods), and goods of high value and low weight, are increasingly being transported overseas by air, via the main national airports. (Transport in Britain, 1999)

Explain the following words and expressions:

- bulk freight
 - container vessels
 - customer base
 - ferries
 - modal share
 - motorized transport
 - perishable goods
 - road network
 - through trains
 - wagon-load
 - whole trains for one client

suited to that type of freight?

 3. What happened with the development of light industry?
 4. To what was rail freight restricted in the UK at the end of the 20th century?
 5. What industry was predominant

Answer the questions below.

1. In what condition was the road network in the 19th century?
 2. When heavy industry was predominant in the 19th century, what transport way was more
 6. What is the most popular means of transport for exchanging goods between the UK and its northern European neighbours today?

4 INTERMODALITY



Intermodality, an integrated approach between transport systems such as air and rail services, is high on political agenda in Europe and increasingly in other parts of the world.

It is perceived as a solution to the many transport problems facing modern societies (e.g. rising levels of accidents, emissions and noise from transport) and plays an important role by enabling better mobility for the traveller. For passengers, intermodality is best defined as combining different modes of transport in a seamless travel experience.

Studies have shown that demand for intermodal travel is growing with the inception of high-speed rail services.

The sustained growth in demand for air travel has also led airlines to rethink how they can maximise the effectiveness of their networks. One option is to improve linkages with other transport modes. Intermodality can involve a combination of:

- access to airports: local services between the airport and the neighbouring city (e.g. via train, metro, bus or even boat);
- complementary feeder services between the airport and the various parts of the surrounding region (mainly provided by train, high-speed train, or bus);
- competing services between major city centres of neighbouring regions; and
- alternative services that fully replace airline feeder services to airports (in general for those services of less than three hours' train ride).

Partial or full substitution for air travel can be successful on short or medium-haul journeys of up to three hours' duration provided by a high speed train (e.g. between Brussels and Paris). In such a case, the train link can also be used to complement air travel where it can be used for the return journey or even at the beginning or end of an intercontinental flight, thus requiring that rail and air schedules, tariffs and other transport facilities are carefully coordinated.

So far, there are very few examples of intermodal cooperation, and in many cases the infrastructure that would enable intermodal travel is insufficient. Most examples of intermodality operate on a bilateral basis (e.g. a combined journey involving a railway and an airline). The next step will require an "integrated approach" with a common information and distribution system across the airline and railway system. This will allow passengers to benefit fully from the "seamless" travel experience. To achieve

such integration, airports and rail infrastructure providers will need to facilitate interlinkages between rail and air and apply best practices such as common handling of baggage and information.

ATAG is promoting air/rail passenger intermodality in all regions where it is feasible. In Europe, for instance, ATAG has contributed to an in-depth study on the identification of obstacles and the development of solutions to promote air/rail passenger intermodality in the European Union.

1. Explain the words in English.

intermodality –

sustained –

linkage –

inception –

feeder services –

seamless –

2. Answer the questions.

What is intermodality perceived as?

How is intermodality defined for passengers/travellers?

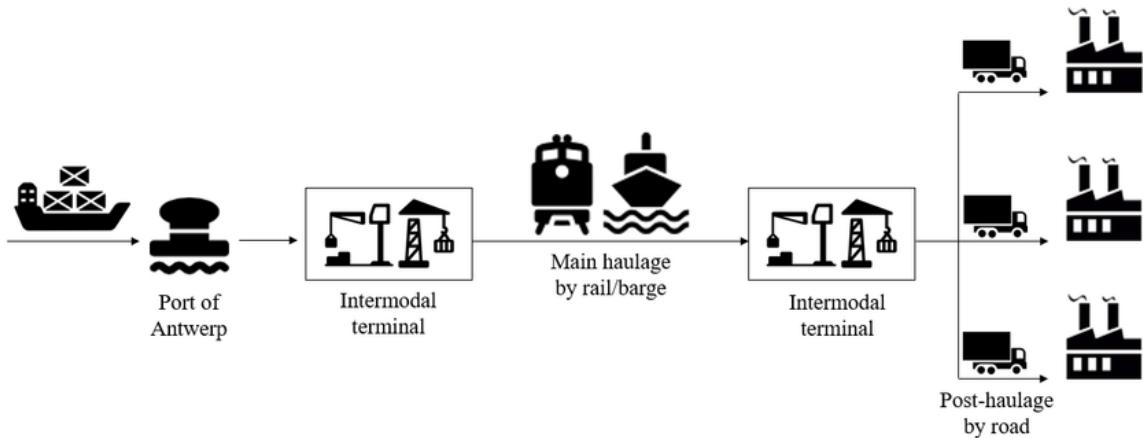
What effect does the inception of high-speed rail services have?

How does intermodality evolve at the airports?

When can the train link also be used to complement air travel?

What has to be carefully coordinated in such a case?

3. Intermodal freight transport



Read the text and answer the questions.

Transport is everywhere! In the air, by rail or road, on the water, by cable or pipeline and even in space – people, animals and goods are constantly on the move. Transport is fundamental both for trade between people and for establishing cultural exchanges and increasing understanding between different cultures. As a field of study transport can be divided into three categories: infrastructure, vehicles, and operations. Infrastructure for transport is all around us – from airports, railway and bus stations to warehouses, trucking terminals, refueling depots and seaports. Vehicles include automobiles, bicycles, buses, trains, trucks, people, ships, helicopters and airplanes. Operations deal with the way the vehicles are operated, and the procedures set for this purpose, including financing, legalities and policies. Passenger transport may be public or private. Freight transport is today focused on containerisation. Transport plays an important part in economic growth and globalisation, but can also cause air pollution and use large amounts of land. It is commonly heavily influenced by governments, both in terms of subsidies and planning, which is essential to make traffic flow and control urban sprawl.



What are the most common forms of transport?

Why is transport so important?

What are the most common forms of infrastructure for land-based transport?

Which category of transport controls its regulations?

Name two problems that can result from the transport industry.

What areas do governments need to influence in the transport industry?

Match the words with their definitions.

cable	the systems and services necessary for a country to function well
goods	a place that goods are stored
infrastructure	issues connected with the law
depots	thick, strong metal rope or wire
legalities	the process of transporting goods in enormous boxes
containerisation	to move smoothly and constantly
subsidies	products destined for sale, carried by truck, plane or ship
flow	money that governments give to help organisations

Read the text and form the questions for each sentence.



Oil tankers

The oil tanker was developed in the late 19th century as a solution for transporting large quantities of 'black gold' across the globe. Today, oil tankers fall into two basic categories, crude tankers and product tankers. Crude tankers are the larger of the two. They move raw, unrefined oil from the places where it's pumped out of the earth, to the refineries where it is processed into fuel and other products. Product tankers, on the other

hand, are smaller than crude tankers and move already-processed petroleum products to markets where they can be sold and used. Corporations are always seeking the most efficient way to accomplish a task in order to maximise profits. Due to their immense size, oil tankers provide an easy and inexpensive way to transport oil over long distances. In fact, it only costs around two to four cents per gallon to transport oil using a typical tanker. Like many other influential technologies, oil tankers have helped us progress as a civilisation, but they have also presented us with considerable problems. Without oil tankers, it would be impossible to travel as easily and often as we do. However, some of the worst man-made environmental disasters in history have resulted from oil tanker accidents. When oil spills into the sea it creates enormous damage to nature, which takes many years to recover. In order to prevent these accidents occurring again in the future new regulations have been introduced. For example, new oil tankers must be double-hulled, which means that there are two layers separating the oil they carry from the sea. This reduces the risk of oil spills in case the tanker has an accident, but of course it does not eliminate risk completely. Sea transportation of oil also carries other risks, including pirates, who take control of the tanker and demand money in return. The future of oil tankers is also uncertain, just as the future of the oil industry itself is. Man is looking for new ways of producing energy as oil reserves are finishing and ecological issues are becoming more important.

Read the text and choose the best title for each paragraph (A-D).

- 1 Description of the main activities of a freight village.
- 2 Introduction to the concept of freight village.
- 3 Final statement on a freight village.
- 4 Extra information on freight villages.

Intermodal Freight Transport

- A A freight village is a complex set of facilities where all the activities relating to transport, logistics and distribution of goods are carried out on a commercial basis by various operators, who can either be the owners or the tenants of the spaces (warehouses, storage areas, offices, car parks etc.). It must be equipped with public facilities and, if possible, include public services for the staff and users. Other names for a freight village are: logistics park/centre, transport centre or logistics hub.
- B A freight village enables change from one given transport mode to another (modal shift) through a set of technologies that facilitate the transfer. It is served by several transport modes (road, rail, deep sea, inland waterway, air) to encourage intermodal transport for the handling of goods. The most common examples of modal shifts are: train (rail) to lorry (road); barge (inland waterway) to train or lorry; airplane (air) to lorry.
- C A freight village requires different activities such as warehousing, economic activities, support activities, unified management. The warehouse is the infrastructure where the transport operator mostly performs his business. This activity may include the division of the goods into smaller quantities for a more functional distribution. Logistics hubs need active distribution centres and several industrial activities in the neighbourhood that can exploit the modal shift facilities within the village. Support activities include support services like lorry rest areas, office space, restaurants, banking, shops and hotels. Unified Management requires that the village is often under the management of a single entity.
- D A freight village is the right solution to satisfy the increasing requirements of a complex business based on transport. In order to work well it is imperative that the village is run by a single body, either public or private.



5 THE WEATHER AND AIRCRAFT



Describe the picture.

Of all human activities transport is one of the most influenced by the weather. From deciding whether or not to go for a walk in the park to cancelling intercontinental passenger flights, the weather influences our movements all the time. Extreme weather conditions can cause accidents, death and destruction. Therefore, predicting the weather is a priority when people and goods are moved from one place to another. Today man has developed some very sophisticated means for predicting the weather, but despite this, our predictions are not always accurate because weather conditions change very suddenly.

Put in the right form of the verb.

1. _____ ever _____ (be, you) in a situation when the weather forecast predicted sunny sky, but then it rained al day? Then you thought: "Oh no, I wish I _____ (have) an umbrella!"
2. The job of predicting weather accurately is a difficult one, because our atmosphere _____ (constantly, change). Weather forecasters must analyse information they receive from a number of sources, including mobile weather observers, weather balloons, weather stations and satellites.
3. NASA _____ (use) a series of satellites called Afternoon Constellation, nicknamed the A-Train, which are orbiting in air and _____ (collect) all sorts of data, including those that will _____ (help, predict) weather and climate changes.

We rely on weather predictions for many activities:

1. farmers need to know the best time to plant and harvest their crops;
2. aeroplanes take-offs, landings and flight plans are scheduled according to local weather conditions;
3. weather forecasters warn newspapers and other media about severe storms that could endanger life or property.

Answer the questions.

1. What kind of transport is probably one of the most influenced by the weather? Explain.
2. Is it possible to predict weather 100% accurately? Use antonym from “possible”.
3. Why is it difficult to predict the weather?
4. Where do weather forecasters get their information?
5. Where is the A-train situated and what does it do?
6. Why do airports need the weather forecast for?

Write the synonym of the given words below:

precisely –	depend on –
predicting -	serious –
planned –	

Name 6 adjectives for weather description, like: cloudy

Severe Weather Conditions Can Be Dangerous for Aircraft



Ice buildup on the wings, tail and stabilisers of an aircraft may be very dangerous, because it can change the way air flows around them, slowing the plane and compromising the wings' ability to lift the plane as it moves forward.

Two different processes are used to try and solve this problem: de-icing and anti-icing.

De-icing is the removal of existing snow, ice, frost, etc., from a surface.

Anti-icing is the application of chemicals that not only de-ice, but remain on a surface and continue to delay the reformation of ice up to a certain period of time, or prevent adhesion of ice to make mechanical removal easier.

Frost, ice or snow on critical surfaces of an aircraft such as wings, propellers and stabilisers can have a significant impact on the operation of an aircraft. The aircraft can be affected in two ways:

- the formation of frost, ice or snow changes the airflow over the wing, reducing lift and increasing drag;
- the additional weight of the ice or snow adds to the total weight of the aircraft, increasing the lift required for the aircraft to take off. The combination of reduced lift, increased drag and increased weight from even small quantities of ice, snow or frost, can affect performance and handling, which can have dramatic consequences.

De-icing is performed by spraying heated Type 1 glycol aircraft de-icing fluid (ADF) on frost, snow and ice to melt and remove them from the critical surfaces. If precipitation continues after the Type 1 application, then a non-heated Type 4 glycol aircraft anti-icing fluid (AAF) application is necessary to prevent further build-up before take-off.

- | | |
|--|--|
| 1 Why can ice building up on aircraft parts be dangerous? | 3 In what ways can ice building affect the aircraft? |
| 2 What action can be taken against ice building up on aircrafts? | 4 How is de-icing carried out? |
| | 5 When is AAF used? |

Complete the sentences with information from the text above.

1. When ice forms on an aircraft it can change the way the air flows around the _____, _____ and _____.
2. When the airflow over the wings of the plane is changed by ice it _____ drag and _____.
3. When the total weight of an aircraft is increased by the presence of ice it means that _____.
4. The difference in the two safety procedures applied in these conditions is _____.

Mach the words with their definitions.

- | | |
|----------|---------------------------------|
| 1. ice | a powered, fixed-wing aircraft |
| 2. plane | a solid deposit of water vapour |
| 3. snow | liquid that continually flows |

- | | |
|----------|--|
| 4. frost | water frozen into a solid state |
| 5. fluid | small, soft, frozen water that fall from the sky |

Focus on Sayings

12 Match these English weather proverbs with their explanations.

- | | |
|---|--|
| 1 Red sky at night, sailor's delight: | a <input type="checkbox"/> a red sky during sunrise indicated that a storm was possible. |
| 2 Clear moon, frost soon: | b <input type="checkbox"/> apparently this one means there is a shower to the West on its way. |
| 3 Rainbow in the morning gives you fair warning: | c <input type="checkbox"/> when the sky is red at sunset good weather is predicted for the following day. |
| 4 Lightning never strikes the same place twice: | d <input type="checkbox"/> apparently the halo or ring indicates moisture in the upper atmosphere, so it was thought that moisture was on its way down in the form of precipitation. |
| 5 Halo around the sun or moon, rain or snow soon: | e <input type="checkbox"/> a false myth states that lightning never falls a second time in the same place. |
| 6 Red sky in the morning, sailor take warning: | f <input type="checkbox"/> when there is no cloud cover at night the air temperature will cool more quickly, hence greater chance of frost in the morning. |



Work in pairs:

Do you know any other proverb relating the weather?

Write them in your language and try to translate them into English, maintaining rhymes when possible. Use a dictionary.

6 LOGISTICS MANAGEMENT TERMS AND GLOSSARY

A

Abandonment: The decision of a carrier to give up or to discontinue service over a route. Railroads must seek ICC permission to abandon routes.

Abnormal Demand: Demand in any period that is outside the limits established by management policy. This demand may come from a new customer or from existing customers whose own demand is increasing or decreasing. Care must be taken in evaluating the nature of the demand: is it a volume change, is it a change in product mix, or is it related to the timing of the order? Also see: Outlier

Acceptable Quality Level (AQL): In quality management, when a continuing series of lots is considered, AQL represents a quality level that, for the purposes of sampling inspection, is the limit of a satisfactory process average. Also see: Acceptance Sampling

Acceptance Sampling: 1) The process of sampling a portion of goods for inspection rather than examining the entire lot. The entire lot may be accepted or rejected based on the sample even though the specific units in the lot are better or worse than the sample. There are two types: attributes sampling and variables sampling. In attributes sampling, the presence or absence of a characteristic is noted in each of the units inspected. In variables sampling, the numerical magnitude of a characteristic is measured and recorded for each inspected unit; this type of sampling involves reference to a continuous scale of some kind. 2) A method of measuring random samples of lots or batches of products against predetermined standards.

Accessibility: The ability of a carrier to provide service between an origin and a destination.

Accessory: A choice or feature added to the good or service offered to the customer for customizing the end product. An accessory enhances the capabilities of the product but is not necessary for the basic function of the product. In many companies, an accessory means that the choice does not have to be specified before shipment but can be added at a later date. In other companies, this choice must be made before shipment.

Accessorial charges: A charge for services over and above transportation charges such as: inside delivery, heading, sort and segregate, heating, storage, etc. See also: Upcharges

Accountability: Being answerable for, but not necessarily personally charged with,

doing specific work. Accountability cannot be delegated, but it can be shared. For example, managers and executives are accountable for business performance even though they may not actually perform the work.

Accounts Payable (A/P): The value of goods and services acquired for which payment has not yet been made.

Accounts receivable (A/R): The value of goods shipped or services rendered to a customer on whom payment has not yet been received. Usually includes an allowance for bad debts.

Accreditation: Certification by a recognized body of the facilities, capability, objectivity, competence, and integrity of an agency, service, operational group, or individual to provide the specific service or operation needed. For example, the Registrar Accreditation Board accredits those organizations that register companies to the ISO 9000 Series Standards.

Accumulation bin: A place, usually a physical location, used to accumulate all components that go into an assembly before the assembly is sent out to the assembly floor. Syn: assembly bin

Accuracy: In quality management, the degree of freedom from error or the degree of conformity to a standard. Accuracy is different from precision. For example, four-significant-digit numbers are less precise than six-significant-digit numbers; however, a properly computed four-significant-digit number might be more accurate than an improperly computed six-significant-digit number.

Acknowledgment: A communication by a supplier to advise a purchaser that a purchase order has been received. It usually implies acceptance of the order by the supplier.

Acquisition Cost: In cost accounting, the cost required to obtain one or more units of an item. It is order quantity times unit cost.

Active Inventory: The raw materials, work in process, and finished goods that will be used or sold within a given period.

Activity: Work performed by people, equipment, technologies or facilities. Activities are usually described by the “action-verb-adjective-noun” grammar convention. Activities may occur in a linked sequence and activity-to-activity assignments may exist. 1) In activity-based cost accounting, a task or activity, performed by or at a resource, required in producing the organization’s output of goods and services. A resource may be a person, machine, or facility. Activities are grouped into pools by type of activity and allocated to products. 2) In project management, an element of

work on a project. It usually has an anticipated duration, anticipated cost, and expected resource requirements. Sometimes “major activity” is used for larger bodies of work.

Activity Analysis: The process of identifying and cataloging activities for detailed understanding and documentation of their characteristics. An activity analysis is accomplished by means of interviews, group sessions, questionnaires, observations, and reviews of physical records of work.

Activity Based Budgeting (ABB): An approach to budgeting where a company uses an understanding of its activities and driver relationships to quantitatively estimate workload and resource requirements as part of an ongoing business plan. Budgets show the types, number of and cost of resources that activities are expected to consume based on forecasted workloads. The budget is part of an organization’s activity-based planning process and can be used in evaluating its success in setting and pursuing strategic goals.

Activity Based Costing (ABC): A methodology that measures the cost and performance of cost objects, activities and resources. Cost objects consume activities and activities consume resources. Resource costs are assigned to activities based on their use of those resources, and activity costs are reassigned to cost objects (outputs) based on the cost objects proportional use of those activities. Activity-based costing incorporates causal relationships between cost objects and activities and between activities and resources.

Activity-Based Management (ABM): A discipline focusing on the management of activities within business processes as the route to continuously improve both the value received by customers and the profit earned in providing that value. ABM uses activity-based cost information and performance measurements to influence management action. See also Activity-Based Costing

Activity Based Planning (ABP): Activity-based planning (ABP) is an ongoing process to determine activity and resource requirements (both financial and operational) based on the ongoing demand of products or services by specific customer needs. Resource requirements are compared to resources available and capacity issues are identified and managed. Activity-based budgeting (ABB) is based on the outputs of activity-based planning.

Actual Cost System: A cost system that collects costs historically as they are applied to production and allocates indirect costs to products based on the specific costs and achieved volume of the products.

Actual Costs: The labor, material, and associated overhead costs that are charged

against a job as it moves through the production process.

Actual Demand: Actual demand is composed of customer orders (and often allocations of items, ingredients, or raw materials to production or distribution). Actual demand nets against or “consumes” the forecast, depending upon the rules chosen over a time horizon. For example, actual demand will totally replace forecast inside the sold-out customer order backlog horizon (often called the demand time fence), but will net against the forecast outside this horizon based on the chosen forecast consumption rule.

Actual to Theoretical Cycle Time: The ratio of the measured time required to produce a given output divided by the sum of the time required to produce a given output based on the rated efficiency of the machinery and labor operations.

Adaptive Control: 1) The ability of a control system to change its own parameters in response to a measured change in operating conditions. 2) Machine control units in which feeds and/or speeds are not fixed. The control unit, working from feedback sensors, is able to optimize favorable situations by automatically increasing or decreasing the machining parameters. This process ensures optimum tool life or surface finish and/or machining costs or production rates.

Advance Material Request: Ordering materials before the release of the formal product design. This early release is required because of long lead times.

Advanced Planning and Scheduling (APS): Techniques that deal with analysis and planning of logistics and manufacturing over the short, intermediate, and long-term time periods. APS describes any computer program that uses advanced mathematical algorithms or logic to perform optimization or simulation on finite capacity scheduling, sourcing, capital planning, resource planning, forecasting, demand management, and others. These techniques simultaneously consider a range of constraints and business rules to provide real-time planning and scheduling, decision support, available-to-promise, and capable-to-promise capabilities. APS often generates and evaluates multiple scenarios. Management then selects one scenario to use as the "official plan." The five main components of APS systems are demand planning, production planning, production scheduling, distribution planning, and transportation planning.

Advanced Shipping Notice (ASN): Detailed shipment information transmitted to a customer or consignee in advance of delivery, designating the contents (individual products and quantities of each) and nature of the shipment. May also include carrier and shipment specifics including time of shipment and expected time of arrival. See also: Assumed Receipt

After-Sale Service: Services provided to the customer after products have been delivered. This can include repairs, maintenance and/or telephone support. Synonym:

Field Service

Agile Manufacturing—Tools, techniques, and initiatives that enable a plant or company to thrive under conditions of unpredictable change. Agile manufacturing not only enables a plant to achieve rapid response to customer needs, but also includes the ability to quickly reconfigure operations—and strategic alliances—to respond rapidly to unforeseen shifts in the marketplace. In some instances, it also incorporates “mass customization” concepts to satisfy unique customer requirements. In broad terms, it includes the ability to react quickly to technical or environmental surprises.

Agility: The ability to successfully manufacture and market a broad range of low-cost, high-quality products and services with short lead times and varying volumes that provides enhanced value to customers through customization. Agility merges the four distinctive competencies of cost, quality, dependability, and flexibility.

Air Cargo: Freight that is moved by air transportation.

Air Cargo Containers: Containers designed to conform to the inside of an aircraft. There are many shapes and sizes of containers. Air cargo containers fall into three categories: 1) air cargo pallets 2) lower deck containers 3) box type containers.

Air Taxi: An exempt for-hire air carrier that will fly anywhere on demand: air taxis are restricted to a maximum payload and passenger capacity per plane.

Air Waybill (AWB): A bill of lading for air transport that serves as a receipt for the shipper, indicates that the carrier has accepted the goods listed, obligates the carrier to carry the consignment to the airport of destination according to specified conditions.

Allocation: 1) In cost accounting, a distribution of costs using calculations that may be unrelated to physical observations or direct or repeatable cause-and-effect relationships. Because of the arbitrary nature of allocations, costs based on cost causal assignment are viewed as more relevant for management decision-making. 2) In order management, allocation of available inventory to customer and production orders.

Alpha Release: A very early release of a product to get preliminary feedback about the feature set and usability.

Alternate Routing: A routing, usually less preferred than the primary routing, but resulting in an identical item. Alternate routings may be maintained in the computer or off-line via manual methods, but the computer software must be able to accept alternate routings for specific jobs.

Anticipated Delay Report: A report, normally issued by both manufacturing and

purchasing to the material planning function, regarding jobs or purchase orders that will not be completed on time and explaining why the jobs or purchases are delayed and when they will be completed. This report is an essential ingredient of the closed-loop MRP system. It is normally a handwritten report. Synonym: delay report

Anticipation Inventories: Additional inventory above basic pipeline stock to cover projected trends of increasing sales, planned sales promotion programs, seasonal fluctuations, plant shutdowns, and vacations.

Appraisal Costs: Those costs associated with the formal evaluation and audit of quality in the firm. Typical costs include inspection, quality audits, testing, calibration, and checking time.

Approved Vendor List (AVL): List of the suppliers approved for doing business. The AVL is usually created by procurement or sourcing and engineering personnel using a variety of criteria such as technology, functional fit of the product, financial stability, and past performance of the supplier.

Arrival Notice: A notice from the delivering carrier to the Notify Party indicating the shipment's arrival date at a specific location (normally the destination).

Arrow diagram: A planning tool to diagram a sequence of events or activities (nodes) and the interconnectivity of such nodes. It is used for scheduling and especially for determining the critical path through nodes.

Assemble-to-order: A production environment where a good or service can be assembled after receipt of a customer's order. The key components (bulk, semi-finished, intermediate, subassembly, fabricated, purchased, packing, and so on) used in the assembly or finishing process are planned and usually stocked in anticipation of a customer order. Receipt of an order initiates assembly of the customized product. This strategy is useful where a large number of end products (based on the selection of options and accessories) can be assembled from common components. Synonym: Finish to Order. Also see: Make to Order, Make to Stock

Assembly: A group of subassemblies and/or parts that are put together and that constitute a major subdivision for the final product. An assembly may be an end item or a component of a higher level assembly.

Assembly Line: An assembly process in which equipment and work centers are laid out to follow the sequence in which raw materials and parts are assembled.

Assumed Receipt: The principle of assuming that the contents of a shipment are the same as those presented on a shipping or delivery note. Shipping and receiving personnel do not check the delivery quantity. This practice is used in conjunction with bar codes and an EDI-delivered ASN to eliminate invoices and facilitate rapid receiving.

Attachment: An accessory that has to be physically attached to the product.

Attributes: A label used to provide additional classification or information about a resource, activity, or cost object. Used for focusing attention and may be subjective.

Audit: The inspection and examination of a process or quality system to ensure compliance to requirements. An audit can apply to an entire organization or may be specific to a function, process or production step.

Auditing: Determining the correct transportation charges due the carrier: auditing involves checking the accuracy of the freight bill for errors, correct rate, and weight.

Authentication: 1) The process of verifying the eligibility of a device, originator, or individual to access specific categories of information or to enter specific areas of a facility. This process involves matching machine-readable code with a predetermined list of authorized end users. 2) A practice of establishing the validity of a transmission, message, device, or originator, which was designed to provide protection against fraudulent transmissions.

Authentication Key: A short string of characters used to authenticate transactions between trading partners.

Auto ID: Referring to an automated identification system. This includes technology such as bar coding and radio frequency tagging (RFID).

Automated Guided Vehicle System (AGVS): A transportation network that automatically routes one or more material handling devices, such as carts or pallet trucks, and positions them at predetermined destinations without operator intervention.

Automatic Relief: A set of inventory bookkeeping methods that automatically adjusts computerized inventory records based on a production transaction. Examples of automatic relief methods are back-flushing, direct-deduct, pre-deduct, and post-deduct processing.

Automatic Rescheduling: Rescheduling done by the computer to automatically change due dates on scheduled receipts when it detects that due dates and need dates are out of phase. Ant: manual rescheduling

Available Inventory: The on-hand inventory balance minus allocations, reservations, backorders, and (usually) quantities held for quality problems. Often called "beginning available balance". Synonyms: Beginning Available Balance, Net Inventory

Average Cost per Unit: The estimated total cost, including allocated overhead, to

produce a batch of goods divided by the total number of units produced.

Average Inventory: The average inventory level over a period of time. Implicit in this definition is a “sampling period” which is the amount of time between inventory measurements. For example, daily inventory levels over a two-week period of time, hourly inventory levels over one day, etc. The average inventory for the same total period of time can fluctuate widely depending upon the sampling period used.

Avoidable Cost: A cost associated with an activity that would not be incurred if the activity was not performed (e.g., telephone cost associated with vendor support).

B

Back Order: Product ordered but out of stock and promised to ship when the product becomes available.

Back Scheduling: A technique for calculating operation start dates and due dates. The schedule is computed starting with the due date for the order and working backward to determine the required start date and/or due dates for each operation.

Backflush: A method of inventory bookkeeping where the book (computer) inventory of components is automatically reduced by the computer after completion of activity on the component’s upper-level parent item based on what should have been used as specified on the bill of material and allocation records. This approach has the disadvantage of a built-in differential between the book record and what is physically in stock. Synonym: explode-to-deduct. Also see: Pre-deduct Inventory Transaction Processing

Backhaul: The process of a transportation vehicle returning from the original destination point to the point of origin. The 1980 Motor Carrier Act deregulated interstate commercial trucking and thereby allowed carriers to contract for the return trip. The backhaul can be with a full, partial, or empty load. An empty backhaul is called deadheading. Also see: Deadhead

Backorder: 1) The act of retaining a quantity to ship against an order when other order lines have already been shipped. Backorders are usually caused by stock shortages. 2) The quantity remaining to be shipped if an initial shipment(s) has been processed. Note: In some cases backorders are not allowed, this results in a lost sale when sufficient quantities are not available to completely ship and order or order line. Also see: Balance to Ship

Back Order: Product ordered but out of stock and promised to ship when the product becomes available.

Balance to Ship (BTS): Balance or remaining quantity of a promotion or order that has yet to ship. Also see: Backorder

Bar Code: A symbol consisting of a series of printed bars representing values. A system of optical character reading, scanning, and tracking of units by reading a series of printed bars for translation into a numeric or alphanumeric identification code. A popular example is the UPC code used on retail packaging.

Barrier to Entry: Factors that prevent companies from entering into a particular market, such as high initial investment in equipment.

Base Demand: The percentage of a company's demand that is derived from continuing contracts and/or existing customers. Because this demand is well known and recurring, it becomes the basis of management's plans. Synonym: Baseload Demand

Basic Producer: A manufacturer that uses natural resources to produce materials for other manufacturing. A typical example is a steel company that processes iron ore and produces steel ingots; others are those making wood pulp, glass, and rubber.

Basing-Point Pricing: A pricing system that includes transportation cost from a particular city or town in a zone or region even though the shipment does not originate at the basing point.

Benchmarking: The process of comparing performance against the practices of other leading companies for the purpose of improving performance. Companies also benchmark internally by tracking and comparing current performance with past performance. Benchmarking seeks to improve any given business process by exploiting "best practices" rather than merely measuring the best performance. Best practices are the cause of best performance. Studying best practices provides the greatest opportunity for gaining a strategic, operational, and financial advantage.

Benefit-cost ratio: An analytical tool used in public planning; a ratio of total measurable benefits divided by the initial capital cost.

Bespoke: An individual or custom-made product or service. Traditionally applied to custom-tailored clothing, the term has been extended to information technology, especially for custom-designed software as an alternative to commercial (COTS) software.

Best-in-Class: An organization, usually within a specific industry, recognized for excellence in a specific process area.

Best Practice: A specific process or group of processes which have been recognized as the best method for conducting an action. Best Practices may vary by industry or geography depending on the environment being used. Best practices methodology may be applied with respect to resources, activities, cost object, or processes.

Beta Release: A pre-released version of a product that is sent to customers for evaluation and feedback.

Bilateral Contract: An agreement wherein each party makes a promise to the other party.

Bill of Activities: A listing of activities required by a product, service, process output or other cost object. Bill of activity attributes could include volume and or cost of each activity in the listing.

Bill of Lading (BOL): A transportation document that is the contract of carriage containing the terms and conditions between the shipper and carrier.

Bill of Material (BOM): A structured list of all the materials or parts and quantities needed to produce a particular finished product, assembly, subassembly, or manufactured part, whether purchased or not.

Bookings: The sum of the value of all orders received (but not necessarily shipped), net of all discounts, coupons, allowances, and rebates.

Bundle: A group of products that are shipped together as an unassembled unit.

Bracing: Securing a shipment inside a carrier's vehicle to prevent damage.

Break-Bulk: The separation of a single consolidated bulk load into smaller individual shipments for delivery to the ultimate consignees. This is preceded by a consolidation of orders at the time of shipment, where many individual orders which are destined for a specific geographic area are grouped into one shipment in order to reduce cost.

Broker: An intermediary between the shipper and the carrier. The broker arranges transportation for shippers and represents carriers.

Buffer: 1) A quantity of materials awaiting further processing. It can refer to raw materials, semifinished stores or hold points or a work backlog that is purposely maintained behind a work center. 2) In the theory of constraints, buffers can be time or material and support throughput and/or due date performance. Buffers can be maintained at the constraint, convergent points (with a constraint part), divergent points, and shipping points.

Bulk Area: A storage area for large items which at a minimum are most efficiently handled by the pallet load.

Bulk storage: The process of housing or storing materials and packages in larger quantities, generally using the original packaging or shipping containers or boxes.

Bundle: A group of products that are shipped together as an unassembled unit.

Burn Rate: The rate of consumption of cash in a business. Burn rate is used to determine cash requirements on an on-going basis. A burn-rate of \$50,000 would mean the company spends \$50,000 a month above any incoming cash flow to sustain its business. Entrepreneurial companies will calculate their burn-rate in order to understand how much time they have before they need to raise more money, or show a positive cash flow.

Business Activity Monitoring (BAM): A term which refers to capturing operational data in real-time or close to it, making it possible for an enterprise to react more quickly to events. This is typically done through software and includes features to provide alerts / notifications when specific events occur. See also: Supply Chain Event Management

Business Logistics: The systematic and coordinated set of activities required to provide the physical movement and storage of goods (raw materials, parts, finished goods) from vendor/supply services through company facilities to the customer (market) and the associated activities—packaging, order processing, etc.—in an efficient manner necessary to enable the organization to contribute to the explicit goals of the company.

Business Plan: 1) A statement of long-range strategy and revenue, cost, and profit objectives usually accompanied by budgets, a projected balance sheet, and a cash flow (source and application of funds) statement. A business plan is usually stated in terms of dollars and grouped by product family. The business plan is then translated into synchronized tactical functional plans through the production planning process (or the sales and operations planning process). Although frequently stated in different terms (dollars versus units), these tactical plans should agree with each other and with the business plan. See: long-term planning, strategic plan. 2) A document consisting of the business details (organization, strategy, and financing tactics) prepared by an entrepreneur to plan for a new business.

Business Performance Measurement (BPM): A technique which uses a system of goals and metrics to monitor performance. Analysis of these measurements can help businesses in periodically setting business goals, and then providing feedback to

managers on progress towards those goals. A specific measure can be compared to itself over time, compared with a preset target or evaluated along with other measures.

Business Process Reengineering (BPR): The fundamental rethinking and oftentimes, radical redesign of business processes to achieve dramatic organizational improvements.

Business-to-Business (B2B): As opposed to business-to-consumer (B2C). Many companies are now focusing on this strategy, and their sites are aimed at businesses (think wholesale) and only other businesses can access or buy products on the site. Internet analysts predict this will be the biggest sector on the Web.

Business-to-Consumer (B2C): The hundreds of e-commerce Web sites that sell goods directly to consumers are considered B2C. This distinction is important when comparing Websites that are B2B as the entire business model, strategy, execution, and fulfillment is different.

Business Unit: A division or segment of an organization generally treated as a separate profit-and-loss center.

Buyer Behavior: The way individuals or organizations behave in a purchasing situation. The customer-oriented concept finds out the wants, needs, and desires of customers and adapts resources of the organization to deliver need-satisfying goods and services.

C

Cage: (1) A secure enclosed area for storing highly valuable items, (2) a pallet-sized platform with sides that can be secured to the tines of a forklift and in which a person may ride to inventory items stored well above the warehouse floor.

Call Center: A facility housing personnel who respond to customer phone queries. These personnel may provide customer service or technical support. Call centers may be in-house or outsourced.

Capacity: The physical facilities, personnel and process available to meet the product or service needs of customers. Capacity generally refers to the maximum output or producing ability of a machine, a person, a process, a factory, a product, or a service. Also see: Capacity Management

Capacity Management: The concept that capacity should be understood, defined, and measured for each level in the organization to include market segments, products,

processes, activities, and resources. In each of these applications, capacity is defined in a hierarchy of idle, non-productive, and productive views.

Capacity Planning: Assuring that needed resources (e.g., manufacturing capacity, distribution center capacity, transportation vehicles, etc.) will be available at the right time and place to meet logistics and supply chain needs.

Capital: The resources, or money, available for investing in assets that produce output.

Cargo: A product shipped in an aircraft, railroad car, ship, barge, or truck.

Carrier: A firm which transports goods or people via land, sea or air.

Cartel: A group of companies that agree to cooperate, rather than compete, in producing a product or service, thus limiting or regulating competition.

Cash Conversion Cycle: 1) In retailing, the length of time between the sale of products and the cash payments for a company's resources. 2) In manufacturing, the length of time from the purchase of raw materials to the collection of accounts receivable from customers for the sale of products or services. Also see: Cash-to-Cash Cycle Time

Category Management: The management of product categories as strategic business units. The practice empowers a category manager with full responsibility for the assortment decisions, inventory levels, shelf-space allocation, promotions and buying. With this authority and responsibility, the category manager is able to judge more accurately the consumer buying patterns, product sales and market trends of that category.

Cause and Effect Diagram: In quality management, a structured process used to organize ideas into logical groupings. Used in brainstorming and problem solving exercises. Also known as Ishikawa or fish bone diagram.

Certificate of Compliance: A supplier's certification that the supplies or services in question meet specified-requirements.

Certificate of origin: An international business document that certifies the country of origin of the shipment.

Certified Supplier: A status awarded to a supplier who consistently meets predetermined quality, cost, delivery, financial, and count objectives. Incoming inspection may not be required.

Chain of Customers: The sequence of customers who in turn consume the output of each other, forming a chain. For example, individuals are customers of a department

store, which in turn is the customer of a producer, who is the customer of a material supplier.

Change Management: The business process that coordinates and monitors all changes to the business processes and applications operated by the business as well as to their internal equipment, resources, operating systems, and procedures. The change management discipline is carried out in a way that minimizes the risk of problems that will affect the operating environment and service delivery to the users.

Change Order: A formal notification that a purchase order or shop order must be modified in some way. This change can result from a revised quantity, date, or specification by the customer; an engineering change; a change in inventory requirement date; etc.

Changeover: Process of making necessary adjustments to change or switchover the type of products produced on a manufacturing line. Changeovers usually lead to downtime and for the most part companies try to minimize changeover time to help reduce costs.

Channel Partners: Members of a supply chain (i.e. suppliers, manufacturers, distributors, retailers, etc.) who work in conjunction with one another to manufacture, distribute, and sell a specific product.

Channels of Distribution: Any series of firms or individuals that participates in the flow of goods and services from the raw material supplier and producer to the final user or consumer. Also see: Distribution Channel

Chock: A wedge, usually made of hard rubber or steel, that is firmly placed under the wheel of a trailer, truck, or boxcar to stop it from rolling.

City driver: A motor carrier driver who drives a local route as opposed to a long-distance, intercity route.

Claim: A charge made against a carrier for loss, damage, delay, or overcharge.

Classification: An alphabetical listing of commodities, the class or rating into which the commodity is placed, and the minimum weight necessary for the rate discount; used in the class rate structure.

Collaboration: Joint work and communication among people and systems – including business partners, suppliers, and customers – to achieve a common business goal.

Commercial Invoice: A document created by the seller. It is an official document which is used to indicate, among other things, the name and address of the buyer and seller,

the product(s) being shipped, and their value for customs, insurance, or other purposes.

Commodity: An item that is traded in commerce. The term usually implies an undifferentiated product competing primarily on price and availability.

Common Carrier: Transportation available to the public that does not provide special treatment to any one party and is regulated as to the rates charged, the liability assumed, and the service provided. A common carrier must obtain a certificate of public convenience and necessity from the Federal Trade Commission for interstate traffic.

Common Carrier Duties: Common carriers are required to serve, deliver, charge reasonable rates, and not discriminate.

Common Cost: A cost that cannot be directly assignable to particular segments of the business but that is incurred for the business as a whole.

Comparative Advantage: A principle based on the assumption that an area will specialize in the production of goods for which it has the greatest advantage or least comparative disadvantage.

Competitive Advantage: Value created by a company for its customers that clearly distinguishes it from the competition, and provides its customers a reason to remain loyal.

Compliance: Meaning that products, services, processes and/or documents comply with requirements.

Component: Material that will contribute to a finished product but is not the finished product itself. Examples would include tires for an automobile, power supply for a personal computer, or a zipper for a ski parka. Note that what is a component to the manufacturer may be considered the finished product of their supplier.

Computerized Maintenance Management Systems (CMMS): Software-based systems that analyze operating conditions of production equipment -- vibration, oil analysis, heat, etc. – and equipment-failure data, and apply that data to the scheduling of maintenance and repair inventory orders and routine maintenance functions. A CMMS prevents unscheduled machine downtime and optimizes a plant's ability to process product at optimum volumes and quality levels.

Confirmation: With regards to EDI, a formal notice (by message or code) from a electronic mailbox system or EDI server indicating that a message sent to a trading partner has reached its intended mailbox or been retrieved by the addressee.

Confirming Order: A purchase order issued to a supplier, listing the goods or services and terms of an order placed orally or otherwise before the usual purchase document.

Consensus: A state in which all the members of a group support an action or decision, even if some of them don't fully agree with it.

Consignee: The party to whom goods are shipped and delivered. The receiver of a freight shipment.

Consignment: 1) A shipment that is handled by a common carrier. 2) The process of a supplier placing goods at a customer location without receiving payment until after the goods are used or sold. Also see: Consignment Inventory

Consignor: The party who originates a shipment of goods (shipper). The sender of a freight shipment, usually the seller.

Consolidation: Combining two or more shipments in order to realize lower transportation rates. Inbound consolidation from vendors is called make-bulk consolidation; outbound consolidation to customers is called break-bulk consolidation.

Consortium: A group of companies that work together to jointly produce a product, service, or project.

Consumer Packaged Goods (CPG): Consumable goods such as food and beverages, footwear and apparel, tobacco, and cleaning products. In general, CPGs are things that get used up and have to be replaced frequently, in contrast to items that people usually keep for a long time, such as cars and furniture.

Container: 1) A "box," typically 10 to 40 feet long, which is primarily used for ocean freight shipments. For travel to and from ports, containers are loaded onto truck chassis or on railroad flatcars. 2) The packaging, such as a carton, case, box, bucket, drum, bin, bottle, bundle, or bag, that an item is packed and shipped in.

Containerization: A shipment method in which commodities are placed in containers, and after initial loading, the commodities per se are not re-handled in shipment until they are unloaded at the destination.

Continuous Improvement (CI): A structured measurement driven process that continually reviews and improves performance.

Contract: An agreement between two or more competent persons or companies to perform or not to perform specific acts or services or to deliver merchandise. A contract may be oral or written. A purchase order, when accepted by a supplier,

becomes a contract. Acceptance may be in writing or by performance, unless the purchase order requires acceptance in writing.

Conveyor: A materials handling device that moves freight from one area to another in a warehouse. Roller conveyors make use of gravity, whereas belt conveyors use motors.

Coordinated Transportation: Two or more carriers of different modes transporting a shipment.

Cost Management: The management and control of activities and drivers to calculate accurate product and service costs, improve business processes, eliminate waste, influence cost drivers, and plan operations. The resulting information will have utility in setting and evaluating an organization's strategies.

Cost Variance: In cost accounting, the difference between what has been budgeted for an activity and what it actually costs.

Critical Differentiators: This is what makes an idea, product, service or business model unique.

Critical Success Factor (CSF): Those activities and/or processes that must be completed and/or controlled to enable a company to reach its goals.

Customer: 1) In distribution, the Trading Partner or reseller, i.e. Wal-Mart, Safeway, or CVS. 2) In Direct-to-Consumer, the end customer or user.

Customer Driven: The end user, or customer, motivates what is produced or how it is delivered.

Customer Facing: Those personnel whose jobs entail actual contact with the customer.

Customer/Order Fulfillment Process: A series of customers' interactions with an organization through the order filling process, including product/service design, production and delivery, and order status reporting.

Customer Relationship Management (CRM): This refers to information systems that help sales and marketing functions, as opposed to the ERP (Enterprise Resource Planning), which is for back-end integration.

Customer Segmentation: Dividing customers into groups based on specific criteria, such as products purchased, customer geographic location, etc.

Customer Service: Activities between the buyer and seller that enhance or facilitate

the sale or use of the seller's products or services.

Customer-Supplier Partnership: A long-term relationship between a buyer and a supplier characterized by teamwork and mutual confidence. The supplier is considered an extension of the buyer's organization. The partnership is based on several commitments. The buyer provides long-term contracts and uses fewer suppliers. The supplier implements quality assurance processes so that incoming inspection can be minimized. The supplier also helps the buyer reduce costs and improve product and process designs.

Customization: Creating a product from existing components into an individual order.
Synonym: Build to Order.

Cyclical Demand: A situation where demand patterns for a product run in cycles driven by seasonality or other predictable factors.

D

Dangerous Goods: Articles or substances capable of posing significant health, safety, or environmental risk, and that ordinarily require special attention including packaging and labeling when stored or transported. Also referred to as Hazardous Goods or Hazardous Materials (HazMat).

Data Mining: The process of studying data to search for previously unknown relationships. This knowledge is then applied to achieving specific business goals.

Database: Data stored in computer-readable form, usually indexed or sorted in a logical order by which users can find a particular item of data they need.

Dead on Arrival (DOA): A term used to describe products which are not functional when delivered. Synonym: Defective.

Deadweight: The total lifting capacity of a ship expressed in tons of 2240 lbs. It is the difference between the displacement light (without cargo, passengers, fuel, etc.) and the displacement loaded.

Declared Value: The value of the goods, declared by the shipper on a bill of lading, for the purpose of determining a freight rate or the limit of the carrier's liability. Also used by customs as the basis for calculation of duties, etc.

Defective goods inventory (DGI): Those items that have been returned, have been delivered damaged and have a freight claim outstanding, or have been damaged in

some way during warehouse handling.

Delivery Appointment: The time agreed upon between two enterprises for goods or transportation equipment to arrive at a selected location. Typically used to help plan warehouse and receiving / inspection operations and to manage backup of carriers at loading docks.

Demand Chain: Another name for the supply chain, with emphasis on customer or end-user demand pulling materials and product through the chain.

Demand Chain Management: Same as supply chain management, but with emphasis on consumer pull versus supplier push.

Demand Management: The proactive compilation of requirements information regarding demand (i.e., customers, sales, marketing, finance) and the firm's capabilities from the supply side (i.e., supply, operations and logistics management); the development of a consensus regarding the ability to match the requirements and capabilities; and the agreement upon a synthesized plan that can most effectively meet the customer requirements within the constraints imposed by supply chain capabilities.

Density: A physical characteristic of a commodity measuring its mass per unit volume or pounds per cubic foot; an important factor in rate making, since density affects the utilization of a carrier's vehicle.

Detention: The carrier charges and fees applied when rail freight cars and ships are retained beyond a specified loading or unloading time. Also see: Demurrage, Express

Differential: A discount offered by a carrier that faces a service time disadvantage over a route.

Direct Cost: A cost that can be directly traced to a cost object since a direct or repeatable cause-and-effect relationship exists. A direct cost uses a direct assignment or cost causal relationship to transfer costs. Also see: Indirect Cost, Tracing

Discontinuous Demand: A demand pattern that is characterized by large demands interrupted by periods with no demand, as opposed to a continuous or steady (e.g., daily) demand. Synonym: Lumpy Demand.

Dispatching: The carrier activities involved with controlling equipment; involves arranging for fuel, drivers, crews, equipment, and terminal space.

Distributed Inventory: Inventory that is geographically dispersed. For example, where a company maintains inventory in multiple distribution centers to provide a higher

level of customer service.

Distribution: Outbound logistics, from the end of the production line to the end user. 1) The activities associated with the movement of material, usually finished goods or service parts, from the manufacturer to the customer. These activities encompass the functions of transportation, warehousing, inventory control, material handling, order administration, site and location analysis, industrial packaging, data processing, and the communications network necessary for effective management. It includes all activities related to physical distribution, as well as the return of goods to the manufacturer. In many cases, this movement is made through one or more levels of field warehouses. Synonym: Physical Distribution. 2) The systematic division of a whole into discrete parts having distinctive characteristics.

Distribution Center (DC): The warehouse facility which holds inventory from manufacturing pending distribution to the appropriate stores.

Distribution Channel Management: The organizational and pipeline strategy for getting products to customers. Direct channels involve company sales forces, facilities, and/or direct shipments to customers. Indirect channels involve the use of wholesalers, distributors, and/or other parties to supply the products to customers. Many companies use both strategies, depending on markets and effectiveness.

Distribution Warehouse: A warehouse that stores finished goods and from which customer orders are assembled.

Distributor: A business that does not manufacture its own products, but purchases and resells these products. Such a business usually maintains a finished goods inventory. Synonym: Wholesaler

Documentation: The papers attached or pertaining to goods requiring transportation and/or transfer of ownership. These may include the packing list, hazardous materials declarations, export / customs documents, etc.

Dormant route: A route over which a carrier failed to provide service 5 days a week for 13 weeks out of a 26-week period.

Drop: A situation in which an equipment operator deposits a trailer or boxcar at a facility at which it is to be loaded or unloaded.

Dumping: Selling goods below costs in selected markets.

Dunnage: The packing material used to protect a product from damage during transport.

Durable Goods: Generally, any goods whose continuous serviceability is likely to exceed three years (e.g., trucks, furniture).

E

Early Supplier Involvement (ESI): The process of involving suppliers early in the product design activity and drawing on their expertise, insights, and knowledge to generate better designs in less time and designs that are easier to manufacture with high quality.

Economy of Scale: A phenomenon whereby larger volumes of production reduce unit cost by distributing fixed costs over a larger quantity.

Empowerment: A condition whereby employees have the authority to make decisions and take action in their work areas without prior approval. For example, an operator can stop a production process if he or she detects a problem, or a customer service representative can send out a replacement product if a customer calls with a problem.

End item: A product sold as a completed item or repair part; any item subject to a customer order or sales forecast. Synonym: Finished Goods Inventory.

Engineering Change: A revision to a drawing or design released by engineering to modify or correct a part. The request for the change can be from a customer or from production, quality control, another department, or a supplier. Synonym: Engineering Change Order

Enroute: A term used for goods in transit or on the way to a destination.

Environmental Health and Safety (EH&S): The category of processes, procedures and regulations related to addressing the needs of maintaining environmental quality standards for health and safety. Includes the RoHS (Restriction of Hazardous Substances) and WEEE (Waste Electrical and Electronic) standards.

Environmentally Sensitive Engineering: Designing features in a product and its packaging that improve recycling, etc. It can include elimination of compounds that are hazardous to the environment.

Equipment: The rolling stock carriers use to facilitate the transportation services that they provide, including containers, trucks, chassis, vessels, and airplanes, among others.

Ergonomic: The science of creating workspaces and products which are human friendly to use.

Excess and Obsolescence (E&O): The accounting value assigned to the cost associated with inventory that is disposed of as being excess or obsolete.

Export: 1) In logistics, the movement of products from one country to another. For example, significant volumes of cut flowers are exported from The Netherlands to other countries of the world. 2) A computer term referring to the transfer of information from a source (system or database) to a target.

Export Broker: An enterprise that brings together buyer and seller for a fee, then eventually withdraws from the transaction.

Export Compliance: Complying with rules for exporting products, including packaging, labeling, and documentation.

Export License: A document secured from a government authorizing an exporter to export a specific quantity of a controlled commodity to a certain country. An export license is often required if a government has placed embargoes or other restrictions upon exports.

Express: 1) Carrier payment to its customers when ships, rail cars, or trailers are unloaded or loaded in less than the time allowed by contract and returned to the carrier for use. See: demurrage, detention. 2) The use of priority package delivery to achieve overnight or second-day delivery.

External Factory: A situation where suppliers are viewed as an extension of the firm's manufacturing capabilities and capacities. The same practices and concerns that are commonly applied to the management of the firm's manufacturing system should also be applied to the management of the external factory.

Ex Works (EXW): An international trade term (Incoterms, International Chamber of Commerce) requiring the seller to deliver goods at his or her own place of business. All other transportation costs and risks are assumed by the buyer.

F

Fabricator: A manufacturer that turns the product of a raw materials supplier into a larger variety of products. A fabricator may turn steel rods into nuts, bolts, and twist drills, or may turn paper into bags and boxes.

Facilities: The physical plant, distribution centers, service centers, and related equipment.

Fair Return: A level of profit that enables a carrier to realize a rate of return on investment or property value that the regulatory agencies deem acceptable for that level of risk.

Fast Moving Consumer Goods (FMCG): Fast Moving Consumer Goods are packaged commercial products that are consumed through use. They include pre-packaged food and drinks, alcohol, health and beauty items, tobacco products, paper products, household cleansers and chemicals, animal care items, anything that we need, can buy right off the shelf, and use up through daily living.

Field Finished Goods: Inventory which is kept at locations outside the four walls of the manufacturing plant (i.e., distribution center or warehouse).

Final Assembly: The highest level assembled product, as it is shipped to customers. This terminology is typically used when products consist of many possible features and options that may only be combined when an actual order is received. Also see: End Item, Assemble to Order

Finance Lease: An equipment-leasing arrangement that provides the lessee with a means of financing for the leased equipment; a common method for leasing motor carrier trailers.

Financial Responsibility: Motor carriers are required to have body injury and property damage (not cargo) insurance or not less than \$500,000 per incident per vehicle; higher financial responsibility limits apply for motor carriers transporting oil or hazardous materials.

First Mover Advantage: Market innovator, putting the company in the leadership position.

Fixed Costs: Costs, which do not fluctuate with business volume in the short run. Fixed costs include items such as depreciation on buildings and fixtures.

Fixed Overhead: Traditionally, all manufacturing costs, other than direct labor and direct materials, that continue even if products are not produced. Although fixed overhead is necessary to produce the product, it cannot be directly traced to the final product. Also see: Indirect Cost

Flat: A loadable platform having no superstructure whatever but having the same length and width as the base of a container and equipped with top and bottom corner fittings. This is an alternative term used for certain types of specific purpose containers - namely platform containers and platform-based containers with incomplete structures.

Flatcar: A rail car without sides; used for hauling machinery.

Flexibility: Ability to respond quickly and efficiently to changing customer and consumer demands.

Float: The time required for documents, payments, etc. to get from one trading partner to another.

Flow Rack: Storage rack that utilizes shelves (metal) that are equipped with rollers or wheels. Such an arrangement allows product and materials to "flow" from the back of the rack to the front and therein making the product more accessible for small-quantity order-picking.

Forecast: An estimate of future demand. A forecast can be constructed using quantitative methods, qualitative methods, or a combination of methods, and it can be based on extrinsic (external) or intrinsic (internal) factors. Various forecasting techniques attempt to predict one or more of the four components of demand: cyclical, random, seasonal, and trend. Also see: Box-Jenkins Model, Exponential Smoothing Forecast, Extrinsic Forecasting Method, Intrinsic Forecasting Method, Qualitative Forecasting Method, and Quantitative Forecasting Method.

Forklift truck: A machine-powered device that is used to raise and lower freight and to move freight to different warehouse locations.

Four Wall Inventory: The stock which is contained within a single facility or building.

Free Time: The period of time allowed for the removal or accumulation of cargo before charges become applicable.

Freight: Goods being transported from one place to another.

Freight Bill: The carrier's invoice for transportation charges applicable to a freight shipment.

Freight Forwarder: An organization which provides logistics services as an intermediary between the shipper and the carrier, typically on international shipments. Freight forwarders provide the ability to respond quickly and efficiently to changing customer and consumer demands and international shipping (import/export) requirements.

Fronthaul: The first leg of the truck trip that involves hauling a load or several loads to targeted destinations.

Fulfillment: The act of fulfilling a customer order. Fulfillment includes order

management, picking, packaging, and shipping.

Full Container load (FCL): A term used when goods occupy a whole container.

Full Truckload (FTL): A term which defines a shipment which occupies at least one complete truck trailer, or allows for no other shippers goods to be carried at the same time.

G

Gain Sharing: A method of incentive compensation where supply chain partners share collectively in savings from productivity improvements. The concept provides an incentive to both the buying and supplier organizations to focus on continually re-evaluating, re-energizing, and enhancing their business relationship. All aspects of value delivery are scrutinized, including specification design, order processing, inbound transportation, inventory management, obsolescence programs, material yield, forecasting and inventory planning, product performance and reverse logistics. The focus is on driving out limited value cost while protecting profit margins.

Global Strategy: A strategy that focuses on improving worldwide performance through the sales and marketing of common goods and services with minimum product variation by country. Its competitive advantage grows through selecting the best locations for operations in other countries.

Globalization: The process of making something worldwide in scope or application.

Gondola: A rail car with a flat platform and sides three to five feet high; used for top loading of items which are long and heavy.

Goods: A term associated with more than one definition: 1) Common term indicating movable property, merchandise, or wares. 2) All materials which are used to satisfy demands. 3) Whole or part of the cargo received from the shipper, including any equipment supplied by the shipper.

Groupthink: A situation in which critical information is withheld from the team because individual members censor or restrain themselves, either because they believe their concerns are not worth discussing or because they are afraid of confrontation.

Gross Weight: The total weight of the vehicle and the payload of freight or passengers.

H

Handling Costs: The cost involved in moving, transferring, preparing, and otherwise handling inventory.

Haulage: The inland transport service which is offered by the carrier under the terms and conditions of the tariff and of the relative transport document.

Hazardous Material: A substance or material, which the Department of Transportation has determined to be capable of posing a risk to health, safety, and property when stored or transported in commerce. Also see: Material Safety Data Sheet

Hi-low: Usually refers to a forklift truck on which the operator must stand rather than sit.

Hopper Cars: Rail cars that permit top loading and bottom unloading of bulk commodities; some hopper cars have permanent tops with hatches to provide protection against the elements.

Hostler: An individual employed to move trucks and trailers within a terminal or warehouse yard area.

Hub: 1) A large retailer or manufacturer having many trading partners. 2) A reference for a transportation network as in "hub and spoke" which is common in the airline and trucking industry. For example, a hub airport serves as the focal point for the origin and termination of long-distance flights where flights from outlying areas are fed into the hub airport for connecting flights. 3) A common connection point for devices in a network. 4) A Web "hub" is one of the initial names for what is now known as a "portal". It came from the creative idea of producing a website, which would contain many different "portal spots" (small boxes that looked like ads, with links to different yet related content). This content, combined with Internet technology, made this idea a milestone in the development and appearance of websites, primarily due to the ability to display a lot of useful content and store one's preferred information on a secured server. The web term "hub" was replaced with portal.

Human Resources (HR): The function broadly responsible for personnel policies and practices within an organization.

I

Igloos: Pallets and containers used in air transportation; the igloo shape is designed to

fit the internal wall contours of a narrow-body airplane.

Import: Movement of products from one country into another. The import of automobiles from Germany to the U.S. is an example.

Import/Export License: Official authorization issued by a government allowing the shipping or delivery of a product across national boundaries.

Inbound Logistics: The movement of materials from suppliers and vendors into production processes or storage facilities.

Indirect Cost: A resource or activity cost that cannot be directly traced to a final cost object since no direct or repeatable cause-and-effect relationship exists. An indirect cost uses an assignment or allocation to transfer cost. Also see: Direct Cost, Support Costs

Inland Bill of Lading: The carriage contract used in transport from a shipping point overland to the exporter's international carrier location.

Inspection Certificate: A document certifying that merchandise (such as perishable goods) was in good condition immediately prior to shipment.

Integrated Carrier: A company that offers a blend of transportation services such as land, sea and air carriage, freight forwarding, and ground handling.

Integrated Logistics: A comprehensive, system-wide view of the entire supply chain as a single process, from raw materials supply through finished goods distribution. All functions that make up the supply chain are managed as a single entity, rather than managing individual functions separately.

Intellectual Property (IP): Property of an enterprise or individual which is typically maintained in a digital form. This may include software program code or digital documents, music, videos, etc.

Interline: Two or more motor carriers working together to haul the shipment to a destination. Carrier equipment may be interchanged from one carrier to the next, but usually the shipment is rehandled without the equipment.

Intermodal Container Transfer Facility: A facility where cargo is transferred from one mode of transportation to another, usually from ship or truck to rail.

Intermodal Transportation: Transporting freight by using two or more transportation modes such as by truck and rail or truck and oceangoing vessel.

In-transit Inventory: Material moving between two or more locations, usually separated geographically; for example, finished goods being shipped from a plant to a distribution center. In-transit inventory is an easily overlooked component of total supply chain availability.

Inventory: Raw materials, work in process, finished goods and supplies required for creation of a company's goods and services; the number of units and/or value of the stock of goods held by a company.

Inventory Carrying Cost: One of the elements comprising a company's total supply-chain management costs. These costs consist of the following:

1. Opportunity Cost: The opportunity cost of holding inventory. This should be based on your company's own cost of capital standards using the following formula.
Calculation: Cost of Capital x Average Net Value of Inventory
2. Shrinkage: The costs associated with breakage, pilferage, and deterioration of inventories. Usually pertains to the loss of material through handling damage, theft, or neglect.
3. Insurance and Taxes: The cost of insuring inventories and taxes associated with the holding of inventory.
4. Total Obsolescence for Raw Material, WIP, and Finished Goods Inventory: Inventory reserves taken due to obsolescence and scrap and includes products exceeding the shelf life, i.e. spoils and is no good for use in its original purpose (do not include reserves taken for Field Service Parts).
5. Channel Obsolescence: Aging allowances paid to channel partners, provisions for buy-back agreements, etc. Includes all material that goes obsolete while in a distribution channel. Usually, a distributor will demand a refund on material that goes bad (shelf life) or is no longer needed because of changing needs.
6. Field Service Parts Obsolescence: Reserves taken due to obsolescence and scrap. Field Service Parts are those inventory kept at locations outside the four walls of the manufacturing plant i.e., distribution center or warehouse.

Inventory Management: The process of ensuring the availability of products through inventory administration.

Inventory Velocity: The speed with which inventory moves through a defined cycle (i.e., from receiving to shipping).

Invoice: A detailed statement showing goods sold and amounts for each. The invoice is prepared by the seller and acts as the document that the buyer will use to make payment.

Item: Any unique manufactured or purchased part, material, intermediate, subassembly, or product.

J

Joint Rate: A rate over a route that involves two or more carriers to transport the shipment.

Just-in-Time (JIT): An inventory control system that controls material flow into assembly and manufacturing plants by coordinating demand and supply to the point where desired materials arrive just in time for use. An inventory reduction strategy that feeds production lines with products delivered "just in time". Developed by the auto industry, it refers to shipping goods in smaller, more frequent lots.

K

Kitting: Light assembly of components or parts into defined units. Kitting reduces the need to maintain an inventory of pre-built completed products, but increases the time and labor consumed at shipment. Also see: Postponement

Knock-Down (KD): A flat, unformed cardboard box or tray. Knock-downs, also known as KDs, are constructed and glued in the recoup or packaging areas and used for repacked product. Many KDs are provided by the customer for their recouped products.

L

Lading: The cargo carried in a transportation vehicle.

Laid-Down Cost: The sum of the product and transportation costs. The laid-down cost is useful in comparing the total cost of a product shipped from different supply sources to a customer's point of use.

Last In, First Out (LIFO): Accounting method of valuing inventory that assumes latest goods purchased are first goods used during accounting period.

Lead Time: The total time that elapses between an order's placement and its receipt. It includes the time required for order transmittal, order processing, order preparation, and transit.

Leg: A portion of a complete trip which has an origin, destination, and carrier and is composed of all consecutive segments of a route booked through the same carrier.

Also called Bookable Leg

Less-Than-Carload (LCL): Shipment that is less than a complete rail car load (lot shipment).

Less-Than-Truckload (LTL) Carriers: Trucking companies that consolidate and transport smaller (less than truckload) shipments of freight by utilizing a network of terminals and relay points.

Lessee: A person or firm to whom a lease is granted.

Lessor: A person or firm that grants a lease.

License Plate: A pallet tag; refers to a uniquely numbered bar code sticker placed on a pallet of product. Typically contains information about product on the pallet.

Lighter: A flat-bottomed boat designed for cross-harbor or inland waterway freight transfer. While the terms barge and lighter are used interchangeably, a barge usually refers to a vessel used for a long haul, while a lighter is used for a short haul.

Lift truck: Vehicles used to lift, move, stack, rack, or otherwise manipulate loads. Material handling people use a lot of terms to describe lift trucks, some terms describe specific types of vehicles, others are slang terms or trade names that people often mistakenly use to describe trucks. Terms include industrial truck, forklift, reach truck, motorized pallet trucks, turret trucks, counterbalanced forklift, walkie, rider, walkie rider, walkie stacker, straddle lift, side loader, order pickers, high lift, cherry picker, Jeep, Towmotor, Yale, Crown, Hyster, Raymond, Clark, Drexel.

Link: The transportation method used to connect the nodes (plants, warehouses) in a logistics system.

Live: A situation in which the equipment operator stays with the trailer or boxcar while it is being loaded or unloaded.

Logbook: A daily record of the hours an interstate driver spends driving, off, duty, sleeping in the berth, or on duty but not driving.

Logistics: The process of planning, implementing, and controlling procedures for the efficient and effective transportation and storage of goods including services, and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements. This definition includes inbound, outbound, internal, and external movements.

Logistics Management: As defined by the Council of Supply Chain Management

Professionals (CSCMP): “Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. Logistics management activities typically include inbound and outbound transportation management, fleet management, warehousing, materials handling, order fulfillment, logistics network design, inventory management, supply/demand planning, and management of third party logistics services providers. To varying degrees, the logistics function also includes sourcing and procurement, production planning and scheduling, packaging and assembly, and customer service. It is involved in all levels of planning and execution—strategic, operational, and tactical. Logistics management is an integrating function which coordinates and optimizes all logistics activities, as well as integrates logistics activities with other functions, including marketing, sales, manufacturing, finance, and information technology.”

Lumping: A term applied to a person who assists a motor carrier owner-operator in the loading and unloading of property: quite commonly used in the food industry.

M

Machine Downtimes: Time during which a machine cannot be utilized. Machine downtimes may occur during breakdowns, maintenance, changeovers, etc.

Macro Environment: The environment external to a business including technological, economic, natural, and regulatory forces that marketing efforts cannot control.

Maintenance, Repair, and Operating supplies (MRO): Items used in support of general operations and maintenance such as maintenance supplies, spare parts, and consumables used in the manufacturing process and supporting operations.

Make-or-Buy Decision: The act of deciding whether to produce an item internally or buy it from an outside supplier. Factors to consider in the decision include costs, capacity availability, proprietary and/or specialized knowledge, quality considerations, skill requirements, volume, and timing.

Make-to-Order (Manufacture-to-order) (MTO): A manufacturing process strategy where the trigger to begin manufacture of a product is an actual customer order or release, rather than a market forecast. For Make-to-Order products, more than 20% of the value-added takes place after the receipt of the order or release, and all necessary design and process documentation is available at time of order receipt.

Make-to-Stock (Manufacture-to-stock) (MTS): A manufacturing process strategy where finished product is continually held in plant or warehouse inventory to fulfill

expected incoming orders or releases based on a forecast.

Manufacturing Lead Time: The total time required to manufacture an item, exclusive of lower level purchasing lead time. For make-to-order products, it is the length of time between the release of an order to the production process and shipment to the final customer. For make-to-stock products, it is the length of time between the release of an order to the production process and receipt into finished goods inventory. Included here are order preparation time, queue time, setup time, run time, move time, inspection time, and put-away time. Synonyms: Manufacturing Cycle Time. Also see: Lead Time

Marine Insurance: Insurance to protect against cargo loss and damage when shipping by water transportation.

Market Demand: In marketing, the total demand that would exist within a defined customer group in a given geographical area during a particular time period given a known marketing program.

Market Segment: A group of potential customers sharing some measurable characteristics based on demographics, psychographics, lifestyle, geography, benefits, etc.

Material Acquisition Costs: One of the elements comprising a company's total supply-chain management costs. These costs consist of the following:

1. Materials (Commodity) Management and Planning: All costs associated with supplier sourcing, contract negotiation and qualification, and the preparation, placement, and tracking of a purchase order, including all costs related to buyer/planners.
2. Supplier Quality Engineering: The costs associated with the determination, development/certification, and monitoring of suppliers' capabilities to fully satisfy the applicable quality and regulatory requirements.
3. Inbound Freight and Duties: Freight costs associated with the movement of material from a vendor to the buyer and the associated administrative tasks. Duties are those fees and taxes levied by government for moving purchased material across international borders. Customs broker fees should also be considered in this category.
4. Receiving and Put Away: All costs associated with taking possession of material and storing it. Note that carrying costs are not a part of acquisition, and inspection is handled separately.
5. Incoming Inspection: All costs associated with the inspection and testing of received materials to verify compliance with specifications.
6. Material Process and Component Engineering: Those tasks required to document and communicate component specifications, as well as reviews to improve the manufacturability of the purchased item.
7. Tooling: Those costs associated with the design, development, and depreciation of

the tooling required to produce a purchased item. A tooling cost would be incurred by a company if they actually paid for equipment and/or maintenance for a contract manufacturer that makes their product. Sometimes, there isn't enough incentive for a contract manufacturer to upgrade plant equipment to a level of quality that a company requires, so the company will pay for the upgrades and maintenance to ensure high quality. May not be common in some industries such as the Chemicals.

Materials Handling: The physical handling of products and materials between procurement and shipping.

Materials Management: Inbound logistics from suppliers through the production process. The movement and management of materials and products from procurement through production.

Merge In Transit: The process of combining or "merging" shipments from multiple suppliers which are going directly to the buyer or to the store, bypassing the seller. Effectively a "drop shipment" from several vendors to one buyer, which is being combined at an intermediary point prior to delivery.

Mixed loads: The movement of both regulated and exempt commodities in the same vehicle at the same time.

Multinational Company: A company that both produces and markets products in different countries.

N

Net Weight: The weight of the merchandise, unpacked, exclusive of any containers.

Note: A fixed point in a firm's logistics system where goods come to rest; includes plants, warehouses, supply sources, and markets.

No Location (No Loc): A received item for which the warehouse has no previously established storage slot.

Nonconformity: Failure to fulfill a specified requirement. See: blemish, defect, imperfection

Non-Conveyable: Materials which cannot be moved on a conveyor belt

Non-Durable goods: Goods whose serviceability is generally limited to a period of less than three years (such as perishable goods and semi-durable goods).

O

Obsolete Inventory: Inventory for which there is no forecast demand expected. A condition of being out of date. A loss of value occasioned by new developments that place the older property at a competitive disadvantage.

On-Demand: Pertaining to work performed when demand is present. Typically used to describe products which are manufactured or assembled only when a customer order is placed.

On-Hand Balance: The quantity shown in the inventory records as being physically in stock. On order: The quantity of goods that has yet to arrive at a location or retail store. This includes all open purchase orders including, but not limited to, orders in transit, orders being picked, and orders being processed through customer service.

On Order: The amount of goods that has yet to arrive at a location or retail store. This includes all open purchase orders including, but not limited to, orders in transit, orders being picked, and orders being processed through customer service.

One Piece Flow: Moving parts through a process in batches of one

Order: A type of request for goods or services such as a purchase order, sales order, work order, etc.

Order Batching: Practice of compiling and collecting orders before they are sent in to the manufacturer.

Order Cycle: The time and process involved from the placement of an order to the receipt of the shipment.

Order Fulfillment Lead Times: Average, consistently achieved lead-time from customer order origination to customer order receipt, for a particular manufacturing process strategy (Make-to-Stock, Make-to-Order, Configure/Package-to-Order, and Engineer-to-Order). Excess lead-time created by orders placed in advance of typical lead times (Blanket Orders, Annual Contracts, Volume Purchase Agreements, etc.), is excluded. (An element of Total Supply Chain Response Time)

Order Management: The planning, directing, monitoring, and controlling of the processes related to customer orders, manufacturing orders, and purchase orders. Regarding customer orders, order management includes order promising, order entry, order pick, pack and ship, billing, and reconciliation of the customer account. Regarding manufacturing orders, order management includes order release, routing, manufacture, monitoring, and receipt into stores or finished goods inventories.

Regarding purchasing orders, order management includes order placement, monitoring, receiving, acceptance, and payment of supplier.

Origin: The place where a shipment begins its movement.

Out Of Stock: The state of not having inventory at a location and available for distribution or for sell to the consumer (zero inventory).

Outbound Consolidation: Consolidation of a number of small shipments for various customers into a larger load. The large load is then shipped to a location near the customers where it is broken down and then the small shipments are distributed to the customers. This can reduce overall shipping charges where many small packet or parcel shipments are handled each day. Also see: Break Bulk

Outbound Logistics: The process related to the movement and storage of products from the end of the production line to the end user.

Overpack: The practice of using a large box or carton to contain multiple smaller packages which are all going to the same destination in order to achieve a reduced overall shipping cost vs. the individual packages.

Over, short and damaged (OS&D): This is typically a report issued at warehouse when goods are damaged. Used to file claim with carrier.

P

Package to Order: A production environment in which a good or service can be packaged after receipt of a customer order. The item is common across many different customers; packaging determines the end product.

Packing and Marking: The activities of packing for safe shipping and unitizing one or more items of an order, placing them into an appropriate container, and marking and labeling the container with customer shipping destination data, as well as other information that may be required.

Packing List: List showing merchandise packed and all particulars. Normally prepared by shipper but not required by carriers. Copy is sent to consignee to help verify shipment received. The physical equivalent of the electronic Advanced Ship Notice (ASN).

Pallet: The platform which cartons are stacked on and then used for shipment or movement as a group. Pallets may be made of wood or composite materials.

Pallet Jack: Material handling equipment consisting of two broad parallel pallet forks on small wheels used in the warehouse to move pallets of product, but not having the lifting capability of a forklift. It may be a motorized unit guided by an operator who stands on a platform; or it may be a motorized or manual unit guided by an operator who is walking behind or beside it. Comes as a "single" (one pallet) or "double" (two pallets).

Parcel Shipment: Parcels include small packages.

Payment: The transfer of money, or other agreed upon medium, for provision of goods or services.

Payroll: Total of all fully burdened labor costs, including wage, fringe, benefits, overtime, bonus, and profit sharing.

Peak Demand: The time period during which the quantity demanded is greater than during any other comparable time period.

Perfect Order: The definition of a perfect order is one which meets all of the following criteria:

- Delivered complete, with all items on the order in the quantity requested
- Delivered on time to customer's request date, using the customer's definition of on-time delivery
- Delivered with complete and accurate documentation supporting the order, including packing slips, bills of lading, and invoices
- Delivered in perfect condition with the correct configuration, customer ready, without damage, and faultlessly installed (as applicable)

Performance Measures: Indicators of the work performed and the results achieved in an activity, process, or organizational unit. Performance measures should be both non-financial and financial. Performance measures enable periodic comparisons and benchmarking. For example, a common performance measure for a distribution center is % of order fill rate. Also see: Performance Measurement Program

Permit: A grant of authority to operate as a contract carrier.

Personal Discrimination: Charging different rates to shippers with similar transportation characteristics, or vice versa.

Pick/Pack: Picking of product from inventory and packing into shipment containers.

Pick List: A list of items to be picked from stock in order to fill an order; the pick list generation and the picking method can be quite sophisticated.

Pick on Receipt: Product is received and picked in one operation (movement); therefore the product never actually touches the ground within the warehouse. It is unloaded from one vehicle and re-loaded on an outbound vehicle. Related to Cross Docking

Pick-Up Order: A document indicating the authority to pick up cargo or equipment from a specific location.

Piggyback: Terminology used to describe a truck trailer being transported on a railroad flatcar.

Plan-Do-Check-Action (PDCA): In quality management, a four-step process for quality improvement. In the first step (plan), a plan to effect improvement is developed. In the second step (do), the plan is carried out, preferably on a small scale. In the third step (check), the effects of the plan are observed. In the last step (action), the results are studied to determine what was learned and what can be predicted. The plan-do-check-act cycle is sometimes referred to as the Shewhart cycle (because Walter A. Shewhart discussed the concept in his book Statistical Method from the Viewpoint of Quality Control) and as the Deming circle (because W. Edwards Deming introduced the concept in Japan; the Japa

Pooling: A shipping term for the practice of combining shipment from multiple shippers into a truckload in order to reduce shipping charges.

Port: A harbor where ships will anchor.

Postponement: The delay of final activities (i.e., assembly, production, packaging, etc.) until the latest possible time. A strategy used to eliminate excess inventory in the form of finished goods which may be packaged in a variety of configurations.

Preventative Maintenance (PM): Regularly scheduled maintenance activities performed in order to reduce or eliminate unscheduled equipment failures and downtime.

Process Improvement: Designs or activities, which improve quality or reduce costs, often through the elimination of waste or non-value-added tasks.

Procurement: The business functions of procurement planning, purchasing, inventory control, traffic, receiving, incoming inspection, and salvage operations. Synonym: Purchasing

Product Characteristics: All of the elements that define a product's character, such as size, shape, weight, etc.

Production Capacity: Measure of how much production volume may be experienced over a set period of time.

Profitability Analysis: The analysis of profit derived from cost objects with the view to improve or optimize profitability. Multiple views may be analyzed, such as market segment, customer, distribution channel, product families, products, technologies, platforms, regions, manufacturing capacity, etc.

Pro-Forma: A type of quotation or offer that may be used when first negotiating the sales of goods or services. If the pro-forma is accepted, then the terms and conditions of the pro-forma may become the request.

Promotion: The act of selling a product at a reduced price, or a buy one - get one free offer, for the purpose of increasing sales.

Protocol: Communication standards that determine message content and format, enabling uniformity of transmissions.

Public Warehouse: A business that provides short or long-term storage to a variety of businesses usually on a month-to-month basis. A public warehouse will generally use their own equipment and staff however agreements may be made where the client either buys or subsidizes equipment. Public warehouse fees are usually a combination of storage fees (per pallet or actual square footage) and transaction fees (inbound and outbound). Public warehouses are most often used to supplement space requirements of a private warehouse.

Purchasing: The functions associated with buying the goods and services required by the firm.

Q

Qualitative Forecasting Techniques: In forecasting, an approach that is based on intuitive or judgmental evaluation. It is used generally when data are scarce, not available, or no longer relevant. Common types of qualitative techniques include: personal insight, sales force estimates, panel consensus, market research, visionary forecasting, and the Delphi method. Examples include developing long-range projections and new product introduction.

Quality Control (QC): The management function that attempts to ensure that the

foods or services manufactured or purchased meet the product or service specifications.

Quarantine: In quality management, the setting aside of items from availability for use or sale until all required quality tests have been performed and conformance certified. In a best practice process, items in quarantine are tagged, logged, and kept in a secure area pending disposition.

Quick Response (QR): A strategy widely adopted by general merchandise and soft lines retailers and manufacturers to reduce retail out-of-stocks, forced markdowns and operating expenses. These goals are accomplished through shipping accuracy and reduced response time. QR is a partnership strategy in which suppliers and retailers work together to respond more rapidly to the consumer by sharing point-of-sale scan data, enabling both to forecast replenishment needs.

R

Rack: A storage device for handling material in pallets. A rack usually provides storage for pallets arranged in vertical sections with one or more pallets to a tier. Some racks accommodate more than one-pallet-deep storage. Some racks are static, meaning that the rack contents remain in a fixed position until physically moved. Some racks are designed with a sloped shelf to allow products to “flow” down as product in the front is removed. Replenishment of product on a flow rack may be from the rear, or the front in a “push back” manner.

Random-Location Storage: A storage technique in which parts are placed in any space that is empty when they arrive at the storeroom. Although this random method requires the use of a locator file to identify part locations, it often requires less storage space than a fixed-location storage method. Also see: Fixed-Location Storage

Rationing: The allocation of product among customers during periods of short supply. When price is used to allocate product, it is allocated to those willing to pay the most.

Raw Materials (RM): Crude or processed material that can be converted by manufacturing, processing, or combination into a new and useful product.

Receiving Dock: Distribution center location where the actual physical receipt of the purchased material from the carrier occurs.

Refrigerated Carriers (Reefer): Truckload carriers designed to keep perishables good refrigerated. The food industry typically uses this type of carrier.

Reengineering: 1) A fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance. 2) A term used to describe the process of making (usually) significant and major revisions or modifications to business processes. 3) Also called Business Process Reengineering.

Replenishment: The process of moving or re-supplying inventory from a reserve (or upstream) storage location to a primary (or downstream) storage or picking location, or to another mode of storage in which picking is performed.

Resources: Economic elements applied or used in the performance of activities or to directly support cost objects. They include people, materials, supplies, equipment, technologies and facilities. Also see: Resource Driver, Capacity

Return Disposal Costs: The costs associated with disposing or recycling products that have been returned due to End-of-Life or Obsolescence.

Reverse Engineering: A process whereby competitors' products are disassembled & analyzed for evidence of the use of better processes, components & technologies

Roll-On-Roll-Off (RO-RO): A type of ship designed to permit cargo to be driven on at origin and off at destination; used extensively for the movement of automobiles.

Root Cause Analysis: Analytical methods to determine the core problem(s) of an organization, process, product, market, etc.

S

Safety Stock: The inventory a company holds above normal needs as a buffer against delays in receipt of supply or changes in customer demand.

Salvage Material: Unused material that has a market value and can be sold.

Scenario Planning: A form of planning in which likely sets of relevant circumstances are identified in advance, and used to assess the impact of alternative actions.

Scrap Material: Unusable material that has no market value.

Seasonality: A repetitive pattern of demand from year to year (or other repeating time interval) with some periods considerably higher than others. Seasonality explains the fluctuation in demand for various recreational products which are used during different seasons. Also see: Base Series

Shelf Life: The amount of time an item may be held in inventory before it becomes unusable. Shelf life is a consideration for food and drugs which deteriorate over time, and for high tech products which become obsolete quickly.

Shipper: The party that tenders goods for transportation.

Shipping: The function that performs tasks for the outgoing shipment of parts, components, and products. It includes packaging, marking, weighing, and loading for shipment.

Short-Haul Discrimination: Charging more for a shorter haul than for a longer haul over the same route, in the same direction, and for the same commodity.

Short Shipment: Piece of freight missing from shipment as stipulated by documents on hand.

Shrinkage: Reductions of actual quantities of items in stock, in process, or in transit. The loss may be caused by scrap, theft, deterioration, evaporation, etc.

Sortation: Separating items (parcels, boxes, cartons, parts, etc.) according to their intended destination within a plant or for transit.

Split Delivery: A method by which a larger quantity is ordered on a purchase order to secure a lower price, but delivery is divided into smaller quantities and spread out over several dates to control inventory investment, save storage space, etc.

Stable Demand: Products for which demand does not fluctuate widely at specific points during the year.

Stock Out: A term used to refer to a situation where no stock was available to fill a request from a customer or production order during a pick operation. Stock outs can be costly, including the profit lost for not having the item available for sale, lost goodwill, substitutions. Also referred to Out of Stock (OOS)

Straight Truck: A truck which has the driver's cab and the trailer combined onto a single frame. Straight trucks do not have a separate tractor and trailer. The driving compartment, engine and trailer are one unit.

Stretch Wrap: Clear plastic film that is wrapped around a unit load or partial load of product to secure it. The wrap is elastic.

Supplier: 1) A provider of goods or services. Also see: Vendor 2) A seller with whom the buyer does business, as opposed to vendor, which is a generic term referring to all sellers in the marketplace.

Supply Chain: 1) starting with unprocessed raw materials and ending with the final customer using the finished goods, the supply chain links many companies together. 2) the material and informational interchanges in the logistical process stretching from acquisition of raw materials to delivery of finished products to the end user. All vendors, service providers and customers are links in the supply chain.

Supply Chain Management (SCM) as defined by the Council of Supply Chain Management Professionals (CSCMP): "Supply Chain Management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. Supply Chain Management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance and information technology."

Supply Warehouse: A warehouse that stores raw materials. Goods from different suppliers are picked, sorted, staged, or sequenced at the warehouse to assemble plant orders.

SWOT Analysis: An analysis of the strengths, weaknesses, opportunities, and threats of and to an organization. SWOT analysis is useful in developing strategy.

T

Tank Cars: Rail cars that are designed to haul bulk liquids or gas commodities.

Tare Weight: The weight of a substance, obtained by deducting the weight of the empty container from the gross weight of the full container.

Tender: The document which describes a business transaction to be performed.

Touch Labor: The labor that adds value to the product - assemblers, welders etc. This does not include indirect resources such as material handlers (mover and stage product, mechanical and electrical technicians responsible for maintaining equipment).

Tracing: Determining where a shipment is during the course of a move.

Traceability: 1) The attribute allowing the ongoing location of a shipment to be determined. 2) The registering and tracking of parts, processes, and materials used in production, by lot or serial number.

Tractor: The tractor is the driver compartment and engine of the truck. It has two or three axles.

Traffic Management: The management and controlling of transportation modes, carriers and services.

Trailer: The part of the truck that carries the goods.

Transit Inventory: Inventory in transit between manufacturing and stocking locations, or between warehouses in a distributed warehousing model. Also see: In-transit Inventory

Transit Time: The total time that elapses between a shipment's pickup and delivery.

Transportation Mode: The method of transportation: land, sea, or air shipment.

Trend: General upward or downward movement of a variable over time such as demand for a product. Trends are used in forecasting to help anticipate changes in consumption over time.

Twenty-foot Equivalent Unit (TEU): Standard unit for counting containers of various capacities and for describing the capacities of container ships or terminals. One 20 Foot ISO container equals 1 TEU. One 40 Foot ISO container equals two TEU.

U

Up charges: Charges added to a bill, particularly a freight bill, to cover additional costs that were not envisioned when a contract was written. These might include costs related to rapidly increasing fuel charges or costs related to government mandates. See also: Accessorial Charges

Validation: To check whether a document is the correct type for a particular EDI system, as agreed upon by the trading partners, in order to determine whether the document is going to or coming from an authorized EDI user.

Value Added: Increased or improved value, worth, functionality or usefulness.

Variable Cost: A cost that fluctuates with the volume or activity level of business.

Velocity: Rate of product movement through a warehouse

Vendor: The manufacturer or distributor of an item or product line. Also see: Supplier

Vessel: A floating structure designed for transport.

Viral Marketing: The concept of embedding advertising into web portals, pop-ups and as e-mail attachments to spread the word about products or services that the target audience may not otherwise have been interested in.

W

Warehouse: Storage place for products. Principal warehouse activities include receipt of product, storage, shipment, and order picking.

Warehousing: The storing (holding) of goods

Warehouse Management System (WMS): The systems used in effectively managing warehouse business processes and direct warehouse activities, including receiving, put-away, picking, shipping, and inventory cycle counts. Also includes support of radio-frequency communications, allowing real-time data transfer between the system and warehouse personnel. They also maximize space and minimize material handling by automating put-away processes.

Warranty Costs: Includes materials, labor, and problem diagnosis for products returned for repair or refurbishment.

Wave Picking: A method of selecting and sequencing picking lists to improve the efficiency of picking and minimize the waiting time of the delivered material. Shipping orders may be picked in waves combined by a common product, common carrier or destination, and manufacturing orders in waves related to work centers. Picked materials would then be consolidated by ship location during the packaging / shipping process.

Waybill: Document containing description of goods that are part of common carrier freight shipment. Show origin, destination, consignee/consignor, and amount charged. Copies travel with goods and are retained by originating/delivering agents. Used by carrier for internal record and control, especially during transit. Not a transportation contract.

Weight-losing raw material: A raw material that loses weight in processing.

Work-in-Process (WIP): Parts and subassemblies in the process of becoming completed finished goods. Work in process generally includes all of the material, labor and overhead charged against a production order which has not been absorbed back into inventory through receipt of completed products.

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GRAMMAR

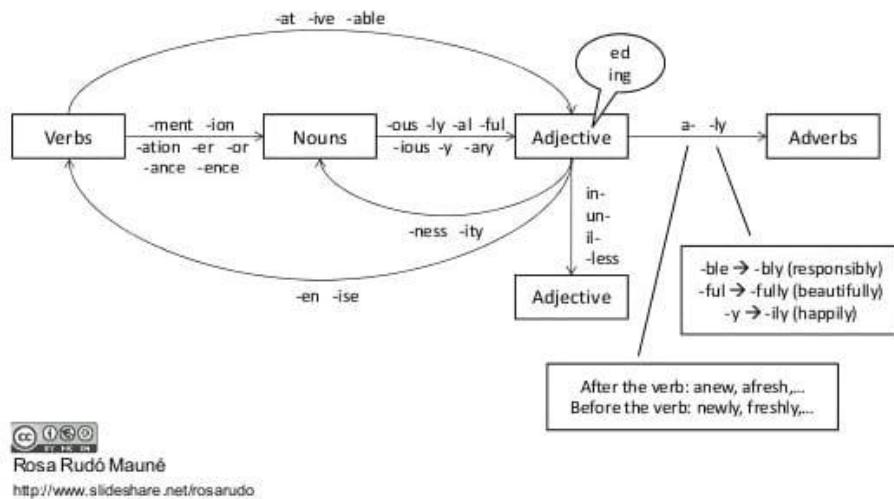
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1. WORD FORMATION

WORD FORMATION (CAE)

Version 2



There are four main kinds of word formation: prefixes, suffixes, conversion and compounds.

Prefixes

We add prefixes before the base or stem of a word.

examples	prefixes
<i>monorail, monolingual</i>	<i>mono-</i> means 'one'
<i>multipurpose, multicultural</i>	<i>multi-</i> means 'many'
<i>post-war, postgraduate</i>	<i>post-</i> means 'after'
<i>unusual, undemocratic</i>	<i>un-</i> means 'not' or 'opposite to'

Suffixes

We add suffixes after the base or stem of a word. The main purpose of a suffix is to show what class of word it is (e.g. noun or adjective).

examples	suffixes
<i>terrorism, sexism</i>	-ism and -dom are used to form nouns
<i>employer, actor</i>	-er and -or are used to form nouns to describe people who do things
<i>widen, simplify</i>	-en and -ify are used to form verbs
<i>reasonable, unprofitable</i>	-able is used to form adjectives
<i>unhappily, naturally</i>	-ly is a common suffix used to form adverbs

Conversion

Conversion involves the change of a word from one word class to another. For example, the verbs *to email* and *to microwave* are formed from the nouns *email* and *microwave*:

*Can you text her? (verb from noun *text*, meaning *to send a text-message*)*

*They are always jetting somewhere. (verb from noun *jet*)*

*If you're not careful, some downloads can damage your computer. (noun from verb *download*)*

OK, so the meeting's on Tuesday. That's a definite. (noun from adjective)

It's a very big if and I'm not at all sure we can afford it. (noun from conjunction, meaning 'it's not at all certain')

All companies have their ups and downs. (nouns from prepositions)

We also use conversion when we change a proper noun into a common noun:

Has anybody seen my Dickens? (copy of a book by Dickens)

Compounding

When we use compounding, we link together two or more bases to create a new word. Normally, the first item identifies a key feature of the second word. For example, the two bases *back* and *ache* can combine to form the compound noun *backache*, and the two bases *post* and *card* combine to form the compound noun *postcard*.

Compounds are found in all word classes. The most common types of compounds are:

Nouns: *car park, rock band*

Adjectives: *heart-breaking, sugar-free, airsick*

Verbs: *oven-bake, baby-sit, chain-smoke*

Adverbs: *good-naturedly, nevertheless*

It is sometimes difficult to know where to put hyphens in words that are compounded. It is also difficult to know whether to separate words (e.g. *post box*) or to join the words (e.g. *post-box*). In such cases, it is best to check in a good learner's dictionary.

Abbreviation

Abbreviation involves shortening a word. We do this in three main ways: clipping, acronyms and blends.

We use clipping when we shorten or 'clip' one or more syllables from a word. We also commonly clip proper names for people:

ad: advertisement, advert

lab: laboratory

Matt: Matthew

Acronyms are a type of abbreviation formed when the initial letters of two or more words are combined in a way that produces consonant and vowel sequences found in words. Acronyms are normally pronounced as words:

RAM: random access memory (RAM is a term used to describe a computer's memory.)

Initials are similar to acronyms but are pronounced as sets of letters, not as words:

WHO: World Health Organisation, pronounced *W-H-O*

CD: compact disc, pronounced *C-D*

We form blends when we combine parts of existing words to form a new word:

blog: blend of *web* and *log*

motel: blend of *motor* and *hotel*

smog: blend of *smoke* and *fog*

Back-formation

We form words with back-formation when we remove part of a word, usually something which we think is a suffix (or occasionally a prefix). We do this commonly when we form verbs from nouns.

For example: *to liaise* (back-formed from the noun *liaison*); *to intuit* (back-formed from the noun *intuition*), *to enthuse* (back-formed from the noun *enthusiasm*):

Can you liaise with Tim and agree a time for the meeting, please?

She's always enthusing about her new teacher.

Loan words and new words

Loan words

Loan words are words that are borrowed from other languages. Some recent loan words for food taken from other languages include: *sushi*, *tapas*, *chapatti*, *pizza*. When we use loan words, we do not normally change them, though we do sometimes inflect them if they are singular countable nouns (*pizzas*, *chapattis*). We also sometimes pronounce them more like English words, instead of using their original pronunciation.

New words

Some prefixes are commonly used to create new words. In modern English the prefix *e-* is used to create new words that are connected with the Internet and the use of the Internet:

e-bank, e-cards, e-commerce, e-learning

Almost any noun may potentially combine with any other noun to form new noun compounds (e.g. *computer virus*, *carbon footprint*, *quality time*).

Noun	Verb	Adjective	Adverb
addition	add	additional	additionally
accident		accidental	accidentally
admiration	admire		
adjustment	adjust		
advice	advise		
(dis)advantage		(dis)advantaged	
actor/actress/action/activity	act	active/inactive	(in)actively
amusement	amuse	amused/amusing	
amazement	amaze	amazing/amazed	
asia		asian	
association	associate		
arrival	arrive		
astonishment	astonish	astonishing/astonished	
attendance/attender	attend	attendant	
attraction	attract	attractive	attractively
anxiety		anxious	anxiously
advertisement	advertise		
annoyance	annoy		
announcement	announce		
agreement/disagreement	(dis)agree	agreeable/disagreeable	
arrangement	arrange		
(dis)appearance	(dis)appear		
adequacy		adequate	
accommodation	accommodate		
adjustment	adjust		
admiration	admire	admiring	admiringly
application	apply	applicable	
ability	enable	(dis)able	
argument	argue		
admission	admit		
accuracy		accurate	accurately
behavior	behave		
belief/unbelief	believe	(un)believable	
		good->better->best	well
		bad-> worse ->worst	badly
boredom	bore	boring/bored	boringly
beginning/beginner	begin/began/begun		
beauty	beautify	beautiful	

Use the word in capitals to form a new word that fits into each blank!

1. People with have been campaigning for better access to public buildings (ABLE).
2. When I heard what the company was paying I accepted the job without (HESITATE).
3. Young children are so when it comes to painting and drawing (CREATE).
4. In , I would like to congratulate your daughter on her graduation. (ADD)
5. Experts expect these weather conditions to continue until the end of the week (STORM).

6. The government announced that it was working on a solution to the problem (HOUSE).
7. I couldn't stop laughing when I saw the on TV last night (ADVERTISE).
8. The installation of a new department will definitely help the company become more (PROFIT).
9. The charge in the restaurant is 25 % of the total bill. (SERVE)
10. Your brother said that the show would be great. But I found it and was bored by the end (EXCITE).
11. Many of the houses are considered to be and will be torn down by the end of the month. (SAFE)
12. The leader of the trade union campaigned for re-election. In the end he was beaten by 12 points. (SUCCESS)

2. COMPARISON OF ADJECTIVES

Comparison of adjectives

Sample sentences

Working in a factory is more dangerous than working in a chemical laboratory.

There is a higher risk of accidents in a factory than in a chemical laboratory.

Flammable materials have a lower flash point and must be handled with more care.

A bipolar transistor is the most common form of transistor.

A bit is the smallest unit of binary data.

Form

Many *adjectives* have three forms: positive, comparative and superlative.

Manson's factory is noisy. (positive adjective)

Burton's factory is noisier than Manson's. (comparative adjective)

Denham's factory is the noisiest. (superlative adjective)

- 1 If the positive adjective has one syllable, we form the comparative by adding *-er* and the superlative by adding *-est*:

<i>positive</i>	<i>comparative</i>	<i>superlative</i>
safe	safer	safest
clean	cleaner	cleanest

If we compare two objects, we use *than* in the comparison:

Burton's factory is noisier than Manson's.

If we compare more than two objects, we use *the* in the superlative.

Denham's factory is the noisiest.

- 2 If the positive adjective has two syllables and ends in *-y*, *-ow* or *-le*, we form the comparative by adding *-er* and the superlative by adding *-est*:

<i>positive</i>	<i>comparative</i>	<i>superlative</i>
healthy	healthier*	healthiest*
narrow	narrower	narrowest
simple	simpler	simplest

*in two syllable adjectives ending in *-y*, the *-y* changes to *-i* in the comparative and the superlative.

- 3 For other adjectives with two syllables or more, we form the comparative with *more* and the superlative with *most*:

<i>positive</i>	<i>comparative</i>	<i>superlative</i>
dangerous	more dangerous	most dangerous
flammable	more flammable	most flammable

- 4 There is a small group of adjectives with irregular comparative and superlative forms:

<i>positive</i>	<i>good</i>	<i>bad</i>	<i>little</i>	<i>much</i>	<i>far</i>
<i>comparative</i>	<i>better</i>	<i>worse</i>	<i>less</i>	<i>more</i>	<i>farther/furthest</i>
<i>superlative</i>	<i>best</i>	<i>worst</i>	<i>least</i>	<i>most</i>	<i>farthest/furthest</i>

Uses

- If we compare two objects, we use *than* in the comparison:
TV's today are smaller than ever before.
- If we compare more than two objects, we use *the* in the superlative:
Today we have the cheapest and the most reliable electronic appliances.

Five of the sentences below contain a mistake. Find the mistake and correct it.

- This silk fabric is the best quality we produce.
- Following the fire, many more people have been affected by smoke as we had originally thought.
- Pollution of the ground is most serious in area A than in area B.
- Please wear ear protection because it's noisier here than in the other areas.
- The locked cabinet contains some of most poisonous chemicals there are.
- That was the loudest explosion I've ever heard.
- These chemicals should be kept in good containers than these.
- Sending the goods by air is certainly the most quick but it's also the most expensive.

3. PRESENT SIMPLE

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative
I eat	I don't eat	Do I eat?	Don't I eat?
You eat	You don't eat	Do you eat?	Don't you eat?
He/she/it eats	He/she/it doesn't eat	Does he/she/it?	Doesn't he/she/it eat?

Do not = don't

Used with adverbs: ALWAYS, NEVER, SOMETIMES, OFTEN, RARELY, EVERY DAY, ON MONDAYS,

Used to express present habits, repeated actions, facts, general truth.

4. PRESENT CONTINUOUS

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative
I am eating	I'm not eating	Am I eating?	Am I not eating?
You are eating	You aren't eating	Are you eating?	Aren't you eating?
He is eating	He isn't eating	Is he eating?	Isn't he eating?

Is not = isn't; are not = aren't

Used with adverbs: NOW, AT THE MOMENT, TODAY, THIS WEEK

Used to express an activity going on at the moment of speaking or an activity happening for a limited period.

State verbs never used in continuous form:

1. verbs expressing mental activity: UNDERSTAND, KNOW, BELIEVE, THINK, MEAN

2. verbs of the five senses: SEE, SMELL, TASTE, HEAR, FEEL

3. verbs of emotion: LOVE, LIKE, DISLIKE, HATE, WANT, WISH

4. verbs of possession: HAVE, OWN, BELONG

5. certain other verbs: COST, CONTAIN, NEED, DEPEND, CONSIST, SEEM

Exercises: Insert the correct form: Present Simple or Present Continuous.



1. Look at that man. He _____(try) to break into the car. Let's call the police.

2. My best friend _____(live) in the area and _____(know) people there quite well.

3. What _____ your father _____(do)? He _____(be) a pharmacist and _____(work) for a big multinational

company.

4. I never _____ (take) coffee with sugar, for me it _____ (taste) awful.

5. Where _____ you usually _____ (do) your shopping? I always _____ (go) to one of the big shopping centres where I _____ (get) everything I need.

6. Why _____ you _____ (make) such a noise? Please, be quiet, I _____ (study) for my mathematics exam.

7. How often _____ he _____ (check) his incoming mail? He _____ (read) it every two hours.

8. Where _____ you _____ (go)? I _____ (have) a meeting with my future boss.

9. Why _____ he _____ (drive) so fast? He usually _____ (not drive) like a maniac.

10. What _____ you _____ (think) about your new teacher. I _____ (dislike) her very much indeed.

11. _____ you _____ (hear) the noise in the neighbouring room? Yes, this must be that young couple who _____ (quarrel) so very often.

12. I _____ (see) that you _____ (wear) a very elegant dress. What's the occasion? I _____ (have) an interview for a job and I _____ (want) to look smart and elegant.

13. She _____ (not like) him because he always

_____ (talk) only about his job and nothing else.

14. This pie _____ (taste) delicious. How _____ you _____ (make) it.

15. She _____ (love) her family so much that you can't expect her to do that now.

16. He _____ (not want) to help me though he _____ (know) what kind of troubles I have.

17. I _____ (see) you _____ (have) a new car.

18. Don't disturb her right now. She _____ (have) a rest after a tiring day at her office.

19. My sister _____ (have) an interview for a new job and she really _____ (wish) to get it.

20. I _____ (see) a dentist in the afternoon, the pain is so awful that I really can't stand it any longer.

21. Mother _____ (know) what _____ (happen) with you these days.

22. This book _____ (belong) to my sister and she _____ (not want) to lend it to anyone.

23. Which ingredients _____ this recipe _____ (contain)?

24. _____ you _____ (believe) what he _____ (say) right

now? No, I _____ (not believe) him a word, he is a professional liar.

25. I _____ (chat) with my colleagues right now, we _____ (make) plans for our travel to Mexico.

26. How much _____ it _____ (cost) to come by taxi? I
_____ (not wish) to be late for the meeting.

27. Who _____ she _____ (live) with? She _____
(not discuss) her private life with people she _____ (not know) really well.

28. My sister _____ (come) back from her long stay in America.
I _____ (look forward to) her return.

29. She _____ (not want) you to go there, how _____ you usually
_____ (succeed) in persuading her?

30. What time _____ you _____ (leave) tomorrow. Shall I take you to the
airport or _____ your chauffeur _____ (come) to pick you up?

31. She _____ (have) a dog which never _____ (bark), he is such a friendly creature.

32. Nowadays it _____ (get) hotter and hotter in summer. _____
you _____ (believe) that the earth _____ really (warm up)?

33. The flight from Ljubljana to London _____ (last) two hours and it
_____ (not cost) as much as it used to

Homework Nr 1: Present Simple and Continuous?

1. _____ you _____ (have) traffic wardens in your country? No, I _____ (not think) so. You _____ (not see) them in my town anyway. What exactly _____ a traffic warden _____ (do)? He _____ (walk) up and down the street and if a car _____ (stay) too long at a parking place or _____ (park) in a no-parking area he _____ (stick) a parking ticket to the windscreen.
2. Look, he _____ (put) a ticket on Tom's car. Tom will be furious when he _____ (see) it. He _____ (hate) getting parking tickets.
3. I _____ (want) to buy a fur coat. _____ you _____ (have) any nice coats for about 2000 €. I'm afraid we _____ just _____ (close) madam. It's 7,55, and we always _____ (close) at 8,00 sharp on Fridays as Mr Jones, the manager _____ (not want) to miss his favourite TV programme.
4. It is a Friday and the Brown family are at home. Mrs Brown _____ (listen) to a concert on TV. Mr Brown _____ (read) a paper. Gorge _____ (do) his homework and Ann _____ (play) computer games
- .
5. Mr Brown always _____ (read) his newspapers in the evenings. Mrs Brown sometimes _____ (watch) TV but she _____ (not watch) it tonight.
6. Mr Black often _____ (go) to the theatre, but his wife _____ (not go) very often. He _____ (like) all sorts of plays. She _____ (prefer) comedies.
7. Tonight they _____ (watch) a very modern comedy. They _____ (enjoy) it, but they _____ (not understand) some of the jokes.
8. What _____ (happen) in your class ? _____ The teacher _____ (give) lectures every day? No. He _____ (give) one lecture a week, and on the other days he _____ (show) films and _____ (discuss) books with us.
9. Why _____ that man _____ (stand) in the middle of the road? He _____ (try) to get across. He _____ (wait) for a gap in the traffic. Why _____ he _____ (not use) the subway? Lots of people _____ (not bother) to use the subway. They _____ (prefer) to risk their lives crossing here.

10. You _____(wear) a new coat, aren't you? Yes, ____ you _____ (like) it?
The colour _____(suit) you, but it _____(not fit) you very well. It's much
too big.

11. All guides here _____(speak) at least three foreign languages, because a lot of
foreign visitors _____(come) every summer.

12. Paul _____(take) a party of French tourists round now and tomorrow an
American party _____(come).

13. Englishmen very seldom _____(talk) on the underground. They
_____ (prefer) to read their newspapers.

14. Those two men in the corner _____(talk), but they _____
_____ (not talk) English.

15. Jones and Co. _____ (have) a sale at the moment. Shall we look in on our way
home? I'd love to, but I'm afraid I won't have time. I _____(meet) Tom at 5,30.
____ you often _____(go) out with Tom ?

16. I usually _____ (go) by train, but this weekend I _____(go) by bus. It
_____ (take) longer but it _____(cost) less.

17. Ann on telephone: _____ you _____(do) anything at the moment, Sally? Sally:
Yes, I _____(pack), I _____(catch) a plane to NY in three hours' time. Ann:
Lucky girl! How long _____ you _____ (stay) in NY?

18. ____you _____(go) out tonight? No, I _____(stay) at home. The
neighbours _____(come) in to watch TV. ____you _____(invite) the
neighbours often? No, but they _____(invite) themselves whenever there is a good
program .

19. I _____ just _____(go) out to get an evening newspaper. But it
_____ (pour). Why _____ you _____(not wait) for the rain to stop.

20. Tom _____(get) up very early, but he _____(wash) and

_____ (get) his breakfast so quietly that I _____ (not hear) a thing. But I _____ (hear) him driving away from house because his car _____ (make) a lot of noise.

21. My brother _____ (get) up very early too. But he _____ (make) such a lot of noise that he _____ (wake) everybody up. He _____ (sing) in his bath and _____ (drop) things in the kitchen and _____ (play) the radio very loudly. Why _____ you _____ (not ask) him to be a bit quieter? I _____ (mention) it every night, but it _____ (not do) any good. He _____ (say) that he _____ (not make) a sound, and I _____ (think) that he really _____ (believe) it.

22. _____ you _____ (see) that man at the corner? He _____ (keep) stopping people and asking questions . _____ you _____ (think) he _____ (ask) for directions? No, I _____ (expect) he _____ (make) a survey.

How _____ you _____ (make) a survey? You _____ (stop) people and _____ (ask) them questions and _____ (write) the answers on a report sheet.

23. In most countries a child _____ (start) school at six and _____ (stay) for about five years in a primary school. Then he _____ (move) to a secondary school. At 17 or 18 he _____ (take) an exam. If he _____ (do) well in this exam he can go on to university if he _____ (wish) .

24. My daughter never _____ (call) me, so I never _____ (know) what she _____ (do). _____ your son _____ (keep) in touch with you?

Yes I _____ (hear) from him every week . He _____ (seem) to like sending messages

5. PAST SIMPLE

Form:

Affirmative Interrogative?	Negative	Interrogative	Negative-
I ate	I didn't eat	Did I eat?	Didn't I eat?
You ate	You didn't eat	Did you eat?	Didn't you eat?
He/she/it ate	He/she/it didn't eat	Did he/she/it?	Didn't he/she/it eat?

Did not = didn't

Used with adverbs: YESTERDAY, LAST NIGHT, A WEEK AGO, IN JANUARY, ON MONDAY,

Used to express past activity which happened at a definite period of time in the past.

6. PAST CONTINUOUS

Form:

Affirmative Interrogative?	Negative	Interrogative	Negative-
I was eating	I wasn't eating	Was I eating?	Was I not eating?
You were eating eating?	You weren't eating	Were you eating?	Weren't you
He was eating eating?	He wasn't eating	Was he eating?	Wasn't he

Was not = wasn't; were not = weren't

Used with adverbs: ALL DAY YESTERDAY, FROM EIGHT TO TEN, WHEN, WHILE

Used to express an activity going on for a longer period of time in the past, or an activity in progress and interrupted by another activity. It is also used for descriptions.

PAST CONTINUOUS



Exercises: Insert the correct form: Past Simple or Past Continuous?

I was giving a presentation when John came in.



1. While I _____ (read) the mail, I _____ (find) this piece of information.
2. She _____ (drive) on the motorway when she _____ (see) her best friend in the car which _____ (overtake) her.
3. They _____ (fall) in love while they _____ (celebrate) Peter's birthday.
4. I _____ (look for) the lease contract when I _____ (come across) these important documents.

5. He _____ (walk) aimlessly around town when he _____
(meet) his friends who _____ (tell) him the great news.
6. He _____ (queue up) for the bus and _____ (make) plans
for that day when all of a sudden he _____ (get) a heart attack.
7. We _____ (drink) our coffee at the coffee shop when a bomb
_____ (explode) in the neighbouring shop.
8. He _____ (play) the piano while she _____ (read) a
book. Suddenly the door _____ (open) and their two sons
_____ (end) that short moment of peace.
9. When she _____ (have) that job at the factory she
_____ (meet) completely different people.
10. She _____ (do) her morning exercises when police who _____
(investigate) a murder case _____ (burst) into her house.
11. Police _____ (catch) him while he _____ (try) to break into a house.
12. The children _____ (play) happily in the garden while their mother
_____ (prepare) dinner.
13. We _____ (wait) for the open air theatre show to begin when it
_____ (begin) to rain.
14. Participants _____ (listen) to the lecturer. Some _____ (take)
notes while others _____ just carefully _____ (follow) his presentation.
15. I _____ (tidy) the flat all day and _____ (do) most of the
chores which was a good excuse to go out in the evening.

16. Slowly the snow _____ (get) thicker and thicker and little birds
 _____ (have) practically no chance to find any food.
17. The artist _____ (paint) his portrait and _____ (think)
 about his miserable life.
18. I _____ (try) hard to explain the situation, but he _____ (show)
 no interest at all.
19. He _____ (follow) her all the morning but still _____ (not
 be able to) find out who she really was.
20. The burglars _____ (break) into their house while they _____ (be
 away) on holidays and _____ (take) all their jewellery.

Homework Nr 2: Past Simple or Continuous?

1. Peter and Ann _____ (decide) to redecorate their sitting-room themselves. They
 _____ (choose) cream paint for woodwork and apricot for the walls. When John
 _____ (look in) to see how they _____ (get), Ann
 _____ (mix) the paint, and Peter _____
 (wash) down walls. They _____ (be) glad to see John and _____ (ask) if he
 _____ (do) anything special that day. He hastily _____ (reply) he
 _____ (go) to the theatre and _____ (go) away at once, because he
 _____ (know) they _____ (look) for someone to help them. They
 _____ (begin) painting, but _____ (find) the walls _____ (be) too wet.
 While they _____ (wait) for the walls to dry, Ann
 _____ (remember) she _____ (have) a phone call to make. Peter
 _____ (start) painting while she _____ (telephone), and
 _____ (do) a whole wall before Ann _____ (come) back. He
 _____ (grumble) that she _____ always _____ (telephone). Ann
 _____ (retort) that Peter _____ always _____ (complain). They _____
 (work) in silence for some time. Just as they _____ (start) the third wall,
 the doorbell _____ (ring). It _____ (be) friend of Peter's who _____ (want) to
 know if Peter _____ (play) golf following weekend. He _____ (stay) talking to Peter
 in the hall while Ann _____ (go) on painting. At last he _____ (leave). Peter
 _____ (return), expecting Ann to say something about friends who _____ (come)
 and _____ (waste) valuable time talking about golf. But Ann nobly _____ (say)
 nothing. Then Peter _____ (think) he would do the ceiling. He _____ just

_____ (climb) the step ladder when doorbell _____ (ring) again . Ann _____ (say) she _____ (get) tired of interruptions but _____ (go) and _____ (open) the door. It _____ (be) the postman with the letter from her aunt Mary, saying she _____ _____ (come) to spend a weekend with them and _____ (arrive) that evening at 6.30.

2. He _____ (sit) on the bank fishing when he _____ (see) a man's hat floating down the river . It _____ (seem) strangely familiar.

3. It _____ (snow) heavily when he _____ (wake) up. He _____ (remember) that Jack _____ (come) for lunch and _____ (decide) to go down the station to meet him in case he _____ (lose) his way in the snowy lanes.

4. When I _____ (reach) the street I _____ (realise) that I _____ (not know) the number of Tom's house . I _____ (wonder) what to do about it when Tom himself _____ (tap) me on the shoulder.

5. As the goalkeeper _____ (run) forward to seize that ball a bottle _____ (strike) him on the shoulder.

6. I _____ (look) through the classroom window. A geometry lesson _____ (go) on . The teacher _____ (draw) diagrams on a blackboard .

Most of the boys _____ (listen) to the teacher but a few _____ (whisper) to each other, and Tom _____ (read) a history book.

Tom _____ (hate) mathematics; he _____ always _____ (read) history during his mathematics lesson.

7. Everyone _____ (read) quietly when suddenly the door _____ (burst) open and a complete stranger _____ (rush) in.

8. I _____ (go) to Jack's house but I _____ _____ (not find). His mother _____ (say) that she _____ _____ (not know) what he _____ (do) but _____ (think) he probably _____ (play) football.

9. This used to be a station and all London trains _____ (stop) here.

But two years ago they _____ (close) the station and _____

(give) us a bus service instead.

10. She _____ (promise) not to report me to the police but ten minutes later I _____ (see) her talking with policeman and from the expression on his face I am sure she _____ (tell) him about it.

11. I _____ (pick) up the receiver and _____ (dial) a number .

To my surprise I _____ (find) myself listening to an extraordinary conversation. Two men _____ (plan) to kidnap the Prime Minister.

12. I _____ (meet) Paul at the university. We _____ (be) both in the same year. He _____ (study) law, but he _____ (not be) very interested in it and _____ (spend) most of his time practising the flute.

13. The train just _____ (start) when the door _____ (open) and two panting passengers _____ (leap) in.

14. What _____ you _____ (do) between 9,00 and 10,00 yesterday? _____ (say) the detective. I _____ (clean) my house; said Mrs Jones. I always clean my house on Saturday mornings.

15. They _____ (build) that bridge when I _____ (be) here last year . They haven't finished it yet.

16. The dentist's waiting room was full of people. Some _____ (read) magazines, others _____ just _____ (turn) over pages. A woman _____ (knit), a child _____ (play) with a toy car.

Suddenly the door _____ (open) and the nurse _____ (say):'Next, please'

17. The house next to yours _____ (be) full of policemen and police dogs yesterday. I _____ (hear) that they _____ (look) for drugs.

_____ they _____ (find) any? Yes, I believe one of dogs _____ (discover) some cannabis .

18. A traffic warden _____ just _____ (stick) a parking ticket to my windscreen when I _____ (come) back to the car. I _____ (try) to persuade him to tear it up but he _____ (refuse).

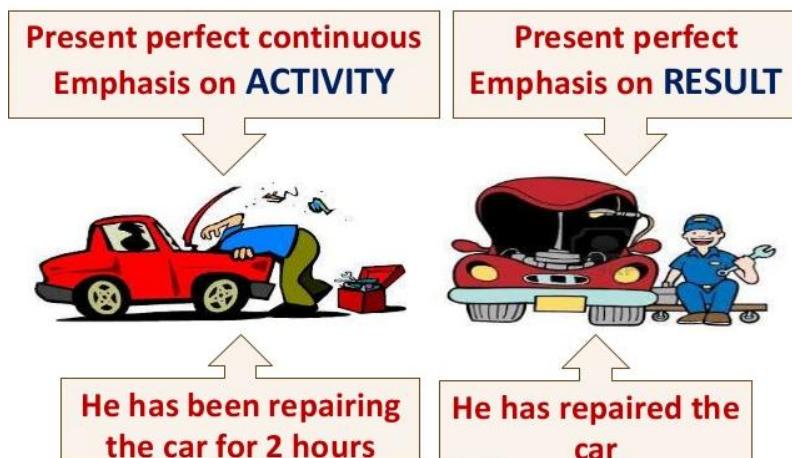
19. Ann works in the branch where the big robbery _____ (take) place.

She _____ actually _____ (work) there at the time of the raid.

20. When Ann _____ (say) that she _____ (come) to see me the next day, I _____ (wonder) what flowers she would bring. She always brings flowers.

21. While I _____ (wonder) to buy the dress or not, someone else _____ (come) and _____ (buy) it.

7. PRESENT PERFECT SIMPLE



Form:

Affirmative Interrogative?	Negative I have eaten He has eaten	Interrogative Have I eaten? Has he eaten?	Negative- Haven't I eaten? Hasn't he eaten?

Have not = haven't Has not = hasn't

Used with adverbs: JUST, ALREADY, EVER, NEVER, YET, RECENTLY, LATELY, FOR, SINCE

Used to express past activity which began in the past and still continues or has just finished and we are interested in its result, experience.

8. PRESENT PERFECT CONTINUOUS

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative?
I have been eating	I haven't been eating	Have I been eating?	Haven't I been eating?
He has been eating	He has not been eating	Has he been eating?	Hasn't he been eating?

Has not = hasn't; have not = haven't

Used with adverbs: FOR, SINCE, ALL DAY, FOR AGES

Used to express an activity which began in the past and is still continuing or has just finished and we wish to emphasise its duration and result.

Translate typical situations where Present Perfect Simple is used.

1. Ravnokar sem jih videl.
2. Še nikoli nisem bil v Ameriki.
3. Ali si že kdaj jedel suši?
4. Koliko knjig si že prebral.
5. Nisem še končal svojega dela.
6. Poznam ga že deset let.

- 7. Tu sem že od leta 1990.**
- 8. Nisem še imel tako dobrih sodelavcev.**
- 9. Ravnokar so odprli novo trgovino.**
- 10. Si že kdaj videl eskima?**
- 11. Nisem še pomil oken.**
- 12. Pravkar se je vrnila.**
- 13. Izgubila sem ključe.**
- 14. Pozabila sem torbico.**
- 15. To je najboljši film, ki sem ga kdaj koli videl.**
- 16. Nisi se dovolj naučil.**
- 17. Ste napisali vse svoje naloge?**
- 18. Na to nisem nikoli pomislil.**
- 19. Pravkar sem ti poslal sporočilo.**
- 20. Nisem še odprl svoje pošte.**
- 21. To je najslabši roman, ki sem ga kadarkoli bral.**
- 22. Ste se že vselili v novo hišo?**
- 23. Nismo še slišali za to.**
- 24. Ravnokar se je odločil.**

Translate typical situations where Present Perfect Simple or Continuous is used.

1. Cel dan že proučujemo vaše dokumente, a se še nismo odločili.
2. Njegov telefon zvoni že celo dopoldne, ali še ni prišel?
3. Celo leto že potuje po svetu, videl je veliko dežel in srečal mnogo ljudi.
4. Še nikoli nisem imel takšnega problema, četudi delam na tem področju že 15 let.
5. Revizorji že 3 dni pregledujejo dokumente, pa niso še ničesar odkrili.
6. Ste že oddali poročilo? Ne, čeprav ga pripravljamo že cel teden.
7. Katero literaturo ste študirali in kaj ste ugotovili?
8. S to stranko poslujemo že deset let in še nikoli nismo imeli nobenih težav.
9. V tem podjetju sem zaposlen že 15 let pa še vedno nisem napredoval.
10. Ste že odkrili napako v podatkih? Žal ne, a se jo zelo trudimo najti.
11. Že eno uro se pogovarja z direktorjem, kaj se je pa zgodilo.
12. Si prebral moje sporočilo? Nisem še utegnil, ker pripravljam podatke za letno poročilo.
13. Ali ste dolgo čakali? Ne, ravnokar smo prispeli.
14. Kakšno ceno so potrdili? Nobene, čeprav sedijo na sestanku že tri ure.
15. Ste jih že videli? Ne še, pričakujemo jih ta trenutek.
16. Ta proizvod prodajamo že mnogo let, pa še nikoli nismo imeli nobene pritožbe.
17. Koliko ključnih kupcev ste obiskali v tem tednu? Nobenega, ker še vedno čakamo na nov cenik.
18. Zakaj ga še niste prejeli? Računovodstvo dela končne izračune stroškov.

19. S čim se ukvarjaš zadnje čase? Uvažam rezerve dele za motorje.
20. Si že poklical vodjo prodaje? Ne, kličem ga že celo uro, pa je nedosegljiv.
21. Cena nafte neprestano narašča, vlada ni sprejela še nobenih novih ukrepov.
22. Že kar nekaj časa brskam po spletu, pa še vedno nisem našel ničesar o obstoju in poslovanju tega podjetja.
23. Koliko časa že uporabljate ta postopek?

Exercises: Insert the correct form: Present Perfect Simple or Continuous.



1. I _____ (wait) for your reply since morning. _____ you
_____ (make) up your mind yet?

2. He _____ (work) for that company since 1990 and _____ (never have) any regrets for choosing it.
3. She _____ (study) the sales figures since morning and she _____ (not come) to a conclusion yet.
4. I feel really tired. I _____ (clean) the house since early morning and _____ (do) only half of it.
5. I _____ (think) about your proposal for the last three days and _____ just _____ (find the solution).
6. The children _____ (play) happily in the garden since breakfast and _____ (not quarrel) even once.
7. She _____ (study) at university for the last two years and _____ (not pass) even one examination yet.
8. _____ you _____ (receive) any news yet? No, I _____ (wait) impatiently since morning and nothing _____ (arrive) yet.
9. I _____ (have) this car since 1990. Everybody else in the family _____ (use) it but me.
10. How long _____ you _____ (play) golf? Oh. Since my return from Scotland 10 years ago. I _____ never (regret) picking up such an interesting sport.
11. _____ you _____ (buy) everything for tonight's party. No, I _____ (make) a list for the last hour and I _____ (not even go) to the supermarket yet.
12. How long _____ she _____ (live) here? She _____ (be) in the area since her graduation.

13. _____ you _____ (hear) the latest news? The new motorway _____ (just) _____ (be opened) and three accidents _____ already _____ (happen) due to some construction mistakes.
14. You _____ (be) in the bathroom for ages. _____ you _____ (not make up) yet? All others _____ (wait) for our turn for half an hour.
15. _____ you _____ (use) my car again? No, not me, I _____ (not be) out since yesterday.
16. Let's go somewhere out. The sun _____ (shine) since morning and the wind _____ (stop).
17. I _____ (work) in my garden for three hours, just look at all those beautiful flowers.
18. I think you exaggerate with that car. You _____ (polish) it for hours!
19. I _____ (go) to that library since my schooldays and _____ never _____ (have) any bad experience.
20. _____ you _____ (find) the keys yet? No, even though I _____ (look for) them everywhere in the house.
21. We _____ (drive) along the street but are still unable to find the address.

Homework Nr 3: Present Perfect Simple or Continuous?

1. Management _____ (fight) hard for the company's market share since the arrival of Chinese competition.
2. They _____ never even _____ (think) of dismissing employees.

3. R&D team _____ just _____ (manage) to come with a brilliant solution for their new product.
4. They _____ (work) really hard on it for several months
5. He _____ just _____ (get) a post of accountant which he _____ (look for) since graduation.
6. _____ you _____ (apply) for the position of a sales manager yet?
7. No, I _____ (not have) time yet, I _____ (study) hard for my English test since Monday.
8. We _____ never _____ (have) such an experience before, this is the first time this _____ (happen) to us.
9. _____ she _____ (tell) you the great news yet? No, we _____ (not see) each other since last lectures.
10. He _____ just _____ (speak) to the manager.
11. I _____ never _____ (meet) such a charming person as you are before.
12. How long _____ you _____ (work) on this project?
13. _____ she _____ (find) a new job yet? No, even though she _____ (send) applications for ages.
14. This is the most stupid thing I _____ ever _____ (do), oh, I feel so ashamed.
15. How long _____ you _____ (wait) for her? Don't you think she _____ (forget) about your meeting?
16. I can't find his address. I _____ (look) everywhere, it _____ simply _____ (vanish) in the thin air.
17. You _____ (send) private mails since you arrived to work.

9. PAST PERFECT SIMPLE



Form:

Affirmative Interrogative?	Negative	Interrogative	Negative- Interrogative?
I had eaten	I hadn't eaten	Had I eaten?	Hadn't I eaten?
You had eaten	You hadn't eaten	Had you eaten?	Hadn't you eaten?
He/she/it had eaten	He/she/it hadn't eaten	Had he/she/it eaten?	Hadn't he/she/it eaten?

Had not = hadn't

Used with adverbs: BEFORE, AFTER, AS SOON AS, WHEN, BY THE TIME

Used to express past activity which happened before another activity in the past.

10. PAST PERFECT CONTINUOUS

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative?
I had been eating	I hadn't been eating	Had I been eating?	Hadn't I been eating?
You had been eating	You hadn't been eating	Had you been eating?	Hadn't you been eating?

Used with adverbs: BEFORE, AFTER, AS SOON AS, WHEN, BY THE TIME

Used to express past activity which happened before another activity in the past and we want to emphasise its duration.



before she finally me called me.

Exercises: Insert the correct form of Past Perfect Simple/ Continuous or Past Simple/Continuous as done in the upper example.

1. After I _____ (save) enough money I _____ (buy) the car of my dreams.
2. We _____ (walk) for ten hours before we finally _____ (reach) the top of the mountain.
3. We _____ (dance) all night and really _____ (feel) tired next day.
4. He _____ (have) a stomach ache after he _____ (eat) all those mushrooms.
5. No wonder you _____ (have) a hangover yesterday. You _____ (drink) really excessively.
6. The crowd _____ (wait) impatiently for two hours before the concert _____ (start).

7. He _____ (feel) really relieved after he _____ (tell) the truth to his family.
8. We _____ (try) to reach you all day before we _____ (learn) about your departure for Greece.
9. By the time she _____ (realise) what kind of crook he really _____ (be) she _____ (give) him all her savings as an investment in his new company.
10. The man _____ (drive) without licence for twenty years before the police finally _____ (catch) him.
11. As soon as she _____ (gather) all necessary information, she _____ (make) a decision.
12. After he _____ (take) that medicine he _____ (recover) almost miraculously.
13. By the time the new government _____ (make) any remarkable changes there _____ already (be) new elections.
14. Immediately after she _____ (hear) his voice, she _____ (put) receiver down.
15. After she _____ (get) enough practice she _____ (start) her own business.
16. Though he _____ (work) on that project for a very long time the commission _____ (not approve) it.
17. After she _____ really _____ (let) him down, he _____ (make) up his mind to leave her for good.

18. The committee members _____ (study) my application really thoroughly before they finally _____ (approve) it.
19. After they _____ (break) into the house without being noticed they _____ (realise) that all the rest _____ (be) a piece of cake.
20. The teacher _____ (explain) the subject really hard before she _____ (make) her class write a test.
21. The artist _____ (live) in poverty for a very long time before he finally _____ (make) a breakthrough and _____ (become) famous and rich.
22. She _____ (prepare) carefully every detail before she _____ (make) the project public.

11. WILL FUTURE

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative
I will eat	I won't eat	Will I eat?	Won't I eat?
You will eat	You won't eat	Will you eat?	Won't you eat?
He/she/it will eat.	He/she/it won't eat	Will he/she/it?	Won't he/she/it eat?

Will not = won't

Used with adverbs: TOMORROW, SOON, NEXT MONTH,

Used to express an immediate intention which is not planned in advance or a future prediction.

12. GOING TO FUTURE

Form:

Affirmative	Negative	Interrogative	Negative-Interrogative
I am going to eat	I'm not going to eat	Am I going to eat?	Am I not going to eat?
You are going to eat	You aren't going to eat	Are you going to eat?	Aren't you going to eat?
He/she/it is going to eat	He/she/it isn't going to eat	Is he/she/it going to eat?	Isn't he/she/it going to eat?

Is not = isn't; are not = aren't

Used with adverbs: VERY SOON, SHORTLY, THIS WEEK

Used to express an intention, thought or plan, thought before or certainty about an action which is going to happen very soon.



This is the car people **will drive** in the following decades



I am going to spend my vacation in Jamaica.

Exercises: Insert the correct form of Will Future or Going to Future.

1. Next summer I _____ (go) to Australia. There I _____ (hire) a van and I _____ (travel) all over the continent.

2. Next week you _____ (see) the sights of the biggest continent in the world. Yes, and I _____ (send) you a postcard, I promise from each town I _____ (visit).

3. I _____ (not buy) any stupid souvenirs, just the things which are really Australian. I _____ (visit) the famous Sydney opera which I have always admired.

4. I hope it _____ (be) possible to meet the Aborigines and learn about their culture and history.

5. How long _____ (you stay) there? Three weeks, the distances are so long, you can't do it in less than that.

6. What _____ I (buy) for Tom's birthday? Let's get him a watch he has always wished. Tomorrow I am free and I _____ (look) around the shops. Oh, I _____ (join) you and we _____ (have) a look together.

7. I hope we _____ (finish) our lunch by 4 because then I _____ (see) my dentist. He _____ (pull) out one of my bad teeth. Already now am scared.

8. Jenny _____ (move) to her new flat next week. We _____ (all, help) her because we know how busy she _____ (be). She has hired a professional company and they _____ (do) all the work themselves.

9. Oh, I didn't know that, I _____ (go) and help her, I am sure she _____ (be) pleased.

10. China _____ (organise) the next Olympic games. The games
_____ (start) with a special ceremony where all the participants
_____ (come).
11. The telephone is ringing, but I _____ (not answer) it.
12. You are all pale. Sit down and _____ (bring) you some water.
13. I have bought lots of food because I _____ (have) a party tonight. We
_____ (celebrate) my birthday. I expect 20 friends
_____ (come) and hope that we _____ (stay) till the next
day.
14. We are late. I _____ (call) a taxi because I do not want to miss the
plane.
15. Somebody is at the door. _____ you _____ (open) it for me, please.
If it is my friend tell him to wait because I _____ (be) ready in a
minute.
16. Look at all the black clouds in the sky! It _____ (rain) any minute.
17. I am so sorry, but I have forgotten my purse. Don't worry. I _____ (pay)
the bill.
18. She has gone to the beauty parlour because she _____ (have) a
completely new look.
19. I expect they _____ (not get lost) on the way back.

13. PASSIVE VOICE



"Jim took my order with great enthusiasm."

(**Jim**, the subject, took my order.)

In **passive voice**, the target of the action becomes the subject of the sentence.

[The phrase “by (someone)” or “by (something)” is a clear indicator of passive voice.]



"My manly pink car was driven by me."



"My order was taken with great enthusiasm by Jim."

Tense	Active	Passive	To be
Present Simple	Our secretary writes reports	Reports are written by our secretary	<u>am/is/are</u>
Present Continuous	Our secretary is writing reports	Reports are being written by our secretary	<u>am being/is being/are being</u>
Past Simple	Our secretary wrote reports	Reports were written by our secretary	<u>was/were</u>
Past Continuous	Our secretary was writing reports	Reports were being written by our secretary	<u>was being/were being</u>
Present Perfect Simple	Our secretary has written reports	Reports have been written by our secretary	<u>have been/has been</u>
Present Perfect Continuous	Our secretary has been writing reports	/	
Past Perfect Simple	Our secretary had written reports	Reports had been written by our secretary	<u>had been</u>

Past Perfect Continuous	Our secretary had been writing reports	/	
Will Future	Our secretary will write reports	Reports will be written by our secretary	will be
Going to Future	Our secretary is going to write reports	Reports are going to be written by our secretary	am doing to be/is going to be, are going to be
Modals	Our secretary should write reports	Reports should be written by our secretary	should be

Turn into Passive Voice.

1. She has drawn portraits of several famous people.

2. I cleaned my car yesterday.

3. Farmers grow mostly wine in this region.

4. She has already mentioned the problem.

5. You must correct your mistakes.

6. She has visited all her potential buyers.

7. Nobody chose your products.

8. She organises such meetings every month.

9. No one wanted them.

10. She exports her products to foreign countries.

11 Their company developed really good software programmes last year.

12. We visit her regularly every year.

13. The teacher is explaining the problem to him.

14. They received no information at all.

15. My new neighbours tell all the news of the neighbourhood.

16. She has invited several famous people.

17. He was repairing our bikes all day.

18. They make best rum of sugar cane.

19. They promised her a promotion.

20. You can repeat it several times.

21. We paid all the bills before going on holiday.

22. Nobody understands your remarks.

23. They make delicious cakes here.

24. No one was helping him with that difficult task.

25. You must put empty bottles in that container.

26. Farmers have grown very good wine in that region since Roman times.

27. She bought her new flat five years ago.

28. Doctor operated the injured man five hours ago.

29. I regularly send messages to my customers.

30. Our new neighbours invited us to a house warming party.

31. She was translating the letter for a very long time.

33. They are repairing that road right now.

34. He was helping the injured men.

35. She will show us the city.

36. She bought a new coat because its price was reduced for 50%.

37. Beer has made you sleepy.

38. His sister will buy this new car.

39. He was opening the tin with a knife.

40. She teaches him how to play golf.

41. She was driving him crazy.

42. We wrote them a postcard.

43. She brought golf equipment.

44. The management has turned down my application.

45. We are studying your proposal.

46 She usually sends items in special boxes.

47. Local people were repairing the damaged road all week.

48. He wrote you all the details of the future business with that company.

49. His wife sometimes took his car.

50. We never write them postcards.

51. He began his usual routine.

52. Somebody has broken into his computer

53. They stole all important data about his clients.

54. I have heard a scream in the street.

55. Someone will steal your phone if you leave it there.

56. She drew a portrait of him.

57. I am cleaning your shoes.

58. You have corrected the mistake.

59. She will visit us.

60. Authorised auditor has checked our reports.

Homework Nr 4: Put the sentences in Passive Voice.

- 1. Our manager is giving a brief presentation of the company right now.**
- 2. The new boss has already introduced several new methods of management.**
- 3. We never keep them in a safe.**
- 4. Right now they are building new premises.**
- 5. CEO's should write letter for annual report.**
- 6. We may invite all our new customers to a concert next December.**
- 7. Our accountant is preparing a balance sheet right now.**
- 8. A new candidate suggested several good options.**
- 9. You should carefully study your investments.**
- 10. Customs authorities will issue the requested documents.**
- 11. We would have given it to you.**
- 12. Unfortunately we could not buy this expensive piece.**
- 13. He helps her on each occasion.**
- 14. The manager hired him because of his references.**

15. You can take a taxi.

16. We have just missed the opportunity.

17. They invited all regional buyers, so the conference was a big success.

18. She should write down all the details.

19. I have already paid for that trip.

20. They have offered him a good job abroad.

21. We had to send our computer to service division.

22. He has done no business with them yet.

23. You have to pay the invoice in due date.

24. The new owner had to take all employees.

14. ACTIVE OR PASSIVE



1. Most of our coffee (import).
2. She(teach) at that school for ten years.
3. My car(repair) a week ago.
4. Those parcels(must/send) this very moment.
5. She always (complain) about her neighbours.
6. Shejust (receive) by the Mayor.
7. He usually (keep) all his money in the bank.
8. We expect that medicine against cancer (find) soon.
9. Heavy traffic (forbid) on the roads at weekends.
10. Last time we(meet) him he (work) at the bank.
11. The robber (catch) last night while he (try) to get into a villa.
12. My brother always (repair)his car himself
13. This car (sell) next week for more than we expected.
14. No wine (buy) because our guest are against it.
15. All the meal (eat) since we were really hungry.
16. The contract (write) in English and (should/translate).
17. Which present you (buy) for his last anniversary?
18. He usually (return) too late to call you.
19. His parents (invite) to see his new flat next Sunday.

20. Our flat currently (decorate)

21. He (help) me while I was a child

22. On Sundays no mail (deliver) to our homes.

23. Ialready(prepare) everything for the party.

24. Very good wine(produce) in France every year.

25. They(build) a new house at the moment.

26. The patient(operate) a week ago.

27. Letters(send) all last week

28. Wejust (invite) our new neighbours too.

29. She (wait) for you since noon.

30. This bottle (should/keep) in the fridge.

31. I hope next year we (spend) some time in Cuba.

32. Computers(use) in offices instead of typewriters.

33. His mistakes (correct) right now.

34. The thief (arrest) last night

35. She(study) all days last week.

36. This car just (choose) by the boss.

37. I have bought everything because I (have) a party tonight.

38. I think you(should/eat) less.

39. Mary usually (write) Christmas cards herself.

40. Right now miss universe (choose).
41. Last night we (come) too late to call you.
42. Presents (deliver) all last month.
43. They just (buy) a new flat.
44. The new programme already..... (install)
45. I (visit) them this weekend.
46. Cameras (must/declare) at the customs.
47. These machines usually (import) from Italy.
48. If he had the best sales results he.....(be) promoted.

Homework Nr 5: Put the sentences in active or passive form.

1. My computer _____ (repair) right now.
2. The boss _____ (complain) about her work at the last meeting.
3. These documents _____ always _____ (keep) in a safe.
4. This car _____ just _____ (import) from Germany.
5. They _____ (build) new premises last year.
6. CEO's letter _____ (write) next week

7. We _____ (invite) all our new customers to a concert last December.

8. Our accountant _____ (prepare) balance sheet right now.

9. A new candidate _____ already _____ (choose).

10. The new programme _____ (install) last week.

11. He _____ (promote) last year.

12. Companies _____ (face) with a severe competition.

13. Our investment _____ just _____ carefully (weigh) up.

14. Fairs usually _____ (offer) a unique opportunity for producers to meet suppliers, distributors, and retailers.

15. Managers _____ (work) closely with local government since the company _____ (found).

16. Customs authorities _____ .(issue) all import documents.

17. This is the most popular local newspaper which one third of Slovenians _____ (read) every day.

18. How long _____ (subscribe) to it?

19. I _____ never even _____ (think) of cancelling my subscription.

20. The newspaper _____ (deliver) to us every morning and we all _____ (enjoy) having our morning coffee and the newspaper.

21. Factual and objective articles _____ (publish) in it and this is one of the reasons the newspaper _____ (be) so popular ever since.

22. Unfortunately yesterday morning I _____ (not have) time to go through it and I _____ (feel) something was wrong with the day.

23. Last week report about selling our best companies _____ (publish) and we all _____ (feel) shocked by the news.

24. Recently an article about new medicine against cancer _____ (publish).

25. The drug _____ (make) from a plant which _____ (grow) only at certain parts in the Far East.

26. Pharmaceutical companies _____ already _____ (give) huge amounts of money for further research.

27. Newly discovered medicine _____ already _____ (save) lots of human lives.

28. The number of tourists travelling abroad _____ (rise) since we _____ (become) EU member.

29. In this way new places _____ (can/see) and foreign food _____ (introduce) to those who _____ never _____ (try) it yet.

30. She _____ just _____ 1 (lose) her job because their company _____ (take over) within this globalisation process.

31. Now she _____ desperately _____ (look for) another job, which is quite difficult due to the fact that she _____ (have) no proper education.

32. Luckily she _____ now _____ (think) of studying at one of those evening courses.

33. The costs of her studying _____ (pay) by unemployment agency

34. Last week she _____ (offer) several possibilities and she _____ (not decide) yet.

35. Telecom _____ (charge) us penal interests as the invoice _____ (not pay) in due time.

Passive Voice with modals

RECIPIENT + MODAL + BE + PAST PARTICIPLE + INFINITIVE
why?

New highways **need to be built to accomodate cars**



Write three sentences using Passive Voice with modals:

15. CONDITIONAL SENTENCES

	If clause	Main Clause
Zero Conditional	If you <u>prepare</u> a good project, Če pripravite dober projet,	<u>you get</u> funds dobite sredstva
Future Conditional	If you <u>prepare</u> a good project, Če boste pripravili dober project,	<u>you will get</u> funds boste dobili sredstva
Present Conditional	If you <u>prepared</u> a good project, Če bi pripravili dober project	<u>you would get</u> funds bi dobili sredstva
Past Conditional	If you <u>had prepared</u> a good project, Če bi bili pripravili dober project	<u>you would have got</u> funds bi bili dobili sredstva

Translate these Future Conditionals into English.

1. Če boš tekel, ne boš pozen.

2. Če bo ona poslušala, bo razumela.

3. Če bo prišel, bomo imeli sestanek.

4. Če boš več bral, boš več vedel.

5. Če me boš povabil, bom prišla.

6. Če bo ostala doma, se bo dolgočasila.

7. Če boš gledal angleške filme, boš bolje znal angleško.

8. Če boš vozil prehitro, boš plačal kazen.

9. Če bo zelo zaposlena, ji bomo pomagali.

10. Če bo živila na deželi, bo srečnejša.

11. Če bom dobil dopust, bom prišel.

12. Če boš potoval sam, boš spoznal veliko ljudi.

13. Če bo snežilo, ne bomo šli z avtom.

14. Ne bo znal, če ne bo napisal sam.

15. Če bomo imeli dovolj denarja, bomo šli na izlet.

16. Če me bodo vprašali, ne bom nič povedal.

17. Izgledala boš mlajša, če se boš ostrigla.

18. Če boste plačali danes, boste prihranili 30 %.

19. Če ne bom dobil odgovora, ne bom šel nikamor.

20. Če ne boš kupil tega darila, ti ne bo kasneje žal.

21. Jaz bom napisal nalogu sam, če jo bom le znal.

22. Če ne boš zamenjal gum, bo zelo nevarno.

23. Če boš tako kričal, te bo ona zapustila.

24. Če ne boš primerno oblečen, ti ne bodo dovoliti vstopiti.

Translate these Present Conditionals.

1.Če bi ji rekel prijazno besedo, bi ti oprostila.

2.Če bi me poslušala, ne bi imela težav.

3.Če ne bi prišel, ne bi uspeli končati naloge.

4.Če bi bral vsak dan, bi znal veliko več.

5. Če bi jo povabil, te ne bi zavrnila.

6. Če bi ostal doma, se to ne bi zgodilo.

7. Če bi znal angleško, bi dobil dobro službo.

8. Če bi vozil počasneje, ne bi plačal kazni.

9. Če bi bila preveč zaposlena, bi ji mi vsi pomagali.

10.Če bi živila pri starših, ne bi imela toliko svobode.

11.Če bi prišel, bi imeli piknik

12.Če bi potoval z nami, bi se zabaval.

13.Če bi bilo topleje, bi šli v hribe.

14. Ne bi tega napisal, če me ne bi ujezili.

15. Če bi imeli dovolj denarja, bi kupili nov avto.

16. Če bi me vprašali, bi ti povedal.

17. Če bi bila mlajša, bi izbrala isti poklic.

18. Če bi plačali pravočasno, ne bi imeli težav.

19. Če bi mi odgovorili, se ne bi pritožil.

20. Če bi mu kupili darila, bi bil zelo vesel.

21. Veseli bi bili, če bi vi prišli.

22. Če bi vozil sam, bi bil utrujen.

23. Če bi govoril glasneje, bi te razumeli.

24. Če bi imel čas, bi te obiskal.

Translate these Past Conditionals.

1. Če bi jo bil poklical, bi ti bila oprostila.

2. Če bi me bil ubogal, ne bi bil imel težav.

3.Če ne bi bil videl, ne bi bil verjel.

4.Če bi bil prebral, bi bil vedel.

5. Če bi me bili povabili, bi bila prišla.

6. Če bi bil doma, bi ti bilo žal.

7. Če bi znal plesati, bi te bil povabil na ples.

8. Če ne bi bil pil, ne bi bil imel nesreče.

9. Če bi bila zaposlena, ne bi bila tako sama.

10.Če bi bil pri starših, bi bil prihranil veliko denarja.

11.Če bi bili napisali sporočilo, bi bili izgubili službo.

12.Če ne bi bil šel tja, jih ne bi bil spoznal.

13.Če bi bilo topleje, bi bili imeli dovolj sadja.

14. Ne bi bil tega napisal, če me ne bi bili prosili.

15. Če bi bili imeli dovolj denarja, bi si bili kupili nov avto.

16. Tudi če bi jo bili vprašali, bi vam ne bi bila povedala.

17. Če bi bila takrat z vami, bi se bila drugače odločila.

18. Če bi bil plačal pravočasno, ti ne bi bili odklopili telefona.

19. Če bi mi bil odgovoril, bi bila zadovoljna.

20. Če jih ne bi bila kupila, bi bila imela več denarja..

21. Veseli bi bili, če bi vi bili takrat prišli.

22. Če ne bi bil utrujen, bi bil vozil sam..

23. Če bi bil govoril angleško, bi ga bili vsi razumeli.

24. Če bi bil imel čas, bi jo bil obiskal.

Insert the correct form of conditional clause.

1. We won't go out unless it (stop) raining.
2. If you (can) do it, it would be very nice.
3. It (be) better if they had had it.
4. I will give it to her if she really (want) it.
5. If my parents (not object) I will go with you.
6. I would have done it if it (be) possible.
7. If the sun didn't shine, we (stay) at home.
8. He will steal it if you (not give) it to him.
9. She would have brought you this if she (go) to town.
10. I would do it if I(want) it.

11. We won't go out unless you (ask) us nicely.

12. If you(be) there, it would have been better.

13. She (buy) it if they have it.

14. I would stay if she really (want) it.

15. If my wife (not object) I would go with you.

16. She would certainly have done it if it (be) possible.

17. If the sun doesn't shine tomorrow, we (stay) at home.

18. He would give it to you if you (ask) him nicely.

19. She would have bought this if she (have) enough money.

20. He will help you if he(come) home early.

21. Is she had done it, she (be) sorry now.

22. We would have helped you if you(tell) us about it.

23. If he had done it, the manager (be) mad about him.

24. They (come) too late if they had taken a taxi.

25. If I(not check) my mail at weekends, I won't know what has happened.

26. They will miss the opportunity if they(not decide)
immediately.

27. If he had had any money, he (pay) the bill.

28. If he drank less, he (not be) depressed.

29. If they hadn't invited all regional buyers, the conference(not be) such a big success.

30. If she(write) down details, she wouldn't forget important things.

31. If he(choose) last minute trip, he will pay half of the price.

32. She will know all the details if she(study) carefully.

33. If he left the company a year ago, he(not be offered) a good job abroad.

34. If he(like), he would join us.

35. If the system had collapsed, the damage(be) catastrophic.

36. If my computer(not work) I won't be able to send you my mail.

37. If she practised really hard, she(succeed).

38. If the company(build) new business premises, they will expand their business.

39. If our company did business with all European countries, we(have to) speak English most of the time.

40. If she.....(be) busy she won't be able to come.

41. If they went on vacation, they(feel) much better.

42. She will help you if she(stay) at home.

43. If she had needed your assistance, she (ask) you.

44. If he were badly injured, he(not go)skiing.

45. If the sales figures(not increase), the employees will have to work overtime.

46. If company's revenue(not increase) many workers will be made redundant

HOMEWORK NR 6: FILL IN THE MISSING PARTS OF CONDITIONAL CLAUSES.

1. If your conditions are competitive, we (place) _____ an order.

2. If I had more time, I (do) _____ a course in business English.

3. If we had known more about their culture, negotiating (be) _____ easier.

4. If you (customize) _____ your CV, your chances of getting a job will be better.

5. We (cancel) _____ our order if you don't deliver the goods by Friday.

6. If Brittany (speak) _____ better English, she would apply for a job abroad.

7. If you (tell) _____ me about the problem, I would have helped you.

8. I (let) _____ you know if I weren't

satisfied.

9. If you execute the order carelessly, they (place not)

_____ another order with you in the future.

10. If I were you, I (worry / not) _____ about the

presentation.

11. If I had more time, I (come) _____ to your party.

12. If you had read the instructions you _____ (know) what to do.

13. If you hadn't lost our flight tickets, we (be) _____ on our

way to the Caribbean,

14. If you (have) _____ dinner right now, I'll come back later.

15. If we (set) _____ off earlier, we wouldn't be in this traffic jam now.

16. What would you do if they _____ (accuse) you of murder?

17. If I hadn't eaten that much, I (feel / not) _____ so sick.

18. We would take another route if they (close / not) _____ the road.

19. She only (sing) _____ if she's in a good mood.

20. If she were sensible, she (not/ask) _____ that question, by
which she offended him so much.

16. QUESTIONS: direct or indirect

DIRECT	INDIRECT
WH - QUESTIONS	POSITIVE WORD ORDER
Where is Tondo street?	Can you tell me where Tondo street is
What time does the supermarket open?	Do you know what time the supermarket opens?
How much do you earn?	Could you tell me how much you earn?
What is he doing?	May I ask what he is doing?
What is your last name?	May I know what your last name is?
YES/NO QUESTIONS	IF/WHETHER + POSITIVE WORD ORDER
Are you living in London?	I'd like to know if you are living in London.

Form questions for the underlined words or word phrases.

1. She usually drives so slowly.

2. He has been working for that company since 2000.

3. She wanted to speak to you.

4. They were really studying very hard for the English test.

5. She never writes to us.

6. His wife sometimes took his car.

7. We will never write them postcards.

8. She was showing us the city.

9. She bought a new coat because it was reduced for 50%.

10. Beer made you sleepy.

11. We won't go out as it is raining.

12. They have had it since Christmas.

13. I gave it to her because she really wanted it.

14. Her parents have objected to her choice.

15. They will do it as soon as it is possible.

16. We usually stay at home for Christmas.

17. He stole your idea.

18. I have brought you this invoice for signature.

19. I wanted it.

19. We have asked you nicely.

20. You have been my neighbour for twenty years.

21. She buys them when they are reduced.

22. He will stay because of her.

23. His wife would like to go with you.

25. They have promoted her because of her good work.

26. The project was prepared in due time

27. Auditors have just sent their report.

28. They used all possible delaying tactics for not paying the bill.
29. The management decided to convene a meeting.
30. Future plans will be presented at the annual conference.
31. Balance sheet shows all basic facts.
32. Our PR can be regularly contacted by mail.
33. We have sent out all invitations.
34. We couldn't reach him yesterday.
35. Gross profit has dropped for 30 %.

Homework Nr 7: Form questions for the underlined words or phrases.

1. They run a small family hotel.
2. Their customers paid in due date.
3. They have just used the delaying tactics.
4. Company credit cards will significantly improve payment discipline.
5. Big companies pay within 90 days.
6. They should solve this problem.
7. We now owe you 5.000 EUR
8. The company will charge you penal interest.
9. She often makes mistakes in her invoice
10. Our accounting department is moving this week.

11. I have a serious cash flow problem

12. This company has a terrible reputation.

13. Many companies give their employees corporate cards.

14. The hotel has to submit invoice to the company.

15. The company often borrows money

16. We have found a good interest rate.

17. The bonds fell drastically on local market.

18. Investors chose your bank.

19. He bought shares in a public company.

20. I would like to become a shareholder at your company.

21. Our company has just published financial results.

22. Annual report includes also profit and loss accounts.

23. Public companies have to publish annual reports.

17. INDIRECT, POLITE QUESTIONS



I wonder who knows the answer

START WITH: CAN YOU TELL ME, COULD YOU TELL ME, I WONDER, I AM WONDERING, I'D LIKE TO KNOW, I AM INTERESTED

- 1. Why have you done it yourself?**
- 2. Does the sun shine in summer?**
- 3. Did you give it to him just because he asked nicely?**
- 4. What have you bought for that money?**
- 5. When will he help you?**
- 6. Why has she done that?**
- 7. Have they ever helped in such a situation?**
- 8. Was the manager really mad about him?**
- 9. Why haven't they taken a taxi?**
- 10. When was she promoted?**
- 11. Does he regularly check his mail at weekends?**

12. Why did they miss this great opportunity?

13. Have you ever regretted taking this job?

14. Why didn't he pay the bill?

15. How long has he been drinking so heavily?

16. How many regional buyers have you visited?

17. Does she always write down all the details?

18. What has she forgotten?

19. Does she forget important things?

20. Where did you choose that last minute trip?

21. Does she really know all the details?

22. Why has he left the company?

23. Does he like travelling?

24. When did the system collapse?

Homework Nr 8: Put direct questions into indirect, polite ones.

1. Does your company often borrow money?

2. What interest rate did you find?

3. Are the rates variable?

4. Why has it fallen on local market?

5. Have investors chosen your bank?

6. Why did you buy shares in a public company?

7. Would you like to become a shareholder?

8. Why does our company have to publish financial results?

9. Where did they do this?

10. Does their annual report include also profit and loss accounts?

11. Why do public companies publish annual reports?

12. What is total profit?

13. Is my computer being repaired right now?

14. Did her boss really complain about her work at the last meeting?

15. Why do they keep these documents in a safe?

16. When did they build their new premises?

17. Why hasn't CEO's letter been written yet?

18. Who will you invite to the meeting next December?

19. Did the accountant prepare balance in due time?

20. Does the new candidate have to choose this?

21. Why did they promote only him last year?

22. Did you carefully weigh up your investment?

23. What opportunities does this fair offer?

18. MODAL VERBS

Obligation: Must, Have to, Should

Ability: Can, Could, Should/Ought to

Possibility: May, Might

HAVE/HAS TO	Present	Past	Future
affirmative	Have to/has to	had to	Will have to
interrogative	DO/DOES... have to	DID.....have to	Will.....have to
negative	Don't/doesn't have to	Didn't have to	Won't have to



I can't get a dialling tone on my phone. It *may* be because there's a fault in the phone, or it *could* be in the phone line, or I *might* not have plugged the phone in. So I check the plug, but it's in the socket, so it *can't* be that. The phone company says the line is OK, so the phone *ought to/should* work, but it doesn't. The fault *must* be somewhere in the phone itself.

Translate the following sentences using modal verbs.

1. Vstopnice lahko kupite tukaj.

2. Ti moraš nositi očala.

3. Njej ni treba plavati.

4. Tukaj ne smete piti.

5. Ni ti treba čakati nas.

6. Tukaj lahko plavate.

7. Jaz moram to narediti.

8. Njemu ni treba priti.

9. Vi ne smete voziti tako hitro.

10. Ni nam treba narediti naloge.

11. Ona lahko plava v slabem vremenu.

12. Ti moraš poslušati.

13. Ni vam treba priti danes.

14. Ne smeš vpiti.

15. Ni ti treba povedati.

Some more sentences to translate for your homework:

Vi morate več brati in pisati.

Ne smeš kaditi v tej sobi.

Ni ti treba vsega znati, toda moraš se naučiti osnovnih časov.

Moral sem voziti po levi.

Kdaj je morala ona plačate te račune?

Zakaj smo morali mi to narediti?

Ti bi moral jesti več zelenjave.

Ne bi smel piti toliko piva.

Zakaj bomo morali priti tudi mi na sestanek?

Ne smeš piti tega, jestrup.

Ni se ji treba več učiti.

Ne bo vam treba več to poslušati.

Ne smeš voziti tako hitro.

Ti bi moral gledati prometne znake.

Ni mi bilo treba potovati sami.

Ne bi smela nositi te obleke.

Zakaj sem morala jaz več plačati?

Ne bom mogla priti tako zgodaj.

Ni mu treba vsega narediti sam.

Moral bi iti k zdravniku, le on ti lahko pomaga.

Ne smeš napisati vsega, kar on govori.

Ali moram tudi jaz priti z njimi?

Insert the correct modal verb.

1. You cross the street when there is red light, you wait till the green light is on. You leave your car at the car park, you park it on the pavement.

2. Excuse me,you tell me the way to the post office, please. No, I because I am not from here. You ask somebody else. You also ask a policeman. But I tell you where you have good lunch. You go to the pub over there pub which is really good.

3. Children, you make such a noise, grandpa is sleeping. You go out in the garden.

4. On Sundays I stay in bed till 12 because I go to school.

5. Sorry, but I come right now, I am terribly busy studying for the exam, and I think you do the same, and I don't think you learn everything in one hour. I hope next week we meet and discuss about the situation.

6. Last week I work really hard, my parents were away and I (make) lunch and all the jobs around the house. Ok, it is true that I(do) exactly all the work that is done by parent but I was pretty occupied.

7. Tell me, how old were you when you read? I learnt to read when I was 7, however I to read a newspaper then, I not even understand it.

8. Don't bother about the test, there are always things you know, and even if you know something perfectly, you still know everything.

9. I am afraid I help you with that problem, however you worry about it, it is not so difficult as it may seem.

10. When I was a child I obey my parents, now I listen to my teacher and I really hope that once I am independent I do it my way.

11 Why you pay so much for that? In principle this service be free of charge!

12. Whenever he goes on holiday he really enjoys it because he knows he sleep as long as he wishes, he follow instructions of his boss, there is nothing that would bother him.

13. Excuse me, you tell me the way to the station? Well, you take the first on the right and after 50 metres you are there.

14. I think you smoke so many cigarettes, this is really bad for your health.

15. When I become independent I listen to anyone, I do whatever I will want to.

16. Why you always do all the work yourself? I think you tell also others what they are supposed to do.

19. MODAL VERBS WITH PERFECT INFINITIVE

Translate these sentences using modals + perfect infinitive.

1. Ne bi ti bilo treba poslati vseh dokumentov.

2. Moral bi bil povedati o tem dogodku.

3. Lahko bi bili končali poročilo v ponedeljek.

4. To ni mogel biti moj brat, ker je on trenutno v Ameriki.

5. Morda je bil pozabil na naš dogovor.

6. Ni ji bilo treba pisati o tem, sedaj imamo pa težave.

- 7. Gotovo ste bili zelo utrujeni, ker ste hodili toliko časa.**
- 8. Morala bi te vprašati za dovoljenje, ne bi bila smela storiti po svoje.**
- 9. Lahko bi bil povzročil nesrečo.**
- 10. Morda pa je bil prebral vse o tem podjetju.**
- 11. Ni je mogel razumeti, saj ne govori slovensko.**
- 12. Ne bi ti bilo treba kupiti toliko stvari, saj jih ne boš potrebovala.**
- 13. Gotovo so bili zelo presenečeni, ko so vas srečali.**
- 14. Morala bi ti bila omeniti ta problem.**
- 15. Lahko bi nas bili povabili.**
- 16. Morda so se bili izgubili na letališču.**
- 17. Peter tega ni mogel narediti, ker ga ni bilo v službi.**
- 18. Ne bi mu bilo treba priti.**
- 19. Gotovo ste že bili kupili njihove izdelke.**
- 20. Ne bi mu bila smela lagati.**
- 21. Lahko bi se bili preje prepričali.**
- 22. Morda so bili pozabili na naš dogovor.**

23. Ona gotovo ni mogla storiti tega sama.

24. Ne bi ti bilo treba delati toliko.

25. Gotovo so se že srečali.

26. Morali bi bili prevesti tisto pismo.

27. Morda je bil prišel že prejšnji teden.

28. Ona ni mogla tega naročiti, saj ne pozna dobavitelja.

29. Ne bi ti bilo treba vstati tako zgodaj.

Insert correct modal verb + perfect infinitive to express certainty and probability for the past.

I saw your sister in the theatre last night. You (see) her as she is in Australia right now.

Nobody has been in that house for a month. - Nonsense! Here's last Monday's paper in the wastepaper basket. Somebody (be) here quite recently.

Our next door neighbours were making a terrible noise. They (quarrel) again.

He says that when he was walking across the park he was attacked by wolves. He (attack) by wolves). There are no wolves in the park. He (see) some Alsatian dogs.

I am sure somebody (stay) at that place as the fridge is still full of fresh vegetables.

George was in a strange mood yesterday. He (feel) very well.

She (be) very pretty when she was young as she was Miss America in 1958.

I heard you singing last night in your flat. You (hear) me since I was not at home.

Peter is late for the meeting. He (miss) his bus or he (forget) all about the meeting.

He (be) involved in this political affair, he is far too honest, they (frame) him to discredit his authority and respect he has among his voters.

The manager (mention) the current situation as he himself told us not to talk about it publicly.

They (be) here before as they know all the details, they (learn) only from the literature available.

She (panic) when the accident happened, that's why she left without stopping.

Somebody (betray) you, the police knew every single detail of your movements.

Susan is all red around her eyes. She (cry).

He (forget) about our agreement or does not want to remember it, everything is possible with him.

Rewrite these sentences using modal verbs.

1. Perhaps she didn't want to help you.

She

2. He never comes. Perhaps he does not like our company.

He

3. I am sure he told her everything.

He

4. Why is she crying? Perhaps she is unhappy.

She

5. No, I am certain it wasn't my brother because he is in the States.

It

6. He didn't send me any message.

He

7. What is this noise about?

It

8. Why doesn't she look at us?

She

9. Perhaps she never dares to talk about her troubles.

She

10. She is smiling all the time.

She

11. Peter didn't arrive. Perhaps the plane was delayed.

The plane

12. I am sure it was the dog who broke the vase.

The dog

13. Why are they laughing so loudly? Perhaps they have just heard a good joke.

They

14. I am sure this isn't her brother. She has only one sister.

This

15. He never comes with his girlfriend.

He

16. I am certain that he was not happy there.

He

Carry on with the same type of exercise for your homework.

1. Perhaps she doesn't know what to do.

She

2. She didn't turn up. Perhaps she forgot about the meeting.

She

3. I am certain he she was dating Peter when she was a student.

She

4. Why is the police interrogating him? Perhaps he is involved in the robbery.

He

5. No, I am sure it isn't Mary's letter. She is at home.

It

6. She didn't answer my phone call.

She

7. What is going on? They have been shouting for an hour.

They

8. Why didn't she buy the food?

She

9. How did the boy know everything about us?

Somebody

10. She is in a bad mood today.

Somebody

11. Perhaps she didn't tell the teacher about our problem.

She

12. She hasn't called. Perhaps she did while I was at the meeting.

She

13. I am sure she was with Peter when I called them.

She

14. Why is she so happy? Perhaps she passed the test.

She

15. I am sure it isn't the boss. He is in America.

It

16. They didn't invite us to their party last night.

They

14. Additional Grammar Exercises for the exam

Put in the correct Present Simple or Continuous

1. _____ your friend _____ (know) English well enough to work for that multinational company?

2. _____ you _____ (believe) that now he _____ (have) a new car again?

3. The management of the company _____ (have) an interview with accountant who _____ (wish) to leave them.

4. Who _____ these keys _____ (belong) to?

5. The employee _____ (not want) to cooperate in the project and his supervisor _____ (not know) how to persuade him.

6. _____ it _____ (cost) much to change departure date?

Ad.II. Put in the correct form of the verb: Past Simple or Continuous.

1. While the sales manager _____ (give) his presentation, all local representatives _____ (think) about their future business.

2. I _____ (run into) him while I _____ (visit) a trade fair.

3. He _____ (admit) that he _____ (steal) company documents.

4. Local management _____ (fight) hard to get a bigger market share.

5. The police _____ (find) her while she _____ (drive) a stolen car.

6. The president _____ (not be able to) to thoroughly explain the situation.

Ad .III Put in the correct form of the verb: Present Perfect Simple or Continuous.

1. She _____ (never/regret) leaving that company

2. I _____ (wait) for your reply since yesterday.

3. He _____ (have) his present job since 2000 and
_____ (be) promoted twice already.

4. How long _____ you actually _____ (live) in your new house?

6. We _____ just _____ (finish) the project, however they still
_____ (not pay) us for the work done.

7. How long _____ you _____ (be) the sales manager? Oh, _____
you _____ (not hear) the latest news? I _____ just
_____ (leave).

8. He _____ (work) on this problem for a week and still
_____ (not be) able to finish it.

Ad IV. Turn into passive.

1. Our company exports products to many foreign countries.

2. The supervisor was revising your document.

3. You should repeat it several times.

4. We have to pay the bill.

5. Nobody understands me.

6. He always helps her.

7. She may translate the letter for you.

8. The management had to study your proposal.

9. Burglars have just broken into their villa.

10. I can check the sales figures.

Ad V. Put sentences in the correct voice: Active or Passive.

1. Our software(upgrade) right now.

2. The boss(present) our work at the following meeting .

3. You(should/keep) these documents in a safe.

4. Company's premises(build) last year.

5. Programmes(write) all last week

6. Our accountantjust(finish) annual plan.

7. Only a few candidates(invite) for the interview.

8. These goods(exhibit) at the last fair.

9. She(work) for the new government since the day it(elect).

10. Price list(not prepare) yet.

Ad. VI. Complete the missing gaps using conditional clauses.

1. She will certainly do it if it (be) possible.
2. If he returned on time, he(help) you.
3. If she (do), she would certainly have regretted it.
4. The manager would be mad about him if he (do) that.
5. If I had checked the mail on time, I (known) what had happened.
6. If he (have) any money, he will certainly pay the bill.
7. If our company invites all regional buyers, the conference (be) a big success.
8. If you (write) down my instructions, you wouldn't have difficulties now.
9. If they(choose) our products, they would pay half of the price.
10. She would have given you all the details if she (know) them.
11. If she.....(be) busy she won't be able to come.
12. If you (study) the contract, you would have understood his reaction.

Ad VII. Form questions for the underlined words or phrases.

1. They can be accommodated in a small family hotel.

2. This customer always pays in due date.

3. This company always used all delaying tactics possible.

4. Big companies should really pay in due time

5. He now owes you 5.000 EUR

6. We have to charge you penal interest.

7. She made a stupid mistakes in her invoice

8. Our accounting department has to charge you this service.

9. We had serious cash flow problems.

10. This company has a terrible reputation.

11. The hotel had to submit invoice directly to the company.

Ad VIII. Put direct questions into indirect, polite ones.

1. Why did your company have to borrow money?

2. What is the interest rate?

3. Have rates been variable?

4. Why did it fall on local market?

5. Which investor did you choose?

6. Am I allowed to buy shares in a public company?

7. When did you become our shareholder?

8. Do they have to publish financial results?

9. Where did they publish their reports?

10. What is gross profit?

11. Why do we have to keep these documents in a safe?

12. Did CEO write his letter?

20. IRREGULAR VERBS

Infinitive	Past tense	Past participle	Meaning
be	was	been	biti
(be)come	(be)came	(be)come	(postati)priti
begin	began	begun	začeti
bite	bit	bitten	ugrizniti
blow	blew	blown	pihati
break	broke	broken	zlomiti
bring	brought	brought	prinesti
build	built	built	graditi
buy	bought	bought	kupiti
can	could	/	lahko-možno
catch	caught	caught	ujeti
choose	chose	chosen	izbrati
cost	cost	cost	stati, veljati
cut	cut	cut	rezati
dig	dug	dug	kopati
do	did	done	storiti
draw	drew	drawn	vleči, risati
drink	drank	drunk	piti
drive	drove	driven	voziti
eat	ate	eaten	jesti
fall	fell	fallen	pasti
feed	fed	fed	hraniti
feel	felt	felt	čutiti
fight	fought	fought	bojevati se
find	found	found	najti
fly	flew	flown	leteti
forget	forgot	forgotten	pozabiti

forgive	forgave	forgiven	odpustiti
freeze	froze	frozen	zmrzniti
get	got	got	dobiti
give	gave	given	dati
go	went	gone	iti
grow	grew	grown	zrasti
hang	hung	hung	viseti-obesiti
have	had	had	imetи
hear	heard	heard	slišati
hide	hid	hid(den)	skriti
hit	hit	hit	udariti, zadeti
hold	held	held	držati
hurt	hurt	hurt	raniti
keep	kept	kept	ohraniti
know	knew	known	vedeti
lay	laid	laid	položiti
lead	led	led	voditi
lean	leant	leant	nagniti se-sloneti
leave	left	left	oditi
lend	lent	lent	posoditi
let	let	let	pustiti
lie	lay	lain	ležati
light	lit	lit	prižgati-razsvetiti
lose	lost	lost	izgubiti
make	made	made	naređiti
mean	meant	meant	pomeniti
meet	met	met	srečati
pay	paid	paid	plačati-povrniti
put	put	put	položiti

read	read	read	brati
ride	rode	ridden	jahati
ring	rang	rung	zvoniti
rise	rose	risen	dvigniti se-vsta(ja)ti
run	ran	run	teći
say	said	said	reči
see	saw	seen	videti
sell	sold	sold	prodati
send	sent	sent	poslati
set	set	set	postaviti
shake	shook	shaken	tresti
shine	shone	shone	sijati
shoot	shot	shot	streljati
shut	shut	shut	zapreti
sing	sang	sung	peti
sink	sank	sunk	potopiti (se)
sit	sat	sat	sedeti
sleep	slept	slept	spati
slide	slid	slid	drseti
speak	spoke	spoken	govoriti
spend	spent	spent	preživeti, porabiti
stand	stood	stood	stati
steal	stole	stolen	krasti
stick	stuck	stuck	nasaditi
swim	swam	swum	plavati
swing	swung	swung	zibati
take	took	taken	vzeti
teach	taught	taught	učiti
tell	told	told	povedati

think	thought	thought	misliti
throw	threw	thrown	vreči
understand	understood	understood	razumeti
wake	woke	woken	zbuditi se
wear	wore	worn	nositi
win	won	won	zmagati
wind	wound	wound	naviti