

PROBLEMS AND OPPORTUNITIES.- Session 3.- Choosing a location.

Caso práctico

After **Jack Branson's** visit to Baby Smiles in Paris, there have been some problems with the quotation they **sent him**. **Read the text and listen to his call to Baby Smiles sales department.**



Script

François: Hello, François Marais speaking.

Jack: Hello, this is Jack Branson. I tried to phone you last week but you were not available. It's about our order.

François: Sorry Jack, I was on a business trip. What's the matter?

Jack: I got yourquotation, and frankly, this is a complete mess.

François: Really? What's the problem?

Jack: Well, to start with, the product number for the child safety seats is wrong. The Happy Baby Model, the one I ordered, is CGH-90108, or at least that's the number reference in your catalogue. However, in your quotation, the number reference is CGH-68793.

François: I'm sorry to hear that. Yes, the CGH-68793 is a completely different model.

Jack: And there's no indication about the colours. I ordered the red and black seats.

François: I see...

Jack: But that's not the only mistake, the price of the child safety seats in your quotation is more expensive than the one we agreed on. It's €564. That's unacceptable! I thought I had your word on this. It's €78 more expensive than the €486 initial price!

François: That is obviously a huge mistake. Believe me; we would never do that to our customers...

Jack: I'd like to but, on top of that the shipping time we agreed on was two weekswhereas in your quotation it's two months. Please, François, tell me there's something wrong with this as well...

François: There is ...of course. I can't understand why... Maybe my secretary didn't understand my notes. I'm terribly sorry Jack.

Jack: You know François... there is a saying in English that one does not get a second chance to make a first impression. I thought I was dealing with a reliable company...

François: I don't know what to say Jack. I apologise again and I'd like to offer you something by way of compensation. It's a 100 packaging unit of our new seat protector. It protects car seats from child shoe prints and marks and it easily attaches to the back of any seat. I'm sure your customer will like them. It has aretail price of €13.99 and if you're interested inpurchasing more we have a special offer at the moment. For every 100 units you get 10 for free. What do you think about that?

Jack: Well I think that's a good way to get opportunities from problems.

Autoevaluación

There are many problems in the quotation. Choose the correct answer.

The company address is...

- wrong.
- not included.

Not exactly.

Great!

Solución

1. Incorrecto (Retroalimentación)
2. Opción correcta (Retroalimentación)

The product number is...

- wrong.
- not included.

That's correct!

It is included, but there's a mistake. The correct product number is CGH-90108.

Solución

1. [Opción correcta \(Retroalimentación\)](#)
2. [Incorrecto \(Retroalimentación\)](#)

The sizes are...

- wrong.
- not included.

That's not correct.

Amazing!

Solución

1. [Incorrecto \(Retroalimentación\)](#)
2. [Opción correcta \(Retroalimentación\)](#)

The colours are...

- wrong.
- not included.

Try again.

Brilliant!

Solución

1. [Incorrecto \(Retroalimentación\)](#)
2. [Opción correcta \(Retroalimentación\)](#)

The price is...

- wrong.
- not included.

Are you sure?

It is included, but there's a mistake. The correct prize is € 486.

Solución

1. [Incorrecto \(Retroalimentación\)](#)
2. [Opción correcta \(Retroalimentación\)](#)

The shipping time is...

- wrong.
- not included.

Well done!

It is included, but there's a mistake. The correct shipping time is two weeks.

Solución

1. [Opción correcta \(Retroalimentación\)](#)
2. [Incorrecto \(Retroalimentación\)](#)

The packaging units are...

- wrong.
- not included.

That's not exact.

Fantastic!

Solución

1. [Incorrecto \(Retroalimentación\)](#)
2. [Opción correcta \(Retroalimentación\)](#)



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1.- What to say. Giving your opinion.



Citas Para Pensar

Drive thy (your) business or it will drive thee (you).

Benjamin Franklin.

The following expressions are used to ask for opinions and to express you own opinion:

Ways to ask for opinions and expressions to give opinions

Ways to ask for opinions	Expressions to give opinions
What do you think about...?	I think / I feel that...
What's your opinion of...?	In my opinion / In my view...
How do you feel about...?	To be quite honest...
What do you think of...?	If you ask me...
What's your view?	I'd just like to say that...
How do you see the situation?	As far as I'm concerned...
	I'm absolutely convinced that / I strongly believe that...
	As I see it...

Think about it

Here are some tips for success. Choose some of them and discuss with a partner in the forum how and/or why these tips could or would help you succeed.

1. Always get up early.
2. Do the jobs that nobody else wants to do.
3. Always work an extra hour after everyone else has finished for the day.
4. Be flexible.
5. Smile, even when nobody is looking.
6. Listen to people.
7. Speak positively about yourself and others.
8. Never stop learning.

2.- How to say it. Relative clauses.

We use relative clauses to give additional information about something without starting another sentence. By combining sentences with a relative clause, your text becomes more fluent and you can avoid repeating certain words.



Relative Pronouns.

- ✓ **Who** subject or object pronoun for people.
 - ◆ *I told you about the woman who lives next door.*
- ✓ **Which** subject or object pronoun for animals and things.
 - ◆ *Do you see the cat which is lying on the roof?*
- ✓ **Which** referring to a whole sentence.
 - ◆ *He couldn't read which surprised me.*
- ✓ **Whose** possession for people animals and things.
 - ◆ *Do you know the boy whose mother is a nurse?*
- ✓ **Whom** object pronoun for people, especially in non-defining relative clauses (in defining relative clauses we colloquially prefer who).
 - ◆ *The professor, whom I met at the conference, invited me to a party.*
- ✓ **That** subject or object pronoun for people, animals and things in defining relative clauses (who or which are also possible).
 - ◆ *I don't like the table that stands in the kitchen.*

Subject Pronoun or Object Pronoun?

Subject and object pronouns cannot be distinguished by their forms - **who, which, that** are used for subject and object pronouns-. You can, however, distinguish them as follows:

- ✓ If the relative pronoun is followed by a verb, the relative pronoun is a subject pronoun. Subject pronouns must always be used.
 - ◆ *The apple which is lying on the table.*
- ✓ If the relative pronoun is not followed by a verb (but by a noun or pronoun), the relative pronoun is an object pronoun. Object pronouns can be dropped in defining relative clauses, which are then called Contact Clauses.
 - ◆ *The apple (which) George lay on the table.*

Relative Adverbs

A relative adverb can be used instead of a relative pronoun plus preposition. This often makes the sentence easier to understand.

- ✓ **When** (in/on which) refers to a time expression.
 - ◆ *The day when we met him.*
- ✓ **Where** (in/at which) refers to a place.
 - ◆ *The place where we met him.*
 - ◆ *This is the shop in which I bought my bike.→ This is the shop where I bought my bike.*
- ✓ **Why** (for which) refers to a reason.
 - ◆ *The reason why we met him.*

Ejercicio Resuelto

Click to read the Spanish translation.

Usamos frases de relativo para dar información adicional sobre algo sin empezar una frase nueva. Combinando frases con una de relativo el texto se hace más fluido y se puede evitar la repetición de ciertas palabras.

Pronombres relativos:

- ✓ **Who** pronombre sujeto u objeto para personas.
- ✓ **Which** pronombre sujeto u objeto para animales y cosas.
- ✓ **Which** se refiere a toda una frase.
- ✓ **Whose** posesión para personas, animales y cosas.
- ✓ **Whom** pronombre objeto para personas, especialmente en frases de relativo explicativas (non-defining).
- ✓ **That** pronombre sujeto u objeto para personas, animales y cosas en oraciones de relativo especificativas (defining) (who o which son también posibles).

¿Pronombre sujeto u objeto?

Los pronombres sujeto y objeto no se distinguen por la forma - **who, which, that** se usan como pronombres sujeto y objeto-. Se pueden distinguir:

Si el relativo va seguido de un verbo es pronombre sujeto, y siempre han de usarse.

Si el relativo no va seguido de un verbo, sino de un nombre o pronombre, es pronombre objeto. Los pronombres objeto pueden suprimirse en frases de relativo especificativas (defining).

Adverbios relativos.

Un adverbio relativo se puede usar en lugar de un pronombre relativo + preposición. Esto hace que la frase sea más fácil de entender:

- ✓ **When** (in/on which) se refiere al tiempo.
- ✓ **Where** (in/at which) se refiere al lugar.

Why (for which) se refiere a la razón.

2.1.- Defining and non-defining relative clauses.

Think about it



What is the difference between these two sentences?

- ✓ *Do you know the woman who's reading a book?*
- ✓ *The woman, who was reading a magazine, looked up and said hello.*

That's right. In the first sentence we're defining the woman we're talking about. We don't know who that person is, so we use a defining relative clause.

In the second sentence, we know who that woman is, therefore we use a non-defining relative clause.

Defining Relative Clauses.

Defining relative clauses (also called identifying relative clauses or restrictive relative clauses) give detailed information defining a general term or expression. Defining relative clauses are not put in between commas.

- ✓ Imagine Tom is in a room with five girls. One girl is talking to Sam and you ask somebody whether he knows this girl. Here the relative clause defines which of the five girls you mean.
 - ✦ *Do you know the girl who is talking to Sam?*
- ✓ Defining relative clauses are often used in definitions.
 - ✦ *A seaman is someone who works on a ship.*
- ✓ Object pronouns in defining relative clauses can be dropped. (Sentences with a relative clause without the relative pronoun are called Contact Clauses.)
 - ✦ *The boy (who/whom) we met yesterday is very nice.*

Non-defining Relative Clauses.

Non-defining relative clauses (also called non-identifying relative clauses or non-restrictive relative clauses) give additional information on something, but do not define it. Non-defining relative clauses are put in between commas.

- ✓ Imagine, Sam is in a room with only one girl. The two are talking to each other and you ask somebody whether he knows this girl. Here the relative clause is non-defining because in this situation it is obvious which girl you mean.
 - ◆ *The girl, who was very tall, started to talk to Sam.*
- ✓ **Note:** In non-defining relative clauses, who/which may not be replaced with that.
- ✓ Object pronouns in non-defining relative clauses must be used.
 - ◆ *Jim, who/whom we met yesterday, is very nice.*

Ejercicio Resuelto

Click to read the Spanish translation.

✓ Oraciones de relativo especificativas (defining).

Este tipo de oraciones de relativo dan información detallada sobre un término o expresión. No se ponen entre comas. Se usan a menudo en definiciones. En ellas se pueden suprimir los pronombres objeto.

✓ Oraciones de relativo explicativas (non-defining).

Este tipo de oraciones de relativo dan información adicional sobre algo, pero no lo definen. Se ponen entre comas. En ellas who/which no puede ser remplazado por that. No se pueden suprimir los pronombres objeto.

A step ahead

If you want to know more about relative clauses, visit the following website.

[Relative clauses.](#)

2.2.- Now you put it into practice (I).

This should not be too difficult for you. Let us give it a try.



Autoevaluación

Choose the correct relative pronoun: who, which, whose.

1. This is the supermarket was robbed yesterday.
2. A woman son was crying bought him a toy.
3. The boy came to your birthday party was very handsome.
4. The chairs I bought last week are very comfortable.
5. Larry came with a friend was very polite.
6. Tom's marrying a girl sister is in my class.

Enviar

It wasn't difficult, was it?

Think about it

Combine the following pairs of sentences using relative pronouns. Make any changes where they are necessary.

1. Mr Franks is one of the duty managers. The duty managers deal with day to day problems. (who).
2. There are coffee machines available. These can be found on the 2nd and 5th floors. (which).
3. We have received a telephone order from European Mines. The company will confirm the order by fax. (who).
4. Sean has gone to his office for the report. Sean will bring the report to the meeting room. (which).
5. This building has a coffee shop on the ground floor. Beverages and snacks are served in the coffee shop all day. (where).
6. Mrs Torsen is the head of the advertising department. He deals with product design. (who).

1. Mr Franks is one of the duty managers who deal with day to day problems.
2. There are coffee machines available which can be found on the 2nd and 5th floors.
3. We have received a telephone order from European Mines who will confirm by fax.
4. Sean has gone to his office for the report which he will bring to the meeting room.
5. This building has a coffee shop on the ground floor where beverages and snacks are served all day.
6. Mrs Torsen is the head of the advertising department who deals with product design.

Autoevaluación

Study the following situations. Which is the correct relative clause?

I have three sisters.

- My sister who lives in NY had a baby last month.
- My sister, who lives in NY, had a baby last month.

That's fantastic!

Are you sure?

Solución

1. **Opción correcta** (Retroalimentación)
2. **Incorrecto** (Retroalimentación)

Joan has one sister.

- Joan's sister who is 26 years old is a teacher.
- Joan's sister, who is 26 years old, is a teacher.

Not really.

That's great!

Solución

1. **Incorrecto** (Retroalimentación)
2. **Opción correcta** (Retroalimentación)

Fred has many friends.

- Fred's friend who lives round the corner is a lawyer.
- Fred's friend, who lives round the corner, is a lawyer.

Excellent!

That's incorrect.

Solución

1. **Opción correcta** (Retroalimentación)
2. **Incorrecto** (Retroalimentación)

My friend Pedro moved to Canada.

- My friend Pedro whose wife is Canadian moved to Canada two years ago.
- My friend Pedro, whose wife is Canadian, moved to Canada two years ago.

That's not right.

Well done!

Solución

1. **Incorrecto** (Retroalimentación)
2. **Opción correcta** (Retroalimentación)

Mrs Jones is very famous.

- Mrs Jones whom I met at Jamie's party is a famous scientist.
- Mrs Jones, whom I met at Jamie's party, is a famous scientist.

That's not correct.

Very good!

Solución

1. [Incorrecto \(Retroalimentación\)](#)
2. [Opción correcta \(Retroalimentación\)](#)

2.3.- Revision of relative clauses.

A piece of advice

If you want to make sure you understood everything we've learned about relative clauses, take a look at the following presentation.

[Text summary](#)

2.4.- Inversion.

As you know, the normal order for declarative sentences in English is:

Subject + Verb + Complements.

However, there are some cases where the subject comes after the verb, apart from interrogative sentences. This is what in English is called **inversion of the subject**. An example appears in the introduction of the situation at the beginning of the unit:

✓ *Only with his help will he be able to succeed.*

Inversion of the subject happens in **sentences introduced by the following words and expressions:**

- ✓ Never (before).
- ✓ Rarely.
- ✓ Seldom.
- ✓ Hardly.
- ✓ No sooner
- ✓ Only.
- ✓ Not only...but also.
- ✓ Not until.
- ✓ Not even.
- ✓ In no way.
- ✓ By no means.
- ✓ On no account.
- ✓ Nowhere.
- ✓ Under no circumstances.
- ✓ Little.

Some examples:

- ✓ *Only with his help will he be able to succeed.*
- ✓ *Hardly had Alan Bennet left when his assistant arrived.*
- ✓ *On no account must reception be left alone.*

As you can see from the examples the new order is:

Initial element + Auxiliary verb + Subject + Main verb.

The same order as in any interrogative sentence.



main verb).

Ejercicio Resuelto

Click to read the Spanish translation:

En inglés el orden normal de cualquier oración declarativa requiere el sujeto delante del verbo, sin embargo hay ciertas expresiones que cuando van situadas al comienzo de una oración requieren inversión del sujeto y del verbo.

Detrás de estas expresiones es necesario un verbo auxiliar, un sujeto y un verbo; es decir, una estructura como la de cualquier oración interrogativa.

A piece of advice

When there is no auxiliary verb in the sentence, we must use **do/does/did** after the expression which requires inversion:

- ✓ *We rarely prepare picnic lunches.* (Subject + **rarely**+ main verb).
- ✓ *Rarely do we prepare picnic lunches.* (**Rarely** + **auxiliary verb do** + subject +

2.5.- Now you put it into practice (II).

Autoevaluación

Order the following words to get correct inverted sentences. The first word has been written for you:

1. left /some /started /doctors / conference/ hardly/ had / the / when

Hardly



2. two / has/ offered/ the /seldom / hotel / sittings

Seldom

3. medical / mobiles/ the /should / used/ on no account / be / in /conference

On

no

account

4. never before/ picnic / offered / we / had / lunch

Never before

5. consume /audience / alcohol / under no circumstances /the / may

Under

no

circumstances

6. use / he / rarely / credit / does / his / card

Rarely

Answer

1. left /some /started /doctors / conference/ hardly/ had / the / when
Hardly **had the conference started when some doctors left.**
2. two / has/ offered/ the /seldom / hotel / sittings
Seldom **has the hotel offered two sittings**
3. medical / mobiles/ the /should / used/ on no account / be / in /conference
On no account **should mobiles be used in the medical conference.**
4. never before/ picnic / offered / we / had / lunch
Never before **had we offered picnic lunch.**
5. consume /audience / alcohol / under no circumstances /the / may

Under no circumstances **may the audience consume alcohol.**
6. use / he / rarely / credit / does / his / card
Rarely **does he use his credit card.**

A step ahead

If you want to consolidate what we have studied on inversion, click on the following link:

[Read on inversion.](#)

3.- Words you need. Production chain.

Basically a production chain is the steps that need to be taken in order to transform raw materials into goods which can then be used by consumers. At each step in the production chain, value is added to the product so it can be sold for a greater amount when it becomes the final product. This value is added through the addition of labour, buildings, raw materials and/or manufacturing and processing.



Primary producers are always the first stage in any chain, and the part they play is to produce the raw materials from which the final product will then be created.

The secondary stage of production is when the product itself takes shape in the hands of manufacturing companies. These companies bring together products and other raw materials to create the final product. Some companies use outside suppliers to provide components and services, i.e. they outsource more. Another word for outsource is subcontract. They subcontract the services and goods that were previously supplied in-house: within the company.

The last and final stage in each production chain is the actual selling of the product to the consumer. A retailer such as a supermarket will buy a large amount of the final product from the supplier, to then sell on to you, the consumer.

After all these production chain steps, the product then enters the distribution chain. This involves adding value to the products by transporting them to wherever the consumer requires them to be. One of the last stages in the distribution chain is actually getting the product to a store near the end consumer.

The table below illustrates this:

The chain of production

Primary stage	Secondary stage	Tertiary stage
Farmers, fishers, miners, foresters etc. growing, producing, harvesting, extracting.	Transport of raw materials. Manufacturers processing, making and constructing goods.	Transport of product, storage and other intermediary services. Distributors, retailers, e.g. shops, cafés, selling goods.

Adapted from <http://www.landlearnsw.org.au/production-chains/what-is>









Think about it

What are the advantages and disadvantages of...

- ✔ outsourcing?
- ✔ using in-house developed components and services?

Appendix.- Licenses of Resources.

Licenses of Resources used in session 03. "Choosing a location".

Resource (1)	Resource information (1)	Resource (2)	Resource information (2)
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