

Белорусский национальный технический университет

Факультет Маркетинга, менеджмента, предпринимательства

Кафедра Современные европейские языки

СОГЛАСОВАННО

СОГЛАСОВАННО

Заведующая кафедрой

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**ЭЛЕКТРОННЫЙ УЧЕБНО-МЕТОДИЧЕСКИЙ КОМПЛЕКС ПО УЧЕБНОЙ
ДИСЦИПЛИНЕ**

«Основы бизнеса (на иностранном языке)»
для специальности 1-25 01 07 «Экономика и управление на предприятии»

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Рассмотрено и утверждено

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Электронный учебно-методический комплекс по дисциплине «Основы бизнеса (на иностранном языке)»

предназначен для студентов очной формы получения высшего образования, а также для преподавателей кафедры «Современные европейские языки» БНТУ с целью проведения как аудиторных практических занятий, так и для самостоятельной работы студентов.

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Перечень материалов

Учебно-методический комплекс.

Пояснительная записка

Электронный учебно-методический комплекс по дисциплине «Основы бизнеса (на иностранном языке)» составлен в соответствии с основными положениями Кодекса Республики Беларусь об образовании: от 13 января 2011 г., № 243-3, Республиканской программы «Иностранные языки» от 29.01.1998 г. №129, Концепции обучения иностранным языкам в системе непрерывного образования Республики Беларусь, в плане идеологической и воспитательной работы БНТУ и других государственных программах, нормативно-правовых, инструктивно-методических документах, определяющих приоритетные направления идеологии белорусского государства.

Данный ЭУМК представляет собой программный комплекс по дисциплине «Основы бизнеса (на иностранном языке)», назначение которого состоит в обеспечении непрерывности и полноты процесса обучения основам бизнеса на английском языке.

Разработанный ЭУМК способствует созданию условий для формирования нравственно зрелой, интеллектуально развитой личности обучающегося, которой присущи социальная активность, гражданская ответственность и патриотизм, приверженность к университетским ценностям и традициям, стремление к профессиональному самосовершенствованию, активному участию в экономической и социально-культурной жизни страны.

Содержание учебно-методического комплекса включают в себя: учебную рабочую программу дисциплины, теоретический и практический разделы, блок контроля знаний, а так же справочные материалы (лексический минимум по теме).

В содержании теоретического раздела ЭУМК представлены материалы для изучения по учебной дисциплине «Основы бизнеса (на иностранном языке)», в составе которых грамматика английского языка и упражнения для закрепления грамматических навыков, в объеме, предусмотренном учебным планом по дисциплине.

Практический раздел ЭУМК включает в себя: текстовые материалы с заданиями грамматического и лексического характера, обучающие и тренировочные упражнения для самостоятельной работы как репродуктивного, так и творческого уровня.

Блок контроля содержит лексико-грамматические тесты, итоговые контрольные работы, а так же предметно-тематическое содержание экзамена по дисциплине. Данный блок обеспечивает возможность самоконтроля обучающегося, его текущие и итоговые аттестации.

Учебно-методический комплекс по дисциплине «Основы бизнеса (на иностранном языке)» предназначен для студентов очной формы получения высшего образования, а так же преподавателей БНТУ кафедры современные европейские языки, с целью проведения как аудиторных практических занятий, так и организации самостоятельной работы студентов.

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1. Учебная программа по дисциплине

Учебная программа составлена на основе учебной программы БНТУ «Основы бизнеса (на иностранном языке)», утв. «___»_____, рег. №_____

Рассмотрена и рекомендована к утверждению кафедрой «Современные европейские языки» Белорусского национального технического университета (протокол №_____ от _____ г.)

Заведующая кафедрой _____ А. И. Сорокина

Одобрена и рекомендована к утверждению методической комиссией факультета маркетинга, менеджмента, предпринимательства Белорусского национального технического университета (протокол №_____ от _____ г.)

Председатель методической комиссии _____ А.А. Коган

ПОЯСНИТЕЛЬНАЯ ЗАПИСКА

Учебная программа «Основы бизнеса (на иностранном языке)» разработана для специальностей 1-25 01 07 «Экономика и управление на предприятии».

Главная цель обучения иностранным языкам – формирование иноязычной коммуникативной компетенции будущего специалиста, позволяющей использовать иностранный язык как средство профессионального и межличностного общения.

Достижение главной цели предполагает комплексную реализацию следующих задач:

- познавательной, позволяющей сформировать представление об образе мира как целостной многоуровневой системе (этнической, языковой, социокультурной и т.п.); уровне материальной и духовной культуры; системе ценностей (религиозно-философских, эстетических и нравственных); особенностях профессиональной деятельности в соизучаемых странах;

- развивающей, обеспечивающей речемыслительные и коммуникативные способности, развитие памяти, внимания, воображения, формирование потребности к самостоятельной познавательной деятельности, критическому мышлению и рефлексии;

- воспитательной, связанной с формированием общечеловеческих, общенациональных и личностных ценностей, таких как гуманистическое мировоззрение, уважение к другим культурам, патриотизм, нравственность, культура общения;

- практической, предполагающей овладение иноязычным общением в единстве всех его компетенций (языковой, речевой, социокультурной, компенсаторной, учебно-познавательной), функций (этикетной, познавательной, регулятивной, ценностно-ориентационной) и форм (устной и письменной), что осуществляется посредством взаимосвязанного обучения всем видам речевой деятельности в рамках определённой программой предметно-тематического содержания, а также овладения технологиями языкового самообразования.

В качестве стратегической интегративной компетенции в процессе обучения иностранным языкам выступает коммуникативная в единстве всех составляющих: языковой, речевой, социокультурной, компенсаторной, учебно-познавательной компетенций.

Языковая компетенция – совокупность навыков и умений речевой деятельности (говорение, письмо, аудирование, чтение), знание норм речевого поведения, способность использовать языковые средства в связной речи в соответствии с ситуацией общения.

Социокультурная компетенция – совокупность знаний национально-культурной специфике стран изучаемого языка и связанных с этим умений корректно строить свое речевое и неречевое поведение.

Компенсаторная компетенция – совокупность умений использовать дополнительные вербальные средства и невербальные способы решения коммуникативных задач в условиях дефицита имеющихся языковых средств.

Учебно-познавательная компетенция – совокупность общих и специальных учебных умений, необходимых для осуществления самостоятельной деятельности по овладению иностранным языком.

В результате освоения учебной дисциплины «Основы бизнеса (на иностранном языке)» студент должен

знать:

- особенности системы изучаемого иностранного языка в его фонетическом, лексическом и грамматическом аспектах (в сопоставлении с родным языком);
- социокультурные нормы бытового и делового общения, а также правила речевого этикета, позволяющие специалисту эффективно использовать иностранный язык как средство общения в современном поликультурном мире;
- историю и культуру стран изучаемого языка;

уметь:

- вести общение социокультурного и профессионального характера в объеме, предусмотренном настоящей программой;
- письменно выражать свои коммуникативные намерения в сферах, предусмотренных настоящей программой;
- составлять письменные документы, используя реквизиты делового письма, заполнять бланки на участие и т. п.;
- воспринимать на слух иноязычную речь в естественном темпе (аутентичные монологические и диалогические тексты, в том числе профессионально ориентированные), с разной полнотой и точностью понимания их содержания;
- владеть всеми видами чтения (изучающее, ознакомительное, просмотровое, поисковое), предполагающими разную степень понимания прочитанного;
- продуцировать развернутое подготовленное и неподготовленное высказывание по проблемам социокультурного и профессионального общения, перечисленным в настоящей программе;
- резюмировать полученную информацию;
- аргументированно представлять свою точку зрения по описанным фактам и событиям, делать выводы;
- вступать в контакт с собеседником, поддерживать и завершать беседу, используя адекватные речевые формулы и правила речевого этикета;
- обмениваться профессиональной и непрофессиональной информацией с собеседником, выражая согласие/несогласие, сомнение, удивление, просьбу, совет; предложение и т. п.;
- участвовать в дискуссии по теме/проблеме;
- аргументированно отстаивать свою точку зрения;
- сочетать диалогическую и монологическую формы речи;
- выполнять письменные задания к прослушанному, увиденному,

прочитанному, логично и аргументировано излагать свои мысли, соблюдая стилистические и жанровые особенности;

- владеть навыками составления частного и делового письма, правильно использовать соответствующие реквизиты и формулы письменного общения;
- реферировать и аннотировать профессионально ориентированные и общенаучные тексты с учетом разной степени смысловой компрессии;

приобрести навыки:

- ведения деловой корреспонденции на иностранном языке;
- межкультурного общения;
- чтения литературы по специальности.

Освоение образовательной программы по дисциплине «Основы бизнеса (на иностранном языке)» должно обеспечить формирование следующих компетенций:

- АК-4. Уметь работать самостоятельно.
- АК-8. Обладать навыками устной и письменной коммуникации.
- СЛК-3. Обладать способностью к межличностным коммуникациям.
- СЛК-6. Уметь работать в команде.
- ПК-9. Проводить деловые совещания и переговоры, переписку с зарубежными партнерами, готовить распоряжения, проекты приказов, планов мероприятий и контрактов.

Согласно учебному плану УВО на изучение дисциплины отведено всего 250 ч., в том числе 140 ч. аудиторных занятий, из них практические занятия - 140 ч.

Распределение аудиторных часов по семестрам приведено в таблице 1.

семестр	лекции	Лабораторные занятия	Практические занятия	Итоговый контроль знаний
3	-	-	72	Экзамен
4	-	-	68	Диф.зачет

СОДЕРЖАНИЕ ДИСЦИПЛИНЫ

Начальный уровень изучения иностранного языка

Тема 1. Предприятия

Структура предприятия. Успешность предприятия. Презентация предприятия. Ты и предприятие.

Тема 2. Продажа товара он-лайн

Создание сайта. Секреты продаж товаров в он-лайне. Электронная коммерция. Планы на будущее.

Средний уровень владения иностранным языком

1.6	Present continuous Present simple or present continuous		10				Grammar reference	[1,2]	
	Revision		12						ЭКЗАМЕН
	Итого за семестр		72						
4 семестр									
2	The web		68						
	Discussion								
2.1	Using the Internet		7				Activity file Resource bank	[1,4]	
2.2	Plans for the future		7				Activity file Resource bank	[1,4]	
2.3	Online business		10				Activity file Resource bank	[1,4]	
2.4	Website effectiveness consultant		7				Audio script	[1,7]	
2.5	Shopping online		7				Text bank	[1,4]	
2.6	Online advertising		7				Text bank	[1,4]	
	Language work								
2.7	Internet terms Time expressions		7				Grammar reference	[1,7]	
2.8	Talking about future plans (present continuous and going to) <i>will</i>		7				Grammar reference	[1,7]	
	Revision		9					[1,2,4]	диф. зачет
	Итого за семестр		68						
	Всего аудиторн. часов							140	

Средний уровень владения иностранным языком

Номер раздела, темы, занятия	Название раздела, темы, занятия; перечень изучаемых вопросов	Количество аудиторных часов				Самостоятельная работа студента	Методические пособия, средства обучения (оборудование, учебно-наглядные пособия и др.)	Литература	Формы контроля знаний
		Лекции	Практические занятия	Лабораторные занятия	Управляемая (контролируемая) самостоятельная работа студента				
1	2	3	4	5	6	7	8	9	10
семестр 3									
1	Planning		72					[1,2,4]	
	Discussion								
1.1	Planning		8				Activity file		

						Resource bank		
1.2	Ways to plan		8			Activity file Resource bank		
1.3	The secret of good planning		8			Audio script	[1,2]	
1.4	Planning for economic development		8					
1.5	Expansion plans		8			Text bank	[1,2]	
1.6	Survival problems		8			Text bank	[1,2]	
	Language work						[1,2]	
1.7	Words for talking about planning		8			Grammar reference	[1,2]	
1.8	Talking about future plans (plan, hope, expect, would like, want, going to; present continuous)		8			Grammar reference		
	Revision		8				[1,2,4]	экзамен
	Итого за семестр		72					
4 семестр								
2	Managing people		68				[1,2,4]	
	Discussion						[1,2,4]	
2.1	Qualities and skills of a good manager		8			Activity file Resource bank		
2.2	Young managers		8			Activity file Resource bank		
2.3	Skills of socializing and entertaining		8			Audio script		
2.4	Giving staff more freedom		8			Text bank	[1,2]	
2.5	Improving the work environment		8			Text bank	[1,2]	
	Language work						[1,2]	
2.6	Verbs and prepositions		10			Grammar reference	[1,2]	
2.7	Reported speech		8			Grammar reference	[1,2]	
	Revision		10					диф. зачет
	Итого за семестр		68					
	Всего аудиторн. часов				140			

Продвинутый уровень владения иностранным языком

Номер раздела, темы, занятия	Название раздела, темы, занятия; перечень изучаемых вопросов	Количество аудиторных часов				Самостоятельная работа студента	Методические пособия, средства обучения (оборудование, учебно-наглядные пособия и др.)	Литература	Формы контроля знаний
		Лекции	Практические занятия	Лабораторные занятия	Управляемая (контролируемая) самостоятельная работа студента				
1	2	3	4	5	6	7	8	9	10
3 семестр									
1	Trade Discussion		72						
1.1	Ideas about globalization		8				Activity file Resource bank	[1,4]	
1.2	Fair trade, free trade		8				Activity file Resource bank	[1,5]	
1.3	Expert on negotiation		8				Audio script	[1,7]	
1.4	Negotiating techniques		8						
1.5	Trade and textiles		8				Text bank	[1,4]	
1.6	Questioning globalization		8				Text bank	[1,4]	
	Language work								
1.7	Words for talking about international trade		8				Grammar reference	[1,6]	
1.8	Conditions		8				Grammar reference	[1,2]	
	Revision		8						экзамен
	Итого за семестр		72						
4 семестр									
2	Quality Discussion		68						
2.1	Ideas of quality		10				Activity file Resource bank	[1,4]	
2.2	Quality control and customer service		7					[1,5]	
2.3	Old-fashioned quality		7				Activity file Resource bank	[1,6]	
2.4	Principles of quality		7				Audio script	[1,7]	

2.5	Quality studies		7				Text bank			
2.6	Complains		7				Text bank	[1,6]		
	Language work									
2.7	Words for talking about quality control and customer service		9				Grammar reference	[1,2]		
2.8	Gerunds and infinitives		7				Grammar reference	[1,2]		
	Revision		7						диф. зачет	
	Итого за семестр		68							
	Всего аудиторн. часов	140								

ИНФОРМАЦИОННО-МЕТОДИЧЕСКАЯ ЧАСТЬ

Список литературы

Основная литература

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1. Revell, J. Advanced Listening / J. Revell, В. Breary. - Oxford University Press, 1998.
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4. <http://www.economist.com/>
5. http://www.forbes.com/fdc/welcome_mjx.shtml
6. <http://www.ft.com/home/uk>

Средства диагностики

Оценка уровня знаний студента производится по десятибалльной шкале в соответствии с критериями, утвержденными Министерством образования Республики Беларусь.

Для оценки достижений студента используется следующий диагностический инструментарий:

- устный и письменный опрос во время практических занятий;
- проведение текущих контрольных работ (заданий) по отдельным темам;
- защита выполненных на практических занятиях индивидуальных заданий;
- перевод текста с русского языка на английский язык;
- проведение текущих контрольных опросов по отдельным темам
- подготовка презентаций на иностранном языке;
- тесты и тестовые задания;
- сдача экзамена и диф. зачета по дисциплине.

Методы и технологии обучения

В числе эффективных педагогических технологий, способствующих вовлечению студентов в поиск и управление знаниями, приобретению опыта самостоятельного решения речемыслительных задач, рекомендуется использовать:

- технологии проблемно-модульного обучения;
- технологии учебно-исследовательской деятельности;
- проектные технологии;
- коммуникативные технологии (дискуссия, пресс-конференция, мозговой штурм, учебные дебаты и другие активные формы и методы);
- метод кейсов (анализ ситуации);
- игровые технологии, в рамках которых студенты участвуют в ролевых, имитационных играх и др. на английском языке.

Для управления учебным процессом и организации контрольно-оценочной деятельности педагогам рекомендуется использовать рейтинговые, кредитно-модульные системы оценки учебной и исследовательской деятельности студентов, вариативные модели управляемой самостоятельной работы, учебно-методические комплексы.

В целях формирования современных социально-личностных и социально-профессиональных компетенций выпускника вуза целесообразно внедрять в практику проведения семинарских и практических занятий методики активного обучения, дискуссионные формы и т.п.

В числе современных технологий, направленных на самореализацию личности, рекомендуется использовать:

- *проектную технологию*, представляющую самостоятельную, долгосрочную групповую работу по теме-проблеме, выбранную самими студентами, включающую поиск, отбор и организацию информации. В процессе работы над проектом речевое иноязычное общение «вплетено в интеллектуально-эмоциональный контекст другой деятельности»;
- *кейс-технологию*, основу которой составляют осмысление, критический анализ и решение конкретных социальных проблем. Кейс-технология позволяет

организовать обучение английским языком, ориентированное на развитие способности студентов решать определенные жизненные ситуации, важные повседневные проблемы, с которыми они непосредственно сталкиваются в жизни;

- *симуляцию*, которая применительна к профессиональной лексике, представляет собой подражательное, разыгранное воспроизведение межличностных контактов, организованных вокруг проблемной деловой ситуации, максимально приближенной к реальной;

- *технология обучения в сотрудничестве*, предполагающую создание условий для активной совместной учебной деятельности студентов в разных учебных ситуациях. Это обучение в процессе общения студентов друг с другом и с преподавателем при наличии общей цели и индивидуальной ответственности каждого члена группы за собственный вклад в общее дело, за выполнение общего задания;

- *технология дебатов*, представляющую собой полемический диалог, проходящий по определенному сценарию и имеющий целью убеждение третьей стороны – судей или аудитории;

- *компьютерные технологии*, предполагающие широкое использование интернет-ресурсов и мультимедийных обучающих программ. Компьютерные технологии позволяют интенсифицировать и активизировать учебно-познавательную деятельность студентов, эффективно организовать и спланировать самостоятельную работу, совершенствовать контрольно-оценочные функции (компьютерное тестирование).

Организация самостоятельной работы студентов

В ходе организации самостоятельной работы студентов преподаватель осуществляет контроль при подготовке всех стадий презентаций.

Студенты осуществляют поиск дополнительной информации в Интернете по темам занятий.

Компьютерные программы, электронные учебно-методические пособия

№ п/п	Наименование ЭИ	Автор	Регистрационный номер
1	Complex Business English Tests for Pre-Intermediate Students. Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей.	Конагорова Т.Н., Сорокина А.И., Перепечко Н.Н.	ЭИ БНТУ/ФММП95-1.2010
2	Complex Business English Tests for Intermediate Students. Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей.	Сорокина А.И., Перепечко Н.Н., Конагорова Т.Н.	ЭИ БНТУ/ФММП95-2.2010
3	Business Interests. Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей.	Гамбалеvская О.А., Попова И.А.	ЭИ БНТУ/ФММП95-4.2010
4	Texts for discussion. Учебно-методическое пособие по английскому языку для студентов экономических специальностей.	Осипенко Е.А., Томашук А.С.	ЭИ БНТУ/ФММП95-5.2011 Личевская
5	Business reader. Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей	Сорокина А.И., Перепечко Н.Н., Конагорова Т.Н.	ЭИ БНТУ/ФММП95-6.2011 Личевская
6	Business Grammar (for pre-intermediate students). Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей.	Поварехо И.А., Попова И.А., Якшук Н.П.	ЭИ БНТУ/ФММП95-7.2011 Личевская
7	Read and Reflect. Учебно-методическое пособие по английскому языку для студентов экономических специальностей.	Храмцова М.В.	БНТУ/ФММП95-8.2011
8	Учебно-методическое пособие «Перевод технических текстов: грамматические и лексические трудности»	Перепечко Н.Н. Конагорова Т.Н.	БНТУ/ФММП95-9.2011

2. Теория

Теоритической основой изучения иностранного языка является в первую очередь сведения об истории его возникновения.

Введение

История английского языка: от зарождения до наших дней.

История английского языка неотрывно связана с историей Англии. Историю английского языка многие филологи и лингвисты делят на три периода: древнеанглийский, среднеанглийский и новоанглийский. Однако деление это достаточно условное, потому что язык существовал у племен, населявших Британские острова, задолго до завоевания Британии Цезарем или распространения на территории страны христианства.



Кельтская культура у истоков истории английского языка

Первые упоминания в древних летописях о жителях, населявших британские острова, относятся к 800 году до н.э. В это время на остров переселяется племя индоевропейского народа - кельты. Те племена, которые жили на островах до прихода кельтского народа не оставили никаких следов в истории.

С 800 года до н.э. начинается эпоха британских кельтов и, соответственно, кельтского языка на территории Британии. Многие лингвисты придерживаются того мнения, что слово "Британия" происходит от слова с кельтским корнем – brith "раскрашенный". В летописях можно найти упоминание, что кельты действительно раскрашивали себе лица и тела, когда собирались на войну или охоту. Есть в летописях упоминания и о том, что британские кельты уже в пору завоевания Британских островов великим Цезарем обладали развитой культурой. В племенах процветал патриархат. Мужчины имели по 8-10 жен. Дети воспитывались женщинами до определенного возраста, затем мальчики переходили под опеку мужчин, которые учили их охотиться и владеть оружием.

Также в летописях упоминается о том, что британские кельты говорили на особом наречии.

А такие слова, как whiskey, plaid, slogan попали в английский язык намного позднее из кельтских языков, которые были широко распространены в тот период: whiskey (ирл. uisce beathadh "живая вода"), slogan (из шотландского sluagh-ghairm "боевой клич").

Влияние Римской империи на развитие английского языка

Спустя столетие после завоевания британских островов Цезарем, в 44 году до н.э. Британские острова посетил римский император Клавдий, после чего Британия стала считаться Римской провинцией. В этот период наблюдается тесное общение кельтского народа и римлян, что, безусловно, нашло отражение в языке.

Так, многие слова в современном английском языке имеют латинские корни. Например, слово castra (с лат. "лагерь"). Этот корень встречается во многих географических названиях современной Британии - Lancaster, Manchester, Leicester.

Известны и такие распространенные слова, как street "улица" (от латинского выражения via strata "мощеная дорога") и wall "стена"(от vallum "вал").

Есть много нарицательных имен существительных, заимствованных из латыни: wine "вино" – из лат. vinum "вино"; pear "груша" – из лат. pīrum "груша"; pepper "перец" – из лат. pīper.

Древнеанглийский период (450 – 1066 г) в истории английского языка

Непосредственными прародителями английского народа являются германские племена саксов, ютов, англов и фризов, которые проникли на территорию Британии в 449 году. Так как по численности эти племена намного превосходили кельтские, то постепенно англосаксонское наречие полностью вытеснило кельтское наречие из употребления.

Благодаря англосаксонским племенам в английском языке появились многие названия географических объектов, сохранившиеся до наших дней. Также такие слова, как *butter, pound, cheese, alum, silk, inch, chalk, mile, mint* – имеют общегерманские корни, заимствованные из латыни. Или слово *Saturday* – расшифровывается как "день Сатурна"- отца бога Юпитера в древнеримской мифологии.

В 597 году н.э. начинается всеобщая христианизация Британии. До этого племена англосаксов являлись язычниками. Римская церковь направила на остров монаха Августина, который дипломатическими путями постепенно начал обращение англосаксов в христианство. Деятельность Августина и его последователей принесла ощутимые результаты: к началу 700 года н.э. значительная часть населения Британских островов исповедовали христианство.

Такое тесное слияние культур нашло свое отражение и в языке. Появилось много слов, которые были заимствованы именно в это время. Например, *school* "школа" – из лат. *schola* "школа", *Bishop* "епископ" – из лат. *Episcopus* "присматривающий", *mount* "гора" – из лат. *montis* (род. пад.) "гора", *pea* "горох" – из лат. *pisum* "горох", *Priest* "священник" – из лат. *presbyter* "пресвитер".

По приблизительным подсчетам лингвистов в эту эпоху английский язык заимствовал из латинского более 6 сотен слов, не считая производных от них. В основном это слова, относящиеся к религии, церкви, а также к управлению государством.

К этому времени относится творчество Беды Достопочтенного (*Beda Venerabilis*), первого английского историка и просветителя, который первым переводил Евангелие с латинского на англосаксонский язык. Деятельность Беды Достопочтенного оказала значительное влияние на развитие языка и является важной ступенью в истории английского языка.

Влияние скандинавской группы языков

В 878 году начинается завоевание англосаксонских земель датчанами. В течение многих лет датчане жили на землях Британии, вступали в браки с представителями

англосаксов. В результате в английском языке появился ряд заимствований из скандинавских языков. Например, *amiss* "неладно", *anger* "гнев", *auk* "гагарка", *awe* "благоговейный страх", *axle* "ось", *aye* "всегда".

Буквосочетание *sk-* или *sc-* в начале слова в современном английском также очень часто показатель, что слово является скандинавским заимствованием. Например, *sky* "небо" (при исконно английском *heaven*), *skin* "кожа" (при исконно английском *hide* "шкура"), *skull* "череп" (при исконно английском *shell* "скорлупа; оболочка").

Среднеанглийский период (1066-1500) истории английского языка

Развитие английского языка в средние века

В середине XI века жители северной Франции завоевывают Британию. Королем становится Вильгельм Завоеватель, по происхождению норманн. С этого времени в истории народа начинается эпоха трех языков. Языком аристократии, судов стал французский, языком науки оставалась латынь, а простой люд продолжал говорить на англосаксонском. Именно смешение этих трех языков и дало начало образованию современного английского языка.

Современный английский язык – смешанный

Лингвисты трактуют современный английский язык, как смешанный. Это происходит из-за того, что многие слова, при общем смысле не имеют общих корней. Сравним для примера ряд слов на русском языке: голова – глава – главный. В английском тот же ряд представлен словами: *head* – *chapter* – *chief*. Почему так произошло? Все объясняется именно смешением трех языков. Англосаксонские слова обозначали конкретные предметы, отсюда слово *head*. С латинского – языка науки и образования осталось слово *chapter*. От французского осталось слово, бывшее в обиходе знати, *chief*.



Такое же разграничение можно найти во многих смысловых рядах в английском языке. Например, различаются слова, обозначающие название животного (слова германского происхождения) и название мяса этого животного (эти слова произошли от старофранцузского). Так, *ox* — бык, *cow* — корова, *calf* — телёнок, *sheep* — овца, *pig* — свинья; но *beef* — говядина, *veal* — телятина, *mutton* — баранина, *pork* — свинина и т. д.

В этот период истории английского языка происходят изменения и в грамматическом строении. Исчезают многие глагольные окончания. Имена прилагательные приобретают степени сравнения, в том числе и супплетивные степени (с добавлением слов *more, most*). Значительные изменения претерпевает и фонетика языка. К концу 1500 года в стране все большую популярность завоевывает лондонский диалект, на котором начинают говорить 90% носителей языка.

Первые книги на английском языке

Первопечатником Британии считается Уильям Кэкстон (William Caxton), который в 1474 году напечатал первую книгу на английском языке. Это был перевод произведения Рауля Лефевра "Сборник историй о Трое". За свою жизнь Кэкстон напечатал более 100 книг, многие из которых были его собственным переводом. Следует отметить, что благодаря его деятельности, многие английские слова обрели, наконец, свою законченную форму.

Что касается грамматических правил, то Кэкстон зачастую изобретал собственные правила, которые после публикации становились общедоступными и считались единственно верными.

Новоанглийский период (1500- наши дни) истории английского языка

Основоположителем английского литературного языка по праву считают великого Уильяма Шекспира (1564-1616). Ему приписывают происхождение множества идиоматических выражений, которые используются и в современном английском. Кроме того, Шекспир изобрел много новых слов, которые прижились в языке.

Например, слово *swagger* "чванливая походка; развязность" впервые в истории английского языка встречается в пьесе Шекспира "Сон в летнюю ночь".

История английского языка в эпоху Просвещения

В 1712 году впервые в истории появился образ, олицетворяющий Великобританию и национальный характер англичан. В этот год родился герой политических памфлетов Джона Абертнота – Джон Булль. И до сих пор образ Булля является сатирическим изображением англичанина.

В 1795 году в свет выходит первый учебник "Английская грамматика" Линдлея Муррея (Lindley Murray). Почти два столетия этот учебник является основополагающим в грамматике английского языка. Все образованные люди изучали грамматику Муррея.

Современный английский язык

Современный язык на британских островах вовсе не является статичным. Язык живет, постоянно появляются неологизмы, какие-то слова уходят в прошлое.

Однако самое главное отличие английского языка от многих европейских языков в том, что в Великобритании нет статичных норм. Наоборот, в большом ходу именно различные диалекты и наречия. Различаются не только произношение слов на фонетическом уровне, но есть также и совершенно разные слова, обозначающие одно и то же понятие.

СМИ и члены правительства общаются на британском английском. Но самым популярным считается американский английский. Существуют и австралийский английский, и канадский английский и много других диалектов. На территории самой Великобритании в ходу несколько диалектов, на которых говорят жители той или иной провинции.

Как видим, английский язык сохранил свои традиции "смешения языков" и в наши дни.

Популярности английского языка весьма способствовала колониальная политика Великобритании, колонизация Австралии и Северной Америки.

После Второй Мировой войны возросло значение такой страны, как США, что также способствовало популяризации английского языка.

В современном мире интернет сообщество, люди науки и культуры в основном общаются на английском языке.

Точное количество людей, владеющих английским языком в наше время назвать затруднительно. Результаты различных исследований разнятся на десятки процентов. Называются цифры и 600 млн. и 1,2 млрд.

Однозначно, английский язык является важнейшим средством коммуникации в современном мире.

Грамматика

Начальный уровень владения иностранным языком

Present Simple

Form

+	I/You/We/They work.
---	---------------------

	He/She/It works.
-	I/You/We/They don't work. He/She/It doesn't work.
?	Do I/You/We/They work? Does He/She/It work?

Use

We use the Present Simple:

1. to talk about habits and work routines.

I get up early in the morning.

She works from home.

They go to work by train.

2. to talk about facts and things that are generally true.

They have offices in Seoul.

It rains a lot in Manchester.

She earns a high salary.

3. with verbs that describe permanent states.

I like meeting people.

She has three children.

I think he lives in a flat.

I know his boss very well.

4. with adverbs and expressions of frequency.

She always wears blue.

He usually/generally takes work home at the weekend.

They often go home early on Fridays.

I sometimes play tennis with a colleague.

Do you ever go to the theatre?

I never go to the theatre.

Adverbs and expressions of frequency

1. Adverbs of frequency usually go before the main verb, but after the verb *to be*.

I sometimes make phone calls to the USA.

My boss is usually friendly.

We don't generally stay up late.

2. For emphasis, usually, generally, often and sometimes can go at the beginning of a sentence.

Sometimes, I don't like my job.

Generally, we take clients out to a good restaurant.

3. Expressions of frequency can go at the beginning or the end of a sentence, but not in the middle.

Once a year, we have a sales conference.

We have a sales conference once a year.

(NOT We have once a year a sales conference.)

Does he play golf every Saturday?

(NOT Does he every Saturday play golf?)

1. Complete the sentences with the verbs from the box below in the simple present tense. Make any necessary changes:

work	start	operate	specialize	be	have	provide
------	-------	---------	------------	----	------	---------

- My company Internet services.
- They usually work at 8:30
- We an office in Manchester and another one in Newark.
- She for an engineering company.
- Their head office in Palmeira, Spain.
- This company in phone services.
- This group on all six continents.
- Our main competitors in England.
- It annual sales of €300 million.
- I in sales.

2. Choose the right answer:

- What *do/des* they specialize in?
- Where *does the company have/has the company* subsidiaries?
- What time does she *start/starts* work?
- Who *do/does* their father work for?
- What kind of products *do/does* your company *sell/sale*?
- Who *is/am/are* your main competitor?

3. All these sentences are wrong. Correct the mistakes:

- Coca Cola are based in Atlanta.
- The meeting starts always at 16:00.
- There is 400 employs in our company.
- It don't produce software.
- Where is based that company?
- It employ 100000 people all over the world.

4. Tick the right answer:

- Do you insurance services?
1) provides 2) provide
- Our head office is in Portugal, but we in many different countries
1) are based 2) operate 3) specialize in
- We are a quite small company. We only have 15
1) employers 2) employs 3) employees
- What other does the company make?
1) products 2) produces
- any of the employees of your company work at weekends?
1) do 2) does

f) What do you ? I'm an engineer

1) work 2) job 3) do

Present Continuous

Form

+	I'm He's/She's/It's You're/We're/They're	waiting.
-	I'm not He/She/It isn't You/We/They aren't	working.
?	Am I Is he/she/it Are you/we/they	coming?

Short answers

Yes, I am.

No, **I'm not.**

Yes, he/she/it is.

No, he/she/it **isn't.**

Yes, you/we/they are.

No, you/we/they **aren't.**

Spelling rules

- Most verbs add – *ing*.
She is talking to a client.
- For verbs ending in – *e*, take away *e* and add – *ing*.
He is making some coffee.
- For verbs ending in consonant + vowel + consonant, double the final consonant and add – *ing*.
Is anyone sitting here?
But **we don't double the final consonant if it is in an unstressed syllable** (e.g. *developing*, *marketing*).

Use

We use the Present Continuous:

1. to talk about actions in progress at the time of speaking.

I **'m using** the photocopier at the moment.

Not now, I **'m talking** to a customer.

2. for actions that are not necessarily in progress at the time of speaking, but have not finished.

I **'m still writing** that report.

We **'re trying** to enter new markets.

3. for temporary situations.

We **'re staying** at the Hilton for the next few days.

Present Simple or Present Continuous

1. We use the present Simple to describe permanent situations which will not change.

I work in Paris.

2. We also use the Present Simple to talk about habits.
I normally drive to work.

3. We use the Present Continuous to describe temporary situations – situations which happen for a short time.
I'm walking to work this week.

1. Complete the sentences with present continuous form of the verbs in brackets. Use contractions where possible.

1. **Matti isn't in the office today. He** (meet) customers all day.
2. **Marta's on the phone. She** (call) about the sales figure.
3. **I can't come to the meeting. I** (write) a report. I must finish it this morning.
4. **We** (build) a new factory in Spain. The work is nearly finished.
5. **The marketing team is very busy right now. They** (work) on the launch of a new product.
6. **Our business in Japan** (not go) well at the moment.
7. We have a lot of orders, so production (hire) 40 extra staff.

2. Choose either the present simple or the present continuous form of the verb to complete these sentences.

1. I *stay/am staying* at the Ritz every time I'm in New York. I *stay/ am staying* at the Ritz at the moment.
2. Jan *works/ is working* from home today. She usually *works/ is working* at the company's training centre.
3. She often *calls/ is calling* Russia. Right now, she *calls/ is calling* a customer in Moscow.
4. **I don't/am not usually** *deal/ dealing* with the paperwork. I *deal/ am dealing* with all the paperwork while Susan is away.
5. Deliveries *take/ are taking* over two months at present. Usually they *take/are taking* just six weeks.
6. Most of the time we *use/ are using* DHL for deliveries. This time, we *use/ are using* a different company.

3. Complete this text with the best form of the verbs in brackets: present simple or present continuous.

My company¹ (manufacture) and² (export) frozen fish products. We³ (buy) our fish directly from local fishermen. **Right now, we**⁴ (make) plans to increase our production. **So we**⁵ (need) to find different suppliers for fish. Our main customers⁶ (have) restaurant chains abroad. **However, right now, we**⁷ (plan) a new range of frozen meals because we⁸ (want) to enter the customer market. So at the moment, our marketing team⁹ (do) a lot of research. They¹⁰ (try) to understand our target market.

Talking about future plans; will

Forms

We can use the present continuous, going to and will to talk about the future.

+	I'm He's/She's/It's You're/We're/They're	flying	to New York on Friday.
-	I'm not He/She/It isn't You/We/They aren't	planning	any budget cuts this year.
?	Am I Is he/she/it Are you/we/they	organising	the office party?

+	I'm He's/She's/It's You're/We're/They're	going to	be	there tomorrow.
-	I'm not He/She/It isn't You/We/They aren't	going to	do	that tomorrow.
?	Am I Is he/she/it Are you/we/they	going to	leave	tomorrow?

+	I/You/He/She/It/We/They	will	try.
-	I/You/He/She/It/We/They	won't (= will not)	work.
?	Will	I/you/he/she/it/we/they	go?

Uses

1. We use the present continuous to talk about things we have already arranged for the future.

I'm meeting Mr. Righetti next Thursday.

We're having a staff party on Friday evening.

2. Sometimes we can use either the present continuous or going to.

We're having a staff party on Friday evening.

We're going to have a staff party on Friday evening.

3. going to is more suitable for strong intentions and predictions.

I'm going to go to that meeting even if she doesn't want me to.

We're certain the situation is going to get better.

It's going to rain.

Compare: It's raining. (now)

4. We use will to make:

- predictions about things we think are inevitable and will happen without any arrangements or individual intention.

I think there will be an economic crisis soon.

- offers

I will get Mr. Schmidt a cup of coffee.

- Promises

I'll give her your regards if I see her.

I will have the report on your desk before Friday.

5. The opposite of will is will not or won't.

Don't worry, I will not forget.

1. Correct each sentence by putting to, will ('ll) or a form of to be in the correct position.

1. You have a meeting now, so you can't phone Dimitri. But don't worry, I do it.

2. What Lance doing on Monday morning?

3. We meeting the legal team on Tuesday.

4. They're not going attend the conference.

5. Mr. Shen and Mr. Lee going to give a presentation together.

6. After we upgrade our network, computer security not be a problem.

7. Ok, then. I write an e-mail to Jean-Luc.

8. We're going redesign our website next month.

Средний уровень владения иностранным языком

Talking about future plans

1. We use the present continuous for future arrangements.

What are you doing next weekend?

We're **visiting** our suppliers next week.

2. We also use going to for arrangements, plans and intentions.

What are you going to do next weekend?

We're going to visit our suppliers next week.

I'm **going to** talk to you today about my company.

3. But we do NOT use the present continuous to make predictions for the future. Compare:

The transport strike is going to cause a real problem. (= This is anticipated for the future.)

The transport strike is causing a real problem. (The strike has started and the effects are present.)

4. Some verbs, like anticipate, expect, look forward to, hope and plan, automatically refer to the future.

These verbs can be used in either the simple or continuous form.

I look forward to seeing you soon.

I am looking forward to seeing you soon.

We hope to do better next year.

We are hoping to do better next year.

We plan to attract more foreign investment.

We are planning to attract more foreign investment.

Other future forms

1. *Will* is very often used for predictions.

The forecast says that tomorrow will be warm and sunny.

I **don't think they** will complain.

She will not **like what you've written about her**.

2. We use the contracted form *'ll* to make spontaneous offers.

I'**ll** help you write the report if you like.

(= I'll help you now, or when you want me to help you.)

1. The CEO of a large supermarket chain is talking to her managers about the group's future plans

in relation to the World Cup. Underline the plans that she mentions.

'Well, as you all know, we are hoping that the World Cup spirit will get more customers through our doors. We are planning a wide range of activities to capitalize on our football links and are expecting to sell more televisions, food and drink. We are also going to sell official merchandise before and during the tournament. We would like to get some big-name endorsements and want to sell stickers and trading cards. Then we are going to launch a digital site to promote our association with football legends. We are hoping to be the supermarket of choice for our county's football fans.'

2. Match the verbs (1-3) to their meanings (a-c).

- 1 hope
- 2 expect
- 3 plan

- a) believe something will happen
- b) decide in detail what you are going to do
- c) wish something would happen

3. A salesperson is talking about the end-of-year bonus. Complete this conversation with the verbs from Exercise 2 in the correct form.

I'm¹ to get a bonus at the end of the year, but I haven't met all my sales targets, so I 'm a little worried. My colleague Jan has met all her targets and she is² to get a good bonus. She is already³ to go on an expensive holiday abroad and has got lots of travel brochures.

Reported speech

We use reporting verbs like say, tell and ask to report what other people say.

1. Reporting words just said

In this case, the situation is still present.

The boss says she wants to see you immediately.

2. Reporting words said in the past

- Words that are said in one place at one particular time may be reported in another place at another time. Because of the change in time, there may be a change of tense or modal auxiliary. A different pronoun is used to suit the context.

Actual words

'We are not going to panic.'

'I left my briefcase at work.'

'I've already spoken to her.'

'We won't know before Friday.'

'I can't give you a lower price.'

- *Would, could* and *should* do not change.

'I would tell you if I could.'

'You should be more careful.'

Reported words

He said they were not going to panic.

She said she (had) left her briefcase at work.

He said he had already spoken to her.

She said they wouldn't know before Friday.

He said he couldn't give me a lower price.

She said she would tell me if she could.

He said I should be more careful.

3. Say versus tell

- We do not usually use a person object (me, us, etc.) after say.
She said she would come later. (NOT She said me ...)
- But after tell, we indicate who receives the information.
She told me she would come later. (NOT She told she would ...)

- We can use **that** directly after **say**, but not directly after **tell**.
He said that he understood **the reason**. (NOT He told that ...)
- **Tell also means ‘to inform’ or ‘to instruct’**.
He told me he was interested in my proposal.
She told me to hurry up.

4. Reporting questions

We use **ask** (with or without an object) to report questions.

Note the word order in the reported questions: (1) question word (2) subject (3) verb

Actual words

In open questions

(When/Why/How/What/etc.):

‘**When do you want to take your vacation?**’

‘**How long is the conference?**’

In yes/ no questions:

‘**Do you want to take your vacation in July or August?**’

‘**Will you be able to attend the conference?**’

Reported words

He asked (him) when he wanted to take his vacation.

He asked (her) how long the conference was.

He asked (him) if/whether he wanted to take his vacation in July or August.

He asked (her) if/whether she would be able to attend the conference.

1. Complete the sentences with the correct form of *say* or *tell*.

1. He **that I was late**.
2. He **me** that I was late.
3. She **him to work harder**.
4. She **they would never agree**.
5. Nobody **me that she was the CEO**.
6. She **that she worked for Toyota**.

2. Rewrite the sentences in reported speech, changing the tenses. Begin He/She/They said.

1. Hanza: ‘I’m not enjoying my job very much.’
.....

2. Adela: ‘I want to listen to my staff more.’
.....

3. Susan and Sharon: ‘We need to invest in the development of staff.’
.....

4. Pierre: ‘I’m feeling under pressure at work.’
.....

5. Justin: ‘The company has been performing badly.’
.....

6. Eleanor: ‘I’m going to look for a new job.’
.....

3. Choose the best word(s) to complete each sentence.

1. ‘I want to start the meeting at 10 o’clock.’
She says *she wants/she’s wanted to start at 10 o’clock*.
2. ‘Our new offices are fantastic.’
He said that their new offices *have been/were* fantastic.
3. ‘The back-up software is working very well.’
She said the back-up software *will be/was working* very well.

4. 'My new job has been a lot of fun.'

She told her boss that her new job *had been/was* a lot of fun.

5. 'The company's shares have been performing badly.'

The newspaper said **that the company's shares** *had been/were* performing badly.'

6. 'We need to invest in a new intranet server.'

She said *we needed/we'd need* to invest in a new intranet server.

Продвинутый уровень владения иностранным языком

Conditionals

First Conditional

1. We use conditional sentences when discussing the terms of an agreement, making hypothetical proposals, bargaining and making concessions.

If you order now, we will give you a discount.

We will reduce the price by 10% if you give us a firm order in advance.

If we give you 90 days' credit instead of 60, will you give us the interest you would have paid?

The use of *if + will +* base form of the verb suggests that the acceptance of the condition is the basis for a deal.

2 We use *unless* in conditional sentences to mean *if not*.

We won't be able to start construction unless you train our personnel.

3 *As long as* and *provided that* are also used to state conditions.

We will sign the contract as long as you guarantee prices for the next 18 months.

We can reach agreement on a joint venture provided that our firm has a representative on your board.

Second Conditional

If the proposal is more tentative and possibly less certain, we use past verb forms.

If we said we were prepared to deliver in March, would you make a firm order?

If you agreed to create more jobs, we might think about a productivity deal.

If the government found some extra money, would you be prepared to create a subsidiary in our country?

1. Choose the correct verbs to complete the sentences.

1. If you give us/ will give us a discount of 5%, **we'll place/place a firm order.**

2. Will you deliver / Do you deliver by November if we pay / 'll pay the transport costs?

3. If you will lower / lower your price by 5%, we buy / 'll buy at least 4,000 units.

4. Would / Does it help you if we sent / ore sending the goods by air?

5. If you aren't improving / don't improve your delivery times, we 'll have / had to find a new supplier.

6. If we will join / joined an association of producers, we would get / will get a better price for our coffee.

2 Complete the sentences with 'I, 'd, won't or wouldn't.

1. We have to look for another supplier if you can't deliver this month.

2. You get such a good commission if you didn't win so many deals.

3. We cut the price by 10% if you gave us a firm order in advance.

4. If we don't retrain our staff, they be able to use the new software.

5. Unless we hear from you within five days, we assume that the deal is off.

6. **If you met your sales targets, we consider offering you a three-year contract.**

3. Match the sentence halves.

- | | |
|--|---|
| 1. If they didn't offer such good terms, | a) we'll have to cancel it. |
| 2. If you ordered a larger quantity, | b) the consignment will reach us in time. |
| 3. If we offer them a 10% discount, | c) we can start production as scheduled. |
| 4. If you don't confirm your order soon, | d) we wouldn't do business with them. |
| 5. As long as we get the parts in May, | e) we could negotiate a better price. |
| 6. Provided that it is sent by air, | f) they say they'll place an order today. |

Gerunds and Infinitives

Use

1. We sometimes use one verb after another verb. Often the second verb is in the infinitive form:

We are continuing to cut our manufacturing costs.

Management agreed to offer generous redundancy terms to all staff affected.

The verbs below are often followed by the infinitive.

intend	attempt	promise	plan
mean	try	arrange	offer
want	pretend	hope	forget
seem	fail	wish	expect
claim	guarantee		

2. But sometimes the second verb must be in the –ing form (the gerund). This depends on the first verb.

The decision involves reducing our heavy losses.

The verbs below are usually followed by the gerund.

admit	look forward to	delay	suggest
give up	appreciate	avoid	detest
enjoy	involve	contemplate	remember
mean	consider	deny	recommend
can't stand	mind	carry on	miss
risk	don't mind	justify	put off

Some verbs can be followed by the gerund or the infinitive form without a big change in meaning.

She started loading the software. / She started to load the software.

Sometimes, however, the meaning changes.

She stopped to read the manual. (She stopped what she was doing in order to read the manual.)

She stopped reading the manual. (She no longer bothered to read the manual.)

1. In these sentences two of the verbs are possible and one is incorrect. Tick the two correct verbs.

1. He **to review our quality procedures.**

a) promised b) delayed c) wanted

2. I **improving reliability.**

a) undertook b) suggested c) recommended

3. I to meet the Quality Director.

a) decided b) didn't mind c) arranged

4. She to check the large order.

a) refused b) put off c) failed

5. We to invest in new machinery.

a) consider b) hope c) plan

2. Match these sentence halves.

1. The board recommends

a) to make mistakes with this big order.

2. **the factory can't afford**

b) to turn around the company's reputation

3. The Research and Development department should consider

in the coming year.

4. The new Chief Executive promised

c) producing the faulty product.

5. The factory stopped

d) outsourcing some of the company's functions.

6. The customer refused

e) to accept our apology for the fault.

f) changing its policy on product testing.

3. Choose the most appropriate form of the verb from the brackets to complete these sentences.

1. He stopped (working / to work) on the project after three months because of ill-health.

2. She was driving in a hurry but she stopped (answering / to answer) her mobile phone.

3. Did you remember (calling / to call) the customer yesterday?

4. **I can't remember (offering / to offer)** you a replacement.

5. The sales assistant forgot (giving / to give) the customer a discount.

6. The customer forgot (completing / to complete) the five-year guarantee form.

3. Практика

Начальный уровень владения иностранным языком

TWO DIFFERENT ORGANISATIONS

A. 'Companies should be owned by their employees.' Discuss.

B. Work in pairs. As you read, make a note of the key points about your company in the chart below.

Student A: Read Article 1 on the opposite page.

Student B: Read Article 2 on the opposite page.

Article 1

India: Tata's search for a new CEO

by Joe Leahy in Mumbai

Mr. Tata, **Chairman of India's biggest company, is expected to retire** - yet again - in two years. But this time things look different. The group appears ready to move on, formally announcing last month that it has set up a special committee to look for a new CEO.

Instead of simply choosing the most obvious successor, the group has said it will consider all candidates **for India's biggest corporate job. In a country where** companies are often controlled by influential families, the idea of an outsider, particularly a foreigner, controlling a group of Tata's size and reputation is revolutionary.

At risk is more than the future of the Tata Group, though this is very important to the national economy. With its 100 subsidiaries - including India's biggest private-sector steel company, its biggest information-

technology outsourcing company and its biggest automotive producer - it is also the country's first true multinational, with 65 per cent of its \$71 bn in revenue generated overseas.

Analysts question whether Tata can create an example for corporate India of orderly transition from family leadership to professional management. "There's a feeling if an outsider, especially a foreigner, took over a group as complex as Tata, it would be disastrous," says a banker who knows the company.

However, some critics argue that introducing professionals would help to break down a reputation for weak management in large, family-run companies.

Article 2

Is John Lewis the best company in Britain to work for?

By Jon Henley

It is owned by its employees-or partners - who have a mix in how it is run and receive a share of the profits. Surely this is the way every organization should be run?

It's just before opening time on bonus day at John Lewis and, boy, are we excited. Up and down the country, the 69 000 people who work for the nation's favourite retailer are gathered, impatient. A specially chosen staff member opens an envelope and reads out a number. Fifteen per cent. It's the percentage of their salary that each John Lewis employee takes home as that year's bonus.

If a product is on sale in a John Lewis store, you know you can trust it. Plus you can be sure you'll be served by someone who really knows what they're talking about and, most unusually of all, is eager to help.

Unlike other high-street names, John Lewis is owned by its employees, each of whom has a say in its running and a share in its profits. This is Britain's largest example of worker co-ownership. Its purpose is **"the happiness of all its members, through their worthwhile and satisfying employment in a successful business"**

"It's a good company to work for," says Pedro, a Waitrose chef. "I didn't realise how good until I joined." Employer-employee relations at John Lewis, says Nicola McRoberts, "are completely different. They want you to be happy." A veteran of five years, Kirsty Reilly, in womenswear, speaks of the "passion and commitment" that come from "being engaged, because you have a shared interest in making sure it works, for you and for the people you work with."

C. After reading, ask your partner what they have learned about Tata/ John Lewis. Add the new information to your chart in Exercise B.

D. Compare and contrast the two companies.

EXAMPLE: *Tata is an Indian company, but John Lewis is a British company.*

THE BEST COMPANIES TO WORK FOR

A new report has identified the top 25 companies in the USA to work for. The report comes out every year and always has some surprises. It ranked the best places to work in 2014 by taking a survey of employee satisfaction. Top of the list was Google, which has become famous for its excellent working conditions. Google knocked Facebook off of the number one position. A Google software engineer earns an average salary of \$119,000 a year. He or she also gets free access to a gym, laundromat, sports facilities and a place which looks after their pets when the employee goes on holiday. One ex-employee said Google staff are so happy that it is unusual for anyone to take time off.

Another survey released at the same time shows a slightly different picture. The careers website Glassdoor asked employees to rate how happy they are with their company, career opportunities, pay, culture, and values. It found that the consulting firm Bain and Company was the best place to work. Russ Hagey, Global Chief Talent Officer at Bain and Co. said: "We are incredibly proud to be named the number one best place to work." He added that: "For more than 40 years, we have placed significant focus on

creating an outstanding professional and personal work experience that in turn has fueled our growth anchored in a mission of delivering results for clients and organizations around the globe."

WARM-UPS

1. WORKING CONDITIONS: Students walk around the class and talk to other students about working conditions. Change partners often and share your findings.

2. CHAT: In pairs / groups, decide which of these topics or words from the article are most interesting and which are most boring.

top companies / surprises / employee / satisfaction / salary / working conditions / survey / a different picture / career opportunities / proud / number one / focus / globe

Have a chat about the topics you liked. Change topics and partners frequently.

3. JOB: Complete this table with your partner(s). Change partners often and share what you wrote.

	What you have / will have	What you want
Salary		
Clothes		
Colleagues		
Promotion		
Benefits		
Culture		

4. \$119,000: Students A strongly believe a \$119,000 is too much when people are starving; Students B strongly believe a million-dollar salary is OK. Change partners again and talk about your conversations.

5. WORKING CONDITIONS: Rank these with your partner. Put the most important at the top. Change partners often and share your rankings.

<ul style="list-style-type: none"> • pay • uniform • nice boss • training 	<ul style="list-style-type: none"> • lots of overtime • long holidays • friendly co-workers • responsibility
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6. WORK: Spend one minute writing down all of the different words you associate with the word "work". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

1. TRUE / FALSE: Read the headline. Guess if a-h below are true (T) or false (F).

- | | |
|---|-------|
| a. A report listed the best companies in the world to work for. | T / F |
| b. The report is made once every two years. | T / F |
| c. Facebook was number one last year. | T / F |
| d. Google has a kind of pet hotel for when staff go on holiday. | T / F |
| e. A company called Glassdoor paints pictures. | T / F |
| f. Another survey said a consulting company was the best place to work. | T / F |
| g. The consulting company has been number one for 40 years. | T / F |
| h. The company's mission is to help its clients around the world. | T / F |

2. SYNONYM MATCH: Match the following synonyms from the article.

1. every year	a. job
2. ranked	b. issued
3. survey	c. strange
4. salary	d. ordered
5. unusual	e. bringing
6. released	f. annually
7. slightly	g. excellent
8. career	h. a little
9. outstanding	i. questionnaire
10. delivering	j. pay

3. PHRASE MATCH: (Sometimes more than one choice is possible.)

1. the top 25 companies in the	a. the number one
2. famous for its excellent working	b. to a gym
3. earns an average salary	c. off
4. she also gets free access	d. happy they are
5. take time	e. conditions
6. Another survey released	f. experience
7. asked employees to rate how	g. USA to work for
8. proud to be named	h. at the same time
9. work	i. for clients
10. delivering results	j. of \$119,000 a year

GAP FILL

<p>A new report has (1) _____ the top 25 companies in the USA to work for. The report (2) _____ out every year and always has some surprises. It ranked the best places to work in 2014 by taking a (3) _____ of employee satisfaction. Top of the list was Google, which has become famous for its excellent working (4) _____. Google knocked Facebook off of the number one position. A Google software engineer earns an (5) _____ salary of \$119,000 a year. He or she also gets free (6) _____ to a gym, laundromat, sports facilities and a place which looks (7) _____ their pets when the employee goes on holiday. One ex-employee said Google staff are so happy that it is unusual for anyone to take (8) _____ off.</p> <p>Another survey (9) _____ at the same time shows a slightly different (10) _____. The careers website Glassdoor asked employees to rate how happy they are with their company, career opportunities, (11) _____, culture, and values. It found that the consulting firm Bain and Company was the best (12) _____ to work. Russ Hagey, Global Chief Talent Officer at Bain and Co. said: "We are incredibly (13) _____ to be named the number one best place to work." He added that: "For more than 40 years, we have placed significant (14) _____ on creating an outstanding professional and personal work experience</p>	<p><i>access</i> <i>average</i> <i>survey</i> <i>identified</i> <i>time</i> <i>comes</i> <i>after</i> <i>conditions</i></p> <p><i>growth</i> <i>picture</i> <i>focus</i> <i>place</i> <i>released</i> <i>globe</i> <i>pay</i> <i>proud</i></p>
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that in turn has fueled our (15) _____ anchored in a mission of delivering results for clients and organizations around the (16) _____."	
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COMPREHENSION QUESTIONS

1. How many companies were in the report?
2. What was the survey on?
3. Which company was number one last year?
4. What is the number 119,000 in the article?
5. Why don't Google workers take a lot of time off work?
6. What did a different survey show?
7. What is the name of the careers website that did the other survey?
8. Who is Russ Hagey?
9. How many years has Bain & Co. been focusing on work experience?
10. Where are the clients of Bain and Co.?

MULTIPLE CHOICE - QUIZ

<ol style="list-style-type: none"> 1. How many companies were in the report? a) 15 b) 25 c) 35 d) 45 2. What was the survey on? a) Google b) paper c) salaries d) employee satisfaction 3. Which company was number one last year? a) Google b) Twitter c) Facebook d) Microsoft 4. What is the number 119,000 in the article? a) the salary of a Google engineer b) the number of companies in the USA c) the number of people at Google d) the number of people in the survey 5. Why don't Google workers take a lot of time off work? a) they have no holidays b) they are happy c) they are busy d) their boss would be angry 	<ol style="list-style-type: none"> 6. What did a different survey show? a) a different picture b) many colours c) the worst companies to work for d) the Google logo 7. What is the name of the careers website that did the other survey? a) Glassroof b) Glasswall c) Glassdoor d) Glasswindow 8. What is Russ Hagey's job? a) Global Chief Talent Officer b) Official Talented Global Officer c) Talented Global Office Chief d) Chief Global Talent Officer 9. How many years has Bain & Co. been focusing on work experience? a) 10 b) 20 c) 30 d) 40 10. Where are the clients of Bain and Co.? a) Asia b) Europe c) all over the world d) in New York
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ROLE PLAY

Role A – Nice uniform

You think a nice uniform is the most important thing about a job. Tell the others three reasons why. Tell them things that aren't so good about their things. Also, tell the others which is the least important of these (and why): lots of training, friendly co-workers or lots of overtime.

Role B – Lots of training

You think lots of training is the most important thing about a job. Tell the others three reasons why. Tell them things that aren't so good about their things. Also, tell the others which is the least important of these (and why): a nice uniform, friendly co-workers or lots of overtime.

Role C – Friendly co-workers

You think friendly co-workers is the most important thing about a job. Tell the others three reasons why. Tell them things that aren't so good about their things. Also, tell the others which is the least important of these (and why): lots of training, a nice uniform or lots of overtime.

Role D – Lots of overtime

You think lots of overtime is the most important thing about a job. Tell the others three reasons why. Tell them things that aren't so good about their things. Also, tell the others which is the least important of these (and why): lots of training, friendly co-workers or a nice uniform.

AFTER READING

1. WORD SEARCH: Look in your dictionary / computer to find collocates, other meanings, information, **synonyms ... for the words 'working' and 'condition'**.

working	condition
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- Share your findings with your partners.
- Make questions using the words you found.
- Ask your partner / group your questions.

2. ARTICLE QUESTIONS: Look back at the article and write down some questions you would like to ask the class about the text.

- Share your questions with other classmates / groups.
- Ask your partner / group your questions.

3. GAP FILL: In pairs / groups, compare your answers to this exercise. Check your answers. Talk about **the words from the activity. Were they new, interesting, worth learning...?**

4. VOCABULARY: Circle any words you do not understand. In groups, pool unknown words and use dictionaries to find their meanings.

5. TEST EACH OTHER: Look at the words below. With your partner, try to recall how they were used in the text:

<ul style="list-style-type: none"> • 25 • 2014 • famous • 119,000 • pets • time 	<ul style="list-style-type: none"> • same • happy • culture • proud • personal • globe
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LANGUAGE – CLOZE

A new report has (1) _____ the top 25 companies in the USA to work for. The report comes (2) _____ every year and always has some surprises. It ranked the best places to work in 2014 by taking a survey of employee satisfaction. Top of the list was Google, which has become famous (3) _____ its excellent working conditions. Google knocked Facebook (4) _____ of the number one position. A Google software engineer earns an average salary of \$119,000 a year. He or she also gets free access to a gym, laundromat, sports (5) _____ and a place which looks after their pets when the employee goes on holiday. One ex-employee said Google staff are so happy that it is unusual for anyone to take (6) _____ off.

Another survey released at the same time shows a (7) _____ different picture. The careers website Glassdoor asked employees to rate (8) _____ happy they are with their company, career opportunities, pay, culture, and values. It found that the consulting firm Bain and Company was the best place to work. Russ Hagey, Global Chief Talent Officer at Bain and Co. said: "We are incredibly (9) _____ to be named the number one best place to work." He added that: "For more than 40 years, we have placed significant (10) _____ on creating an outstanding professional and personal work experience that in (11) _____ has fueled our growth anchored in a mission of (12) _____ results for clients and organizations around the globe."

Put the correct words from the table below in the above article.

1. (a) identified	(b) identity	(c) identification	(d) ID
2. (a) over	(b) past	(c) out	(d) to
3. (a) of	(b) at	(c) for	(d) by
4. (a) to	(b) as	(c) by	(d) off
5. (a) palaces	(b) equips	(c) facilities	(d) faculties
6. (a) break	(b) holidays	(c) work	(d) time
7. (a) small	(b) slightly	(c) margin	(d) bit
8. (a) what	(b) how	(c) whether	(d) which
9. (a) proudly	(b) pride	(c) proud	(d) proudest
10. (a) staring	(b) look	(c) view	(d) focus
11. (a) ahead	(b) right	(c) direction	(d) turn
12. (a) deliver	(b) delivered	(c) delivers	(d) delivering

SPELLING

Paragraph 1

1. idtfednii the top 25 companies
2. always has some eprursiss
3. a survey of oeeeypml satisfaction
4. software nnerieeg
5. sports ecsifiitla
6. it is lunusua

Paragraph 2

7. ladeeers at the same time
8. a htiyglls different picture
9. ecarre opportunities
10. We are incredibly rdupo
11. work riexcepnee
12. a isisnmo of delivering results

COCA-COLA UNVEILS NEW GLOBAL AD STRATEGY

Coca-Cola unveiled a new global ad strategy on December 8. The company wants to change its image **and increase profits. There is a new slogan: “Welcome to the Coke side of life.” It replaces the three-year-old “Make it real” campaign, which analysts say was unsuccessful, despite a billion dollars of advertising.** Coke is returning to its roots with the new campaign. There is a strong focus on the iconic shape of the old-fashioned Coke bottle. There will also be different versions of the slogan to reflect cultural tastes and lifestyles. These will be fine-tuned to specific markets.

Coke CEO Neville Isdell said the new global ad strategy should return the company to its former glories **within eighteen months. Coke’s shares have lost almost 20 percent in value under Isdell’s control. He** admitted that Coke needed to be more innovative. He has created new drinks and appointed a new marketing chief, Mary Minnick, to help the global brand. She outlined three new themes to appeal to customers – **enjoyment, comfort and nutrition. She said: “We want Coke brands to be...an integral part of consumers’ everyday lives.” In January, Coca-Cola Blak, a cola-coffee blend, will start Coke’s new strategy.**

1. COKE SEARCH: Talk to as many other students as you about Coca-Cola. After you have talked to lots of students, sit down with your partner(s) and share your information. Tell each other what you thought was interesting or surprising. What do you think of the Coca-Cola Company?

2. COKE SLOGANS: Coca-Cola always changes its slogans. What do you think about these past and present slogans? Why were they chosen?

- a. “The ideal brain tonic.” (1893)
- b. “Universal symbol of the American way of life.” (1943)
- c. “Hello Coke.” (1944)
- d. “Coke time.” (1954)
- e. “Coke... after Coke... after Coca-Cola.” (1966)
- f. “It’s the real thing.” (1970)
- g. “I’d like to buy the world a Coke.” (1971)
- h. “Welcome to the Coke side of life.” (2006)

3. CHAT: In pairs / groups, decide which of these topics or words are most interesting and which are most boring.

Coca-Cola / slogans / profits / campaigns / roots / the bright side of life / Coke bottles / innovation / enjoyment / comfort / nutrition / coffee-flavored cola

Have a chat about the topics you liked. For more conversation, change topics and partners frequently.

4. MY COLA LIFE: In pairs / groups, talk about your history with cola drinks. Did you drink a lot when you were a kid? Do you prefer Coke or Pepsi? Are you worried about colas being unhealthy?

5. FAMOUS SLOGANS: Discuss these slogans with your partner(s). Do you like them? Why are they good? Would (Do) they work in your country?

- a. **“Don’t leave home without it.”** – American Express
- b. **“Just do it.”** – Nike
- c. **“The ultimate driving machine.”** - BMW
- d. **“Think different.”** – Apple Computer
- e. **“Heineken refreshes the parts other beers cannot reach.”** – Heineken
- f. **“A diamond is forever.”** - DeBeers
- g. **“Put a tiger in your tank.”** - Esso
- h. **“Say it with flowers.”** - Interflora

6. COCA-COLA: Spend one minute writing down all of the different words you associate with Coca-Cola. Share your words with your partner(s) and talk about them. Together, put the words into different categories.

1. TRUE / FALSE: Look at the article’s headline and guess whether these sentences are true (T) or false (F):

- | | |
|--|-------|
| a. Coke’s new slogan is to help its image and increase profits. | T / F |
| b. The new slogan is “Welcome to the fizzy side of life”. | T / F |
| c. Coke is going back to its roots with its new ad strategy. | T / F |
| d. Coke’s taste will be fine-tuned for the global market as a whole. | T / F |
| e. Coke’s CEO said it would take 18 years to return to former glories. | T / F |
| f. Coke’s CEO said the company has lacked innovativeness. | T / F |
| g. Coke wants its drinks to be an integral part of consumers’ daily lives. | T / F |
| h. Coke has produced a new cola-flavored coffee drink. | T / F |

2. SYNONYM MATCH: Match the following synonyms from the article:

a. unveiled	installed
b. increase	advertisement
c. roots	mirror
d. old-fashioned	revealed
e. reflect	boost
f. ad	launch
g. former	basic
h. appointed	origins
i. integral	previous
j. start	traditional

3. PHRASE MATCH: Match the following phrases from the article (sometimes more than one combination is possible):

a. The company wants to change its	roots with the new campaign
b. unsuccessful, despite	to appeal to customers
c. Coke is returning to its	a billion dollars of advertising
d. the iconic shape of the	almost 20 percent in value
e. different versions of the slogan	to its former glories
f. return the company	marketing chief
g. Coke's shares have lost	image and increase profits
h. appointed a new	old-fashioned Coke bottle
i. She outlined three new themes	everyday lives
j. an integral part of consumers'	to reflect cultural tastes

WHOOOPS: Delete the five incorrect words from the eight in bold in each paragraph. Think of better replacements.

Coca-Cola unveiled a new global ad strategy on December 8. The company wants to change its damage and increase profits. There is a new slog: **“Welcome to the Coke side of life.”** **It replaces the three-year-old “Make it real” campaign, which** analysts say was unsuccessful, despite a billion dollars of advertising. Coke is returning to its boots with the new campaign. There is a strong focus on the iconic shape of the old-fashioned Coke bottle. There will also be different verses of the slogan to reflect cultural tastes and lifestyles. These will be fine-tuned to space markets.

Coke CEO Neville Isdell said the new global bad strategy should return the company to its farmer **glories within eighteen months. Coke's shares have lost almost 20 percent in value under Isdell's control.** He admitted that Coke needed to be more innovative. He has created new drinks and appointed a new marketing chef, Mary Minnick, to help the global brand. She outlined three new themes to appeal to customers – **enjoyment, comfort and nutrition.** **She said: “We want Coke bands to be...an integral part of consumers' weekend lives.”** **In January, Coca-Cola Blak, a cola-coffee blend, will start Coke's new strategy.**

1. WORD SEARCH: Look in your dictionaries / computer to find collocates, other meanings, information, **synonyms ... for the words ‘global’ and ‘slogan’.**

- Share your findings with your partners.
- Make questions using the words you found.
- Ask your partner / group your questions.

2. ARTICLE QUESTIONS: Look back at the article and write down some questions you would like to ask the class about the text.

- Share your questions with other classmates / groups.
- Ask your partner / group your questions.

3. WHOOOPS: In pairs / groups, compare your answers to this exercise. Check your answers. Talk about the **words from the activity. Were they new, interesting, worth learning...?**

4. VOCABULARY: Circle any words you do not understand. In groups, pool unknown words and use dictionaries to find their meanings.

5. STUDENT “SLOGAN” SURVEY: **In pairs / groups, write down questions about Coca-Cola's new slogan and the slogans of other brands.**

- Ask other classmates your questions and note down their answers.
- Go back to your original partner / group and compare your findings.
- Make mini-presentations to other groups on your findings.

6. TEST EACH OTHER: Look at the words below. With your partner, try to recall exactly how these were used in the text:

• image	• former
• welcome	• shares
• unsuccessful	• innovative
• roots	• appointed
• bottle	• integrated
• fine-tuned	• blend

FINAL SLOGAN: You are a marketing executive for the Coca-Cola Company. You must choose one of the **eight slogans below to be Coke’s final slogan, which it will use forever. Discuss each slogan in relation to the criteria below.**

- “The ideal brain tonic.”
- “Universal symbol of the American way of life.”
- “Hello Coke.”
- “Coke time.”
- “Coke... after Coke... after Coca-Cola.”
- “It’s the real thing.”
- “I’d like to buy the world a Coke.”
- “Welcome to the Coke side of life.”

Criteria:

1. A good slogan is memorable.
2. A good slogan includes a key benefit of the product or service
3. A good slogan puts the product in a higher position than its competitor products.
4. A good slogan makes people instantly recognize the brand name.
5. A good slogan gives the consumer positive feelings about the brand.
6. A good slogan cannot be copied and used by a competitor.

For Discussion:

- Change partners. Explain your choice and reasons for deciding on your slogan.
- If your choices are different, try to persuade each other to accept your choice.
- If your choices are the **same, explain why the other slogans weren’t as good.**
- Return to your original partner(s). Make a presentation on why you believe your choice of slogan is best.
- Give your presentations to the class.

APPLE RICHER THAN THE U.S. GOVERNMENT

Strange but true – the technology giant Apple now officially has more money than the U.S. government, **and significantly less debt. America’s Treasury Department shows that the country has an operating cash balance of \$73.7 billion while Apple’s most recent financial** reports show a healthier bank balance of \$76.4 billion. This incredible state of affairs has resulted in CNN to joke that the U.S. government should start selling iPads to help serve the American people. Or perhaps Apple CEO Steve Jobs should become **president of the USA? Another financial difference between the world’s largest economy and the hugely**

successful Apple is its debt ratio. The U.S. government currently spends \$200 billion a month more than it receives. Conversely, Apple takes in far more than it spends.

The U.S. government is in a severe financial crisis, which is having an impact on the world's financial markets. It is desperately trying to avoid defaulting on its debt. President Barack Obama has tried for weeks to get the opposition Republican Party to agree to raise the country's debt ceiling. He says America must do this and borrow more money to be able to pay its way at home and around the world. The country is in grave danger of running out of money. This would mean public workers getting no salaries and the country would struggle to meet its international financial commitments. Such a situation could see the dollar crash, leading to a possible second global financial crisis in five years. Obama told the Republicans, "to step up and show the leadership that the American people expect".

WARM-UPS

1. DEBT: Walk around the class and talk to other students about debt. Change partners often. Sit with your first partner(s) and share your findings.

2. CHAT: In pairs / groups, decide which of these topics or words from the article are most interesting and which are most boring.

strange / technology giant / bank balance / iPad / CEO / world's largest economy / financial crisis / defaulting / debt ceiling / borrow money / struggle / leadership

Have a chat about the topics you liked. Change topics and partners frequently.

3. STRANGE BUT TRUE: Complete this table with your partner(s). Change partners and share what you wrote. Change and share again.

	The story
Thai official world language	
Potato solves global warming	
Computer wins Nobel Prize	
Apple becomes a country	
Overnight world peace	
Disease disappears	

4. CRISIS: Students A strongly believe America's debt crisis will soon be over; Students B strongly disagree. Change partners again and talk about your conversations.

5. SPENDING: How should a government use taxpayers' money? Rank these and share your rankings with your partner. Put the most important at the top. Change partners and share your rankings again.

• police	education
• roads	medical research
• pensions	unemployment payouts
• army	information technology

6. GIANT: Spend one minute writing down all of the different words you associate with the word 'giant'. Share your words with your partner(s) and talk about them. Together, put the words into different categories.

1. TRUE / FALSE: Read the headline. Guess if a-h below are true (T) or false (F).

- | | |
|---|-------|
| a. The tech company Apple has more money than the U.S. government. | T / F |
| b. Apple has more debt than the U.S. government. | T / F |
| c. The government is considering selling iPads to its citizens. | T / F |
| d. America spends around \$200 billion a month more than it receives. | T / F |
| e. America's crisis is not affecting global financial markets. | T / F |
| f. America's Republican Party wants to raise the country's debt ceiling. | T / F |
| g. America could soon run out of money. | T / F |
| h. The dollar could be in serious trouble if the crisis continues. | T / F |

2. SYNONYM MATCH: Match the following synonyms from the article.

1. giant	a. amazing
2. significantly	b. resulting in
3. incredible	c. on the other hand
4. state of affairs	d. colossus
5. conversely	e. frantically
6. impact	f. serious
7. desperately	g. considerably
8. grave	h. promises
9. commitments	i. situation
10. leading to	j. effect

3. PHRASE MATCH: (Sometimes more than one choice is possible.)

1. Strange but	a. commitments
2. significantly less	b. ratio
3. incredible state	c. out of money
4. debt	d. debt
5. Apple takes in far	e. crisis
6. in a severe financial	f. leadership
7. raise the country's debt	g. true
8. in grave danger of running	h. of affairs
9. financial	i. ceiling
10. step up and show the	j. more than it spends

SHOPPING ONLINE

History

In 1990 Tim Berners-Lee created the first World Wide Web server and browser. It opened for commercial use in 1991. In 1994 other advances took place, such as online banking and the opening of an online pizza shop by Pizza Hut. During that same year, Netscape introduced SSL encryption of data transferred online, which has become essential for secure online shopping. Also in 1994 the German company Intershop introduced its first online shopping system. In 1995 Amazon launched its online shopping site, and in 1996 eBay appeared.

Customers

Online customers must have access to a computer and a method of payment.

Consumers find a product of interest by visiting the website of the retailer directly or by searching among alternative vendors using a shopping search engine.

Customer needs and expectations

A successful web store is not just a good looking website with dynamic technical features, listed in many search engines. In addition to disseminating information, it is about building relationships and making money.

Businesses often attempt to adopt online shopping techniques without understanding them and/or without a sound business model, producing web stores that support the organizations' culture and brand name without satisfying consumer's expectations. User-centered design is critical. Understanding the customer's wants and needs and living up to promises gives the customer a reason to come back and meeting their expectations gives them a reason to stay. It is important that the website communicates to the customer that the company cares about them.

Customer needs and expectations are not the same for all customers. Age, gender, experience, culture are all important factors. For example, Japanese cultural norms may lead users there to feel privacy is especially critical on shopping sites and emotional involvement is highly important on financial pensions' sites. Users with more online experience focus more on the variables that directly influence the task, while novice users focus on understanding the information.

To increase online purchases, businesses must spend significant time and money to define, design, develop, test, implement, and maintain the web store. It is easier to lose a customer than to gain one and even "top-rated" sites will not succeed if the organization fails to practice common etiquette such as returning e-mails in a timely fashion, notifying customers of problems, being honest and good. Since it is important to eliminate mistakes and be more appealing to online shoppers, many web shop designers study research on consumer expectations.

Convenience

Online stores are usually available 24 hours a day, and many consumers have Internet access both at work and at home. Other establishments such as internet cafes and schools provide access as well. A visit to a conventional retail store requires travel and must take place during business hours.

In the event of a problem with the item it is not what the consumer ordered, or it is not what they expected—consumers can return an item for the correct one or for a refund. Consumers may need to contact the retailer, visit the post office and pay return shipping, and then wait for a replacement or refund. Some online companies have more generous return policies to compensate for the traditional advantage of physical stores.

Information and reviews

Online stores must describe products for sale with text, photos, and multimedia files, whereas in a high street retail store, the actual product and the manufacturer's packaging will be available for direct inspection (which might involve a test drive, fitting, or other experimentation).

Some online stores provide or link to supplemental product information, such as instructions, safety procedures, demonstrations, or manufacturer specifications. Some provide background information, advice, or how-to guides designed to help consumers decide which product to buy.

Some stores even allow customers to comment or rate their items. There are also dedicated review sites that host user reviews for different products. Reviews and now blogs give customers the option of shopping cheaper, organise purchases from all over the world without having to depend on local retailers.

In a conventional retail store, clerks are generally available to answer questions. Some online stores have real-time chat features, but most rely on e-mail or phone calls to handle customer questions.

Price and selection

One advantage of shopping online is being able to quickly seek out items or services with many different vendors. Search engines, online price comparison services and discovery shopping engines can be used to look up sellers of a particular product or service. Shipping costs reduce the price advantage of online merchandise, though depending on the jurisdiction, a lack of sales tax may compensate for this.

Shipping a small number of items, especially from another country, is much more expensive than making the larger shipments bricks-and-mortar retailers order. Some retailers (especially those selling small, high-value items like electronics) offer free shipping on sufficiently large orders.

Another major advantage for retailers is the ability to rapidly switch suppliers and vendors without disrupting users' shopping experience.

Disadvantages

Fraud and security concerns

Given the lack of ability to inspect merchandise before purchase, consumers are at higher risk of fraud on the part of the merchant than in a physical store.

Secure Sockets Layer (SSL) encryption has generally solved the problem of credit card numbers being intercepted in transit between the consumer and the merchant. Identity theft is still a concern for consumers when hackers break into a merchant's web site and steal names, addresses and credit card numbers. A number of high-profile break-ins in the 2000s have prompted some U.S. states to require disclosure to consumers when this happens. Computer security has thus become a major concern for merchants and e-commerce service providers, who deploy countermeasures such as firewalls and anti-virus software to protect their networks.

Phishing is another danger, where consumers are fooled into thinking they are dealing with a reputable retailer, when they have actually been manipulated into feeding private information to a system operated by a malicious party.

Although the benefits of online shopping are considerable, shoppers potentially face a few problems such as identity theft, faulty products, and the accumulation of spyware. Whenever you purchase a product, you are going to be required to put in your credit card information and shipping address. If the website is **not secure a customer's information can be accessible to anyone** who knows how to obtain it. Most large online corporations are inventing new ways to make fraud more difficult, however, the criminals are constantly responding to these developments with new ways to manipulate the system. It is advisable to be aware of the most current technology to fully protect yourself and your finances.

One of the hardest areas to deal with in online shopping is the delivery of the products. Most companies offer shipping insurance in case the product is lost or damaged; however, if the buyer opts not to purchase insurance on their products, they are generally out of luck. Some shipping companies will offer refunds or compensation for the damage, but it is up to their discretion if this will happen. It is important to realize that once the product leaves the hands of the seller, they have no responsibility.

Comprehension check

I. Match the halves.

1. It is important that	a) refunds or compensation for the damage.
2. Understanding the customer's wants and needs	b) requires travel and must take place during business hours.
3. Some shipping companies will offer	c) are inventing new ways to make fraud more difficult.
4. To increase online purchases,	d) also collect consumer information.
5. A visit to a conventional store	e) gives the customer a reason to come back.
6. Consumers find	f) shoppers face a few problems such as identity theft, faulty products, and the accumulation of spyware.
7. Most large online corporations	g) a major concern for merchants and e-commerce service providers.
8. Brick-and-mortar stores	h) the website communicates to the customer that the company cares about them.
9. Computer security has thus become	i) a product of interest by visiting the website of the retailer.
10. Although the benefits of online shopping are considerable,	

j) businesses must spend significant time and money to define, design, develop and maintain the web store.
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Word study

II. Match the word to its definition.

1. blog	a) to choose to take up or follow (an idea, method, or course of action);
2. bricks-and-mortar	b) to spread;
3. disclosure	c) to put (a decision, plan, agreement, etc.) into effect;
4. fraud	d) a person or company offering something for sale, especially a trader in the street;
5. merchandise	e) a repayment of a sum of money;
6. phishing	f) to keep (a building, machine, or road) in good condition by checking or repairing it regularly;
7. privacy	g) a state in which one is not observed or disturbed by other people;
8. refund	h) to completely remove or get rid of (something);
9. spyware	i) wrongful or criminal deception intended to result in financial or personal gain;
10. to adopt	j) software that enables a user to obtain covert information about another's computer activities by transmitting data covertly from their hard drive;
11. to disseminate	k) a personal website or web page on which an individual records opinions, links to other sites, etc. on a regular basis;
12. to eliminate	l) goods to be bought and sold;
13. to implement	m) used to denote a business that operates conventionally rather than over the Internet;
14. to maintain	n) the action of making new or secret information known;
15. vendor	o) the fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers, online;

III. Supply the correct preposition.

- The existence of many different seals, or seals unfamiliar ... consumers, may foil this effort ... a certain extent.
- The criminals are constantly responding ... these developments ... new ways to manipulate the system.
- Online customers must have access ... a computer.
- This information is obviously not accessible ... the merchant when paying ... cash.
- It is advisable to be aware ... the most current technology to fully protect yourself and your finances.
- Many consumers wish to avoid spam and telemarketing which could result ... supplying contact information ... an online merchant.
- Novice user focus ... understanding the information.
- Since it is important to be more appealing ... online shoppers, many web shop designers study research ... consumer expectations.
- Some online companies have more generous return policies to compensate ... the traditional advantage ... physical stores.
- A number of resources offer advice ... how consumers can protect themselves when using online retailer.
- One of the hardest areas to deal ... in online shopping is the delivery of products.
- Some ask ... address and phone number ... checkout.

IV. Make up word partnerships.

1. to break into	a) customer questions	1. conventional	a) procedures
2. to disseminate	b) consumer's expectations	2. e-commerce	b) costs
3. to eliminate	c) online sales	3. faulty	c) list
4. to gain	d) disclosure	4. identity	d) techniques
5. to handle	e) information	5. mailing	e) product information
6. to increase	f) a customer	6. online shopping	f) policies
7. to introduce	g) the web store	7. return	g) retail store
8. to maintain	h) a merchant's web site	8. safety	h) service provider
9. to require	i) mistakes	9. shipping	i) theft
10. to satisfy	j) online shopping system	10. supplemental	j) products

IV. Insert some of the expressions above in the sentences.

1. Many larger stores use the address information encoded on consumers' credit cards to add them to a catalog
2. is still a concern for consumers when hackers and steal names, addresses and credit card numbers.
3. Also in 1994 the German company Intershop ... its first
4. Some online stores provide or link to, such as instructions,, demonstrations, or manufacturer specifications.
5. Some online stores have real-time chat features, but most rely on e-mail or phone calls
6. Some online companies have more generous to compensate for the advantage of physical store.
7. Businesses often attempt to adopt without understanding them or without a sound business model.

V. Match 10 pairs of synonyms.

1. conventional	a) brick-and-mortar store
2. fraud	b) buy
3. introduce	c) change
4. merchant	d) refund
5. physical store	e) additional
6. purchase	f) safe
7. replacement	g) deceit
8. secure	h) launch
9. supplemental	i) vendor
10. switch	j) traditional

HIGH STREET SHOPPING VERSUS INTERNET SHOPPING

When you think of shopping, do you associate high street shopping or internet shopping as your preferred medium? There are of course, advantages and disadvantages to both but which one is better? This may be dependent on your personal preference or which is the most convenient for purchasing goods at a given time. This can also be determined by availability. Some goods may only be bought either online or from a physical shop.

The internet can save time

When many people seem to have a distinct lack of time, the internet is often used for the purchase of goods. A good example of this is buying a car. Often information is searched for regarding potential

purchases online but then the actual point of sale comes from a mortar-and-bricks shop. The internet can also be good if you are time restricted. If you know exactly what you are looking for, need something quickly but do not have the time to go to the high street during your normal working week, you can order something online and it can arrive the next day.

It can definitely be beneficial to do some of your shopping online. For example, you can save at least an hour per week if you select your grocery shopping online and have it delivered to your home. The only disadvantage to this is the fee for the delivery every week. Purchasing items such as books and CDs online can also save time. In many cases items such as these can also be cheaper to purchase online than on the high street. The internet can also be a fantastic resource for the research and the purchase of non-everyday products such as birthday or Christmas presents and jewellery. Online banking can also be a far more convenient way of transferring money from one account to another than going into a high street bank or building society.

The advantage of the high street

If you have the time to have a good browse, the high street can be a better option. If you buy clothing from the high street, trying the items on in a changing room before purchasing ensures that the clothes are the correct fit. If you are purchasing clothing online, you cannot guarantee that it will fit. If you buy the item online from a reputable online retailer and it does not fit you can of course send it back and in most cases exchange or refund it.

Whatever you want or need to purchase as a consumer, the high street offers the advantage of allowing you to view the actual product whether it be a book, a CD, shoes or clothing etc. The high street is also highly convenient if you want to quickly buy a sandwich and/or a drink from a cafe or a newsagent and take it away with you. It also acts as a browsing ground. For example, you may wish to purchase a new electrical item such as a television and have seen it at a cheaper price online but want to see it in the flesh beforehand. As mentioned earlier, the same can also be said for the internet.

Overall there are advantages and disadvantages to buying goods online or from the high street. If you are time restricted for whatever reason, the internet can be more convenient. However, if you have time to browse and want to see the goods before you buy them, the high street can have the upper hand. Essentially it is dependent on personal preference as to what works the best for the individual.

COMPREHENSION CHECK

I. Match the halves.

1. Some goods may only be bought	a) is searched for regarding potential purchases online.
2. You can save	b) if you want to quickly buy a sandwich and/or a drink from a cafe or a newsagent and take it away with you.
3. If you have the time to have a good browse,	c) is the fee for the delivery every week.
4. The only disadvantage to this	d) the internet is often used for the purchase of goods.
5. Often information	e) a fantastic resource for the research and the purchase of non-everyday products.
6. The high street is also highly convenient	f) either online or from a physical shop.
7. When many people seem to have a distinct lack of time,	g) at least an hour per week if you select your grocery shopping online and have it delivered to your home.
8. The internet can also be	h) the high street can be a better option.

WORD STUDY

II. Match words to their definitions.

1. beneficial	a) make certain of obtaining or providing (something)
2. convenient	b) traditional
3. ensure	c) the freedom or right to choose something
4. item	d) involving little trouble or effort
5. mortar-and-bricks	e) the action of buying something
6. optio	f) a repayment of a sum of money
7. order	g) favourable or advantageous
8. purchase	h) limited in extent, number, scope, or action
9. refund	i) a verbal or written request for something to be made, supplied, or served
10. restricted	j) an individual article or unit

III. Find 5 pairs of synonyms.

convenient / save / limited / purchase / restricted / buy / economize / comfortable / choice / option

IV. Discuss with your partner and make a list of advantages and disadvantages of

- a) high street shopping;
- b) Internet shopping.

Средний уровень владения иностранным языком

TO PLAN OR NOT TO PLAN

A. Which of these would you normally find in a business plan?

- 1 business aims 3 management team 5 staff holidays
- 2 opening hours 4 financial forecast 6 assessment of the competition

B. Read the article on the opposite page and complete this chart.

name	job/position	company	type of company	location
Dan Scarfe				
David Hieatt				
Rajeeb Dey	-			-
Paul Maron-Smith				-

C. Read the article again and answer these questions about the four people in Exercise B.

1. How many people did not write a business plan for their present companies?
2. Who thinks that setting fixed aims involves too much time and is not valuable?
3. Who says that some plans don't work because we don't know what will work?
4. Who thinks that planning often leads to doing nothing?
5. Who provided the finance for the companies themselves?
6. Which of the four is not against business plans?

When there's no Plan A

by Jonathan Moules

Dan Scarfe, Chief Executive of Windsor-based software development company Dot Net Solutions, says that he has never written a business plan for the company he founded in 2004.

Now, it is one of Microsoft's five key partners in the UK and a leading player in the hot new area of cloud computing – and to Scarfe, that is proof that setting fixed objectives is a complete waste of time.

“Writing software, or starting a new business, is incredibly difficult to plan for,” he says. “You're effectively trying to second-guess exactly what you may want down the line, based on marketing conditions **and varying customer demand.**” Whilst short-term business budgeting and strategy is vital, long-term **business plans are less so.**” Twitter, Facebook and cloud computing were not even concepts a number of years ago, Scarfe notes, so there would be no way he could have planned for them.

David Hieatt, co-founder of Howies, the ethical-clothing manufacturer based in Cardigan, claims that a business plan is really just a guess.

“There are some brilliant business plans written, but they fail because the customer wants to do business differently,” he says. “The awful truth is we don't know what will work.”

He claims that the secret is to be flexible — although this often takes a lot of courage. For example, in 2001, Hieatt phoned up all of Howies' retailers and said he was going to introduce organic cotton. The initial effect of this spur-of-the-moment act was disastrous.

“We lost all our wholesale accounts overnight because they said nobody **would pay £27 for a T-shirt,**” he recalls.

Hieatt and his colleagues managed to rescue the situation by launching a catalogue to sell products. It proved to be a turning point for Howies. **“Losing all your shop accounts in one day is not great for business, but it's probably the best thing we did,” Hieatt concludes. Now, the company sells 80 per cent of its products through this medium.**

Others argue that business planning is often a reason for inaction. Rajeeb Dey launched Enternships, a student internship matching service. **“I never wrote a business plan for Enternships, I just started it.”** he says - although he admits that it is easier for Internet-based businesses to do this.

Perhaps, unsurprisingly, Dey and Scarfe have entirely self-financed their businesses. Venture capitalists and private investors do not usually approve of this casual attitude to planning.

To Paul Maron-Smith, Managing Director of Gresham Private Equity, a business plan is rather like a car's dashboard, guiding the entrepreneur along the road to success.

But even he admits that problems can arise when **business plans become too fixed.** **“The aim of a business plan is to give the stakeholders a good idea of where the business is heading,”** he says. **“Sure, there are going to be some forecasts in there that are not going to be accurate, but they are a best guess at the time.”**

D. Discuss these questions.

1. In which sectors is it difficult to plan?
2. How far ahead should you plan?
3. How often should you review plans?
4. What reasons are given for and against having business plans?
5. What is your opinion of business plans? How useful do you think they are?

MANAGEMENT AND MOTIVATION

A. What would you do if you were a director of your company or school and had the power to change anything?

B. Douglas McGregor, a US psychologist, argued that managers hold one of two theories about the people they have to deal with. Read this extract about the two theories and say which you prefer, and why.

Theory X is based on a fairly negative view of human nature. It says that people are essentially lazy and uncomfortable with the idea of having too much responsibility for anything. They only turn up to work for the pay. Employees have to be managed in a strict way, otherwise nothing will get done.

Theory Y, on the other hand, suggests people may be capable of something more positive - that they will seek out responsibility and try to get better at their jobs, from which they can get significant personal satisfaction. Theory Y managers have high expectations of their people. They are also much more likely to develop a truly motivated workforce.

C. Read the article below. Say which theory is probably supported by the management of Ruby's company, and which by the management of Geraldine's company.

SHARE THE POWER

by Stefan Stem

What does employee engagement look like in practice? John Smythe, from the Engage for Change consultancy, offers two situations to illustrate it.

Imagine two different employees - called Ruby and Geraldine - who work for different businesses. In the first situation, Ruby is invited to **attend a morning meeting titled "Help our recovery"**

"The invitation states that all parts of the company have performed badly, and that its parent company is unable to provide more cash for investment. It says that fast action must be taken to stabilise the situation." Mr. Smythe explains. **"But it also says there are no secret plans for extreme action. It says: 'We want to communicate openly. We also want you and your colleagues to take ownership with management to solve the crisis, recognising that unpleasant options will have to be on the table.'"**

Ruby is both concerned and flattered. She arrives at the meeting feeling like a player rather than a spectator.

A two-month timetable is laid out in which she and her colleagues are invited to use their knowledge to find achievable cost savings without damaging key business areas.

In this process, Mr. Smythe says, there are three good questions employees can be asked. What would they do if they:

- had a free hand in their day job?
- were a director of the company?
- had to propose important changes?

In this way, employees can feel part of the decisions that are necessary. They don't become demotivated.

The alternative scenario, which concerns Geraldine, is less appealing. She is also invited to a meeting **described as a "cascade briefing"**. **Rumours have been spreading**, directors are hard to find, and there has been hardly any communication from the company.

"At the 'cascade' her fears are confirmed when, in a PowerPoint presentation, the full extent of the terrible state of the business is revealed for the first time." Mr. Smythe says. "Detailed management plans for restructuring and efficiencies are revealed. The focus is all on reduction, with no hint of new business opportunities. Geraldine feels less like a spectator and more like a victim. To varying degrees, her **colleagues leave the meeting in shock."**

"When have you felt most engaged and most valued and in a successful project or period at work?" he asks. "Absolutely none of us is going to report that it was more like Geraldine's experience."

D. Read the article again and say if these statements are true (T), false (F) or the article doesn't say (DS).

1. Ruby and Geraldine were both invited to a meeting.
2. Ruby felt part of the decision-making process.
3. Ruby and Geraldine both left their meetings in shock.
4. The companies that Ruby and Geraldine work for are both having problems.
5. Geraldine enjoyed her meeting more than Ruby.

6. Communication was better in Geraldine's company than Ruby's.
7. After the meeting, Ruby was invited to a staff party.
8. Geraldine's company focused on reduction.
9. Geraldine is looking for another job.

E. In pairs, tell each other about:

- 1 when you have felt most engaged and most valued at work, or in a sports team, or in your daily life;
- 2 the best way to communicate bad news;
- 3 any other theories of managing people that you know.

SKILLS AND QUALITIES NEEDED TO BE A MANAGER

Melvin Richardson, Yahoo Contributor Network

Mar 4, 2010 "Share your voice on Yahoo websites. Start here."

If you are looking to become a manager there are certain skills, qualifications, talents and abilities you will need. Most managers have good people skills and know how to interact with people. Managers interact at every level within an organization, including upper management, vendors and suppliers, and credit correspondents. The organization you work for will determine your level of interaction.

Confidence

Managers must be extremely confident. Without confidence it will be very hard for them to lead their team. People will follow others who have confidence, poise and have a working knowledge of their duties and responsibilities. Confidence is developed by knowing your job in and out. If an associate has a sense that you are wavering with your decision making or you seem hesitant and tentative they won't put their trust in your ability to get the job done.

Make tough decisions

A manager must have the ability to make tough decisions. There are some decisions that won't be popular with the team. Ultimately the manager is responsible for the results within the department or the company. They must have the ability to make decisions that are going to improve the operations of the company. A decision could be made to limit bonuses and incentives or extend the working hours. A manager may have to ask someone to switch shifts. Even though tough decisions have to be made all avenues should be explored to accommodate employees who have other needs such as family and outside activities.

Motivator

Managers have to be motivators. There are going to be periods of time when people are down because of the economy, job dissatisfaction, hours, pay or even personal problems. In the final analysis the manager has to find a way to get people to do the job. They must have the ability to motivate and inspire people to go above and beyond the call of duty. People can become complacent and sometimes even bored when they do the same job day in and day out. Managers have to find a way to make things interesting and exciting. **This may call for a bit of creativity. It is the manager's job to keep employees engaged and help them avoid the tendency to just go through the motions.**

Coaching and mentoring

Eventually some employees are going to be promoted and move on to other jobs within the company. A manager must coach and mentor employees so that they are prepared to take the next step. He has to do whatever it takes to develop his employees. Sometimes one on one coaching is used as a technique for development. Workshops and seminars located offsite are sometimes used to prepare employees for advancement. An employee may be lacking the necessary educational requirements to take the next step.

Managers should help employees develop a plan of action that puts them on track to take on more authority and responsibility.

Time management

A manager must be able to manage a busy work environment. To manage effectively managers need to be great time managers. They have to be able to prioritize their time. The best process for completing this is to make a list of all the things that need to be done on a given day. Then prioritize those things that need to be completed immediately. As a manager you will probably never be able to go through your list and complete all the things that need to be done, one after the other. There will be interruptions. As soon as the urgent matter has been corrected it's a good idea to get right back to the list. All things that are not completed on day one need to be moved to day two.

Plan, organize, direct, coordinate

A manager must be able to plan, direct, coordinate, and organize throughout the day. There are going to be reports to complete, work schedules to be done, meetings to attend, performance appraisals to be done, and all the other miscellaneous activities in between. In other words managers need to manage even when there is chaos going on.

Vision

Managers must have the ability to have a vision or see the big picture. They must be able to communicate their vision to the staff and buy in to the goals and objectives of the organization.

COMPREHENSION CHECK

I. Match the halves.

1. Most managers	a) plan, direct, coordinate, and organize throughout the day.
2. They must have the ability	b) is responsible for the results within the department or the company.
3. Confidence	c) employees develop a plan of action that puts them on track to take on more authority and responsibility.
4. A manager must be able to	d) have good people skills and know how to interact with people.
5. A manager	e) at every level within an organization, including upper management, vendors and suppliers, and credit correspondents.
6. Ultimately the manager	f) is developed by knowing your job in and out.
7. Managers should help	g) must coach and mentor employees so that they are prepared to take the next step.
8. Managers interact	h) to motivate and inspire people to go above and beyond the call of duty.

II. Match the words to their definitions.

1. coach	a) an aim or desired result
2. complacent	b) organize and direct
3. confidence	c) showing uncritical satisfaction with oneself or one's achievements
4. goal	d) demonstrating a strict and uncompromising approach
5. inspire	e) a mental image of what the future will or could be like
6. lead	f) the feeling or belief that one can have faith in or rely on someone or something
7. tough	g) create (a feeling, especially a positive one) in a person
8. vision	h) give (someone) professional advice on how to attain their goals

III. Insert the right preposition.

1. Ultimately the manager is responsible ... the results within the department or the company.
2. Most managers have good people skills and know how to interact ... people.
3. There are going to be periods of time when people are down ... the economy, job dissatisfaction, hours, pay or even personal problems.
4. Eventually some employees are going to be promoted and move ... other jobs ... the company.
5. The organization you work ... will determine your level ... interaction.
6. If an associate has a sense that you are wavering ... your decision making or you seem hesitant and tentative they won't put their trust ... your ability to get the job done.
7. This may call ... a bit of creativity.
8. As a manager you will probably never be able to go ... your list and complete all the things that need to be done, one ... the other.
9. People can become complacent and sometimes even bored when they do the same job day ... and day ...
10. There are some decisions that won't be popular ... the team.

IV. Make up word partnerships.

a)

1. call	a) appraisals
2. job	b) decisions
3. outside	c) dissatisfaction
4. performance	d) environment
5. tough	e) of duty
6. work	f) activities

b)

1. to accommodate	a) people
2. to communicate	b) shifts
3. to develop	c) on to other jobs
4. to inspire	d) an action plan
5. to move	e) employees
6. to switch	f) their vision

Продвинутый уровень владения иностранным языком

TRADE BETWEEN CHINA AND THE USA

A. Work in pairs. Read the two articles quickly and choose the best title each one.

- a) US-China trade has cost 2.3 million American jobs
- b) US protectionism is not the way forward
- c) Stop blaming China for US trade deficit
- d) Yuan needs to rise against the US dollar

Article 1

by Xin Zhiming

'The US should focus on improving its overall economic competitiveness instead of seeking protectionism to combat its economic slowdown,' said the latest 2008 White Paper: American Business in China.

'And it should not argue for a stronger currency to reduce its trade deficit with China, since the value of

the yuan is not the fundamental cause of the deficit,' said the White Paper, which was released by the American Chamber of Commerce (AmCham) China, AmCham Shanghai and AmCham South China Tuesday. The US economy is currently slowing, while its trade deficit with China remains high, standing at \$163.3 billion last year. The deficit has led to protectionism against Chinese goods and investment in the US.

The two countries **should make 'defending and preserving the** openness of the trade relationship a core **commitment', the White Paper said. 'Instances of co-operation between China and US far exceed instances of dispute. 'An open US and an open China will lead to sustained benefits for both US companies and citizens back home.'** said Harley Seyedin, Chairman of AmCham South China.'

Article 2

by Andrea Hopkins

The US trade deficit with China cost 2.3 million American jobs over six years, the Economic Policy Institute said on Wednesday.

Even when they found new jobs, workers who had lost jobs to Chinese competition saw their earnings decrease by an average of \$8,146 each year because the new jobs paid less, according to the report, funded in part by labor unions.

"(We hope) it will help to focus the debate on trade to where it needs to be right now with respect to China," said Scott Paul, Executive Director of the Alliance for American Manufacturing.

US manufacturers, labor unions, and many lawmakers have long accused China of manipulating its currency to give Chinese companies an unfair advantage in international trade, and are pressing China to continue to allow the yuan to rise against the US dollar.

China has said the United States should recognize how much its yuan currency has already risen against the dollar—it is about 20 per cent higher since China revalued its currency in July 2005.

China has also said the fact that Americans save much less of their incomes than the Chinese do has increased the trade deficit. Chinese-made goods have been extremely popular in recent years with US consumers looking for low prices.

B. Look at the articles again, Decide if the statements are true (T) or false (F).

Article 1

1. The US should concentrate on being more competitive economically.
2. The US should be protectionist.
3. The US should argue for a stronger Chinese currency in order to reduce the US's trade deficit with China.
4. The US and China should focus on the openness of their trading relationship.

Article 2

5. The US should recognise how much the Chinese currency has already risen against the dollar.
6. US labour unions say China has manipulated its currency to give Chinese companies an unfair advantage in international trade.
7. The Chinese save less of their income than Americans.
8. Americans have recently bought Chinese-made goods at low prices.

C. Find the opposites of these words in the articles.

- 1 free trade 2 upturn 3 surplus 4 dispute 5 decreased 6 spend

D. Complete the sentences with the words you found in Exercise C.

1. **Economists know that** **and import** taxes promote inefficiency.
2. **The study was done in** **with** local businesses.
3. **There has been a** **in** the tourist trade.
4. The **figures show a trade** **of** \$4 billion.

E. What do you think will happen to the trade situation between China and the US?

BUSINESS COMMENT: QUALITY MANAGEMENT: THE SOLUTION FOR BRITISH INDUSTRY

Introduction

As we write, industry commentators are once again heralding the progress of a recession in British industry. It seems that high unemployment is again to be accepted as part of our way of life in these isles.

Few can dispute that some UK companies consistently lead the world in their chosen fields. ICI is even now described as "a barometer" of the state of our economy. But (too many) others simply can no longer command the respect of the world's ever more demanding and discerning consumers when in competition with other producers of goods and services. Why are UK firms less competitive and what can be done about it? Is 'Quality Management' the solution for British Industry?

The Importance of Quality

'Quality' is now a familiar word to all, and it is a very simple concept. It is so simple, in fact, that it is actually difficult for many people to understand. Quality is, quite simply, what it takes to satisfy a customer. Quality is an attribute of a product or service which, as perceived by the customer, ensures that the product or service is attractive. Quality is not, as often assumed, an absolute property but rather a relative measure. That is, a given product will be more attractive to the customer if it fulfills their expectations more fully than does any other product under consideration.

To managers of manufacturing and service organisations, Quality is a good competitive tool which can win and keep customers as the life blood of their business. The achievement of a level of quality which matches the expectations of the targeted customer group has a direct effect on long term performance and has a much greater effect upon market share than does price. Most customers will pay to get the quality they desire, and this in turn generates profits.

The Product Package

To achieve the 'right quality' a firm must actually know what the customer really wants and deliver the right product which is fit for the purpose proposed by the customer, at the right price, at the right time and in the right place. But, I hear you say, this all sounds like a lecture on marketing theory. The inescapable fact is that quality management and marketing should be targeting the same fundamental objective. They are both component parts of an organisational philosophy which guides all efforts toward meeting the needs and expectations of customers.

Marketing and promotional messages directed at the customer must convey a consistent product image or personality so that customer expectations are met by what is actually delivered. All elements of the 'product, package', i.e. beyond the physical features of the product and including pre-sales and post-sales activity must be delivered to achieve customer satisfaction. The key component in this equation is often forgotten by UK managers and staff the customer.

Motivation

The historical development of working practices in this country are partly to blame for our predicament. Mass production of cheap consumer products has robbed the individual worker of his or her contact with the customer. Job specialisation has left many shop floor workers isolated from the full impact of their actions, as a sub-assembly or component passes on to another section or department. Craftsmanship, in which the tradesman made a quality product for an individual customer and therefore understood their individual needs and preferences, has given way to automation and an associated erosion of a sense of ownership of, or responsibility for, the finished product. In these circumstances it is easy to see how a work force can become self-centred and feel that any problems lie elsewhere in the production and delivery chain, thus avoiding personal responsibility for poor standards or failures.

There still persists a legacy of conservatism and protectionism in UK industry - both amongst unions and management. The resulting reluctance to change "the way things have always been done" is both self-defeating and counter-productive. Customer needs clearly change and the actions of competitors who are more receptive to customers desires will continue to erode the competitive position of any enterprise which does not at least match their performance. The blinkers must come off and the simplicity of the quality concept must be recognised and acted upon if the malaise is to be lifted.

Managers have generally kept the special training and knowledge of quality and customer satisfaction issues to themselves. Many managers have failed to generate a workforce understanding of quality and its impact on competitiveness. They have also largely failed to empower their workers to act to produce the constant improvement and constant change now required.

Leadership, motivation and a sense of ownership of the outcome of their labours must be accompanied by support, together with the right tools and the abolition of bureaucratic obstacles.

Investment in training and new machines and techniques is a prerequisite for the maintenance of a highly skilled work force who can generate the crucial incremental improvements in products and services that win and keep satisfied customers. But workers must be free and motivated to make incremental improvements for the benefit of the enterprise as a whole. Contrast this with the paper-laden systems approach to quality which erodes profits further by burdening workers with new obstacles to delivering what the customer wants. *Quality is primarily about people and attitudes, rather than simply 'systems'.*

Conclusion

Often the desires of the customer may seem perverse, but if UK companies are to be competitive against firms who clearly understand and put customer needs centre stage, then they must at least do the same. And that, in many cases, means a fundamental change in the way business plans are formulated and implemented in this country. Whilst departmentalism is a tried and trusted administrative convenience for firms, the customer must be satisfied with his or her product or service purchased - and everyone in the firm is to be responsible for that being achieved and will benefit from the improved results. Failure to meet the challenge is a recipe for continued decline in UK industry. The responsibility for Quality management lies unequivocally with managers and employees.

Questions for Discussion

1. Why is "quality" important?
2. How can we motivate people to provide best quality?

3. Why is quality primarily about "people" and "attitudes" rather than systems.

Контроль знаний **Лексико-грамматические тесты**

Начальный уровень владения иностранным языком

Companies

I. Guess the word according to its definition.

1. a company that is at least half-owned by another company, its parent company s.....
2. **the way you do a particular job or activity p.....**
3. the amount a company receives from sales in a particular period r.....
4. the amount of business done in a particular period, measured by the amount of money obtained from customers for goods or services that have been sold t.....
5. the total amount of goods or services that people or companies would buy if they were available d.....
6. **the amount of money coming into and going out of a company, and the timing of these c... ..**
7. all the people who work in a particular country, area, industry, company, or place of work w.....
8. the **main office of a company h... ..**
9. to become larger in size, amount, or number e.....
10. **to describe something in a general way, giving the main points but not the details o.....**
11. to give something to someone because they have done something good or helpful r.....
12. **to make something better i.....**
13. **to put money into a business activity, hoping to make a profit i.....**
14. **to make or produce large quantities of goods to be sold using machinery m.....**

II. Guess the words given in brackets.

1. In the face of such strong (m/i/o/t/c/t/p/o/n/e/i), small grocery stores are going out of business.
2. Wellings made a number of high-risk (e/t/s/t/n/i/e/s/m/n/v) in the property market during the last 80s.
3. Some people prefer (r/o/e/i/n/v/t/e/n/l/n/m/a/y/l-d/y/f/n/l/r/i/e) **products because they don't want to do any harm to the environment.**
4. Do you know if the (u/r/s/e/p/p/i/l) will be able to deliver the goods on time?
5. The expedition is looking for (s/i/s/r/s/n/p/o/o/h/p) from one of the major banks.
6. We offer (m/a/p/l/i/a/i/r/t) advice on pensions and investments.
7. I have been asked to give a short (r/e/n/p/o/s/e/i/n/t/a/t) on the aims of the project.
8. The industry has just undergone a period of rapid (a/s/e/i/p/x/n/o/n).
9. He was asked to (u/e/s/s/i/r/m/a/m) the main points of his business plan.
10. Annually our company carries out a (m/t/a/r/e/k) (y/v/e/r/u/s) to find out who its potential clients are and to increase its database.

III. Find synonyms.

- | | |
|------------------|------------------------|
| 1. headquarters | a. to include |
| 2. staff | b. rival |
| 3. customer | c. outside the company |
| 4. competitor | d. consumer |
| 5. to grow | e. to value |
| 6. to appreciate | f. to employ |

- | | |
|----------------|----------------|
| 7. external | g. to expand |
| 8. to involve | h. to start |
| 9. to set up | i. head office |
| 10. to recruit | j. personnel |

IV. Supply the right preposition.

1. There is a heavy demand ... car spare parts nowadays.
2. I am very grateful to you ... informing me about the meeting, and ... the agenda attached.
3. Our strategy focuses ... bringing the customer the best quality for the least money.
4. The companies contribute huge amounts of their money ... the charity.
5. The company was nominated ... being customer-focused and ... the latest innovations in the sphere of information technologies.
6. The management of the company doesn't want its employees to be involved ... the strike.
7. The CEO asked me to find ... more about these training courses for our personnel.
8. Our new up-to-date model responds ... the customers' needs.
9. To succeed ... our competitive world any company should be aware ... the situation in the market.
10. Spartak is offering quality chocolates ... considerably lower prices.
11. In order to stay ... the competition in any business you should find out what is going ... in the market.
12. One of our strengths is that we always try to keep ... the latest fashion trends.

V. Complete the sentences with the correct word from the box. Make changes if they are necessary.

a bonus	handmade	a multinational company	profitable	supplier
dedicated	insurance	production	to refer	to be self-employed

1. Our government is developing a new pension program for people who are
2. When our employees go on business to Italy they tend to buy expensive shoes.
3. One of the advantages of companies is that they offer excellent career opportunities to their staff.
4. While making a presentation you shouldn't to the notes very often, otherwise the audience will have an impression that you are not knowledgeable.
5. He is certainly but not very talented.
6. The of consumer goods has increased throughout the world.
7. France is the world's biggest of champagne.
8. The advertising campaign proved very
9. Health is one of the ways to protect people from illnesses and accidents.
10. People who stay more than 2 years in the job receive a special

VI. Form the right part of speech from the words “produce”, “succeed”, “manage”.

produce

1. The factory an incredible 100 cars per hour.
2. England is a of high quality wool.
3. Our has increased since we hired efficient staff.
4. A with a strong brand name is very important for good sales.
5. Management is always seeking ways to increase worker
6. Our meeting turned out to be very

succeed

1. The of your presentation depends on thorough preparation.
2. Women need to be tough to in the male-dominated world of business.
3. Were your negotiations last week?

manage

1. How do you normally to be so well organized?
2. The company's failure was mainly due to bad
3. Could you tell me how I can contact your regional ?

VII. Complete the sentences using Present Simple or Present Continuous.

1. Our major competitor's subsidiaries (to spring up) on both sides of the Atlantic. We must launch a new product to keep our clients.
2. I can't stand Ms. Fox! She always (to make) mistakes!
3. Sony (to expand) fast: sales increased by 30% last year and the same figure is forecasted this year.
4. Catherine (to know) a lot of important businesspeople in Europe.
5. Mr. Kent (to travel) in Australia at the moment. He (to visit) important new markets there as he (to need) to know more about them.
6. When Ann (to arrive) at the office each morning, she (to check) her schedule for the day with her personal assistant.
7. The head of Vista Travel (to want) to make the company a world-class company.
8. Smithson's magnificent headquarters building (to stand) in Bloor Street in Toronto, Canada.

VIII. Put the question to each sentence.

1. Levi Strauss and Co. is not just famous for the jeans and casual clothing that it makes. (tag question)
2. One of the most important features of a successful company is a very good and strong management team. (to the subject)
3. By the time he was in his early thirties he had four companies with a turnover of more than \$3 million. (alternative question)
4. The trouble began in 1990, when Levi's management announced the closure of a large factory in Texas. (special question)
5. In fact, inefficient employees can cost their companies billions. (general question)
6. Microsoft has chosen 50 recruits from the graduates of the elite universities. (special question)
7. They decided that the only thing to do was to sell their own business. (indirect question)
8. A successful company could mean a lot of different things to different people. (general question)
9. Falling production and weak demand have had a negative effect on our plans. (to the subject)
10. Many national companies such as Belita and Modum are expanding fast nowadays. (alternative question)

IX. Translate the sentences into English.

1. Транснациональные компании предлагают профессионалам хорошие карьерные возможности.
2. Мы только недавно появились на рынке, но уже имеем значительную рыночную долю.
3. Мы акцентируем внимание на качество, чтобы увеличить наши продажи на ключевых рынках за границей.
4. Любая фирма должна быть конкурентоспособной, иначе она обанкротится.
5. Мы проводим ежегодные презентации, на которых выделяем сильные стороны нашей компании.

6. Сейчас он руководитель отдела кадров, работает на одном из дочерних предприятий в Токио, получает хорошую зарплату и имеет частную медицинскую страховку.
7. Многие компании работают как на локальный, так и на внешний рынок.
8. Руководство решило закупить новое оборудование и развернуть маркетинговую компанию, чтобы достичь безубыточности.
9. Зодиак открыл магазины за границей, вышел на французский рынок и предложил свои акции на Нью-Йоркской бирже.
10. Наша компания часто поощряет работников, которые показывают хорошие результаты.
11. Производство, спрос и наши активы имеют положительное влияние на денежный поток, и мы можем финансировать новые проекты.
12. Все успешные сегодня компании были когда-то малоизвестными. Однако им удалось привлечь внимание покупателей отличным качеством товаров и победить конкурентов.

Selling Online

I. Put the verb in brackets into the correct tense form.

1. They guarantee that they (refund) our money if we (be) not fully satisfied.
2. In general, teenagers (spend) a higher proportion of money online than the rest of us.
3. Over the past of ten years, there (be) a tendency for business correspondence to become simpler, more informal and this tendency (be) even more visible in e-mails.
4. DirectSun (have) a good customer base last year.
5. When the secretary (come) into the room, the director of DirectSun (have) negotiations with an important business partner.
6. They (promise) to dispatch the goods within two days of our order, but they (arrive) yet.
7. The machines (be) faulty, so we (return) them to our supplier.
8. We (deal) with your order at the moment.

II. Match the words to their definitions.

- | | |
|-------------------------|--|
| 1. agenda | a. a person or company that sells a particular type of product to a customer |
| 2. bargain | b. a plan or timetable for doing something |
| 3. discount | c. a business activity in which two or more companies have invested together |
| 4. fee | d. a person or company that sells goods in large quantities |
| 5. interest free credit | e. a company or a person that sells goods to members of the public |
| 6. an invoice | f. a request by a customer for goods and services |
| 7. joint venture | g. a list of the subjects to be discussed at a meeting |
| 8. method of payment | h. a price reduction often expressed as a percentage of the original price |
| 9. online | i. a shop through which products are sold to the public |
| 10. an order | j. a document sent by a supplier to a customer that lists the goods sold and says how much they cost |
| 11. a retailer | k. the way you choose to buy the goods you want |
| 12. retail outlet | l. when you can pay some time after you buy, but at no extra cost |
| 13. schedule | m. involving the use of the Internet to obtain and exchange information, buy goods, etc. |
| 14. a supplier | n. something you buy cheaply or for less than the usual price |
| 15. a wholesaler | o. a fixed charge, compensation or payment for something |

III. Supply the right preposition.

1. Most teenagers pay _____ goods online _____ their parents' credit cards.
2. **We didn't have any more paper _____ stock so we had to order some more.**
3. **Let's talk _____ the time for setting _____ the website.**
4. That could be all right – as long as I get some money _____ advance.
5. They offer a discount _____ customers who buy _____ bulk.
6. The way the Internet encourages people to shop about has a big impact _____ the market.
7. E-toys had a great service for selling toys online in America and in Europe, but eventually they ran _____ money and had to go _____ liquidation.
8. Alpha Tex will place an order _____ condition that we give them an extra discount for cash.
9. Goods are kept _____ our warehouse until ready _____ delivery.
10. If we are not satisfied _____ your service we will look for another supplier.

IV. Choose the correct alternative to complete each sentence.

1. If you want to obtain up-to-date information about any possible subject, you need to the Internet.
A entrance B access C way D approach
2. Shopping on some websites is like going round a supermarket with a cart and then going to the
A checkout B check-in C check mark D check-up
3. People who use the Internet are becoming more and more – they want to be able to use it wherever they are.
A emotional B moving C mobile D motivated
4. Buying things on the Internet is
A e-shopping B e-buying C e-business D e-commerce
5. **If you want people to visit and order from your , don't put any obstacles in their way.**
A web site B location C layout D spot

V. Guess the word according to its definition. The first letter of each word is given.

1. the help you get from a company when you start to use their product a..... s..... s.....
2. a person who buys products or services for their own use, rather than to use in business or to resell c.....
3. the imaginary place that emails and other pieces of information pass through when they are going from one computer to another c.....
4. setting two different prices online and in shops for the same goods d..... p.....
5. an arrangement where a company collects money from a person or organization and, in return, promises to pay them money if they are ill, have an accident, cause harm to others etc i.....
6. the network of computer systems that allows computer users around the world to exchange information l.....
7. the way in which the words and pictures on a page are arranged l.....
8. the difference between the cost of buying or producing something and the price you sell it for m.....
9. money that you gain from selling something, or from doing business in a particular period of time, after taking away costs p.....
10. the value of the goods or services sold during a certain period of time t.....

VI. Complete the sentences with the correct word from the box.

bricks-and-mortar password productive searchable
cut-throat website online tricky receipt urgent

1. Internet retailers have been able to offer prices because they do not have to bear the cost of running a physical shop.
2. I am afraid this report is so you will have to stay and finish it.
3. If you buy something from the and **you don't like what you've got, you can return that item to a store.**
4. Paying online is a business for consumers who are too young to own credit cards.
5. When you receive an order, e-mail the customer to acknowledge and to inform them when the goods will be shipped.
6. Pressing parents to spend online is less than pressing on the high street.
7. A lot of people research products and then go to the store to pick that product up.
8. Some retailers are adopting a model of dual pricing in order to keep their position online while maintaining margins in their shops.
9. You log on by entering your, and you can then surf to any site on the Worldwide Web.
10. Every online store should be, and there should be a search button on the home page, if not on every page.

VII. Put the question to each sentence.

1. Selling online is similar to selling by mail order in many ways. (general question)
2. Online shopping has become a cause for concern in a difficult retail environment. (a question to the subject)
3. **The key to selling online is to understand or recognise what the customers want when they're on your website and try to provide that information.** (indirect question)
4. Bill Gates wrote his first computer program at the age of 13. (special question)
5. Our shop has a turnover of 3,000 euros a week. (tag question)
6. Parents donated money for the purchase of new computer equipment. (alternative question)
7. A good website is one that is easy to navigate, easy to find and easy to transact with. (general question)
8. Previously, most users went online from Internet cafes or at work. (tag question)

VIII. Translate the sentences into English.

1. Вебсайт компании должен предоставлять большое количество информации о ее продукции.
2. Родителям легче потратить деньги на покупку в обычной розничной торговле, чем в Интернете.
3. Если вы не удовлетворены ценой, мы можем предложить вам небольшую скидку.
4. Во время переговоров очень важно достичь соглашения по вопросам, включенным в повестку дня.
5. Давайте разместим заказ в компании, которая продает свои товары через Интернет.
6. Наша компания вышла на международный рынок и открыла магазины розничной торговли в нескольких городах Италии.
7. Компании с такой репутацией должны предоставлять послепродажное обслуживание.
8. Правление компании было разочаровано работой оптовых торговцев на складах.
9. Наш филиал в Париже смог получить беспроцентный кредит в банке.
10. Привлекательность Интернет сайта и хорошее обслуживание являются одним из условий успешных продаж.

Средний уровень владения иностранным языком

Planning

I. Guess the words according to their definitions. The first letter of each word is given.

1. the period after one has retired – **r**.....
2. a piece of work that needs skill, effort, and careful planning, esp. over a period of time – **p**.....
3. to cause (someone or oneself) to become connected or concerned – **i**.....
4. to spend more than you have planned – **o**.....
5. a planned list or order of things to be done, dealt with – **s**.....
6. to decide on an amount of money to be spent on a particular purpose – **a**.....
7. new businesses that appear are called – **s**.....- **b**.....
8. a written set of questions which a large number of people are asked to answer in order to provide information – **q**.....
9. an act of sending sound and/or pictures by radio or television – **b**.....
10. a short description of a company esp. as given on television or in a newspaper – **c**..... **p**.....

II. Match the synonyms.

- | | |
|------------------------|-------------------------|
| 1. to inform | a. to decide thoroughly |
| 2. headquarters | b. to evaluate |
| 3. international | c. to call off |
| 4. to forecast | d. head office |
| 5. to decide in detail | e. to let smb. know |
| 6. to modernize | f. to foresee |
| 7. to estimate | g. to update |
| 8. a presenter | h. overseas |
| 9. to implement | i. an announcer |
| 10. to cancel | j. to fulfil |

III. Translate the italicized parts of the sentences using word partnerships from the previous exercise.

1. We are short of time, so can you *говорить четко по делу*, please?
2. Our company has decided to move to another office, so now we *рассматриваем варианты* concerning the most suitable area for us.
3. My Granny has always told me to *планировать все с раннего возраста*.
4. He confidently *прогнозировал увеличение продаж* and he turned out to be right.
5. Organising the conference we tried to do our best to *держаться в рамках бюджета*.
6. We *установили крайний срок* for sending application forms.
7. Every company should decide on *основной идеей* thoroughly as it reflects the image and the values of the company.
8. As there have been tremendous changes in the reorganisation of our company we consider that we should *обновить наши бизнес планы*.
9. This department is in charge of *сбор информации* on marketing research.
10. The first point on our agenda is to *обсудить переезд* and to choose a transport company which will help us.

IV. Form the right part of speech from the words “cancel”, “invest”, “present” in its correct form.

cancel

1. We are obliged to announce about all flights.

2. The flight is fully booked but if there are any we will let you know.

3. She her trip to New York as she felt ill.

invest

1. Your bank manager will advise you where to your money.

2. The government is trying to attract more into the shipbuilding industry.

3. I have almost everything to set up a new business: a great idea, a good business plan. The only thing I need is to find a private

present

1. The sales director will give a short on the new sales campaign.

2. Our company has placed an ad for the vacant position of a

3. When are we going to our new project?

V. Supply the right preposition.

1. Our new marketing campaign is mainly aimed ... attracting foreign investors.

2. ... addition ... giving a general introduction to computers, the course also provides practical experience.

3. The concert is being broadcast ... Europe.

4. How can you comment ... the current situation on the car market?

5. A chain of redundancies led ... numerous strikes.

6. I was thinking for a long time where to invest my money ..., finally I made up my mind to put it ... hotel business.

7. There is no point ... contacting this company. As we all know it is rather unreliable.

8. We are all inspired ... new opportunities for our company which we have had due to recent investments.

9. You can't rely on her: ... instance, she arrived an hour late for an important meeting.

10. The day before yesterday our Finance Director asked the accountant to hand ... the report on time.

VI. Open the brackets using the Present Continuous, to be going to, will.

1. When we ... (to launch) a new range of sunglasses?

2. Mr. Pallier has just made a note in his diary, and he ... (to call) you back on Friday to confirm the appointment.

3. We are sure we ... (to beat) our rivals pretty soon.

4. Our Chief Executive ... (to meet) our foreign partners to discuss the future actions next week.

5. Work performance leaves much to be desired and you still ... (to expect) increase in profits!

6. I don't think we ... (to open) three subsidiaries next month.

7. We ... (to look forward) to your reply concerning our joint venture.

8. The rival's company ... (to discuss) the terms of a new profitable contract with Beltelecom.

9. Our Marketing manager ... (to invite) an authority on business planning to give a presentation to the sales team.

10. We ... (to hope) to increase the number of international flights in five months' time.

VII. Match the halves of the sentences.

1. One of our main aims is

2. We'll never finish this meeting

3. I have short memory.

4. We're expected to produce high quality products,

a. otherwise our competitors will win the race.

b. plans are nothing, planning is everything.

c. to define clients' needs.

d. we can relocate to a new office either in Rome or in Florence.

- | | |
|--|--|
| 5. Let's consider two options: | e. if people don't stick to the point. |
| 6. We are planning to open a new Complex | f. that's why every time he goes shopping he makes a list of things. |
| 7. While planning a family occasion | g. Will you remind me about the appointment? |
| 8. My brother complains that he has a bad memory | h. one should be able to set certain targets and to define priorities. |
| 9. To manage time successfully | i. that's why our management has reduced costs. |
| 10. Nobody can deny that | j. it is necessary to take into accounts all the details. |

VIII. Put the question to each sentence.

1. Long-term cooperation with our Chinese partners is extremely profitable for us. (special question)
2. On Friday our department is going to estimate the costs on the construction of a new resort. (alternative question)
3. Many people ask themselves what the secret of good planning is. (tag question)
4. My friend believes that making a list of things to do is a waste of time. (general question)
5. As the exchange rate rocketed, we couldn't **keep within our budget.** (special question)
6. There are different ways our staff could improve their performance. (indirect question)
7. Next week we are planning to have a training weekend for our department. (alternative question)
8. My boss was angry **because I hadn't met the deadline.** (general question)
9. Mr. Vlasov is responsible for opening new stores in Europe. (subject question)
10. To vast majority of business people there never seems to be enough time. (indirect question)

IX. Translate into English.

1. Чтобы получить бонус, Вы должны успеть сдать отчет в сроки и предоставить его на рассмотрение на конференции.
2. Многие бизнесмены составляют расписание своих дел на много дней вперед.
3. Нам нужно постараться убедить его переехать в другой офис.
4. Если мы не будем придерживаться плана, то мы не успеем вовремя достроить наш роскошный курорт в Испании.
5. Наши задачи сегодня следующие: обсудить предложенные варианты и составить расписание.
6. Если что-то идет не так, нужно отступить и пересмотреть ситуацию.
7. Совет директоров полагает, что вложение долгосрочных инвестиций в строительство отеля на месте трещин, очень выгодно.
8. Перед нами стоит очень важная задача: составить план развития сети магазинов одежды.

Managing People

I. Match the words to their definitions.

- | | |
|--------------------|--|
| 1. assumption | a. when someone or something does not achieve the results that were expected |
| 2. bonus | b. someone or something that has the same job or purpose as someone or something else in a different place |
| 3. bribery | c. someone whose job is to manage all or part of an organization |
| 4. chief executive | d. someone chosen to speak or make decisions for another person or group of people |
| 5. commission | e. when someone loses their job in a company because the job is no longer needed |
| 6. counterpart | f. a skill, personal quality, or type of experience that makes you suitable for a particular job |

7. deputy	g. an occasion when two or more companies, organizations etc join together to form a larger company
8. dress code	h. something that you think is true although you have no proof
9. failure	i. an amount of money paid to someone according to the value of goods, services, investments etc they have sold
10. favouritism	j. an extra amount of money added to an employee's wages, usually as a reward for doing difficult or good work
11. a manager	k. someone in an organization who is immediately below someone else, and who does their work when they are not there
12. merger	l. the manager with the most authority in the day-to-day management of a company
13. a representative	m. when one person or group is treated better than others in an unfair way
14. redundancy	n. the way that you are expected to dress in a particular situation, especially as an employee of a particular company
15. qualification	o. dishonestly giving money to someone to persuade them to do something to help you

II. Supply the right preposition.

- When staff worry over certain issues, a good manager should respond their concerns promptly.
- Don't think you have to do everything yourself.** Delegate tasks other people.
- The team had to report their progress the manager every month.
- They are aggressive when selling and put pressure customers to purchase.
- James was arguing his manager taxation.
- Investors can participate the management of the company they invest , but must keep ownership at less than 50%.
- You should be apologizing your customers wasting their money.
- He may become a good manager. It depends his communication skills.
- Jane was talking her boss her plans to leave the company.
- They focus too much their weaknesses, jump to conclusions too quickly and label all local staff as the same.

III. Make these adjectives negative, using prefixes from the box.

-in, -im, -un

aggressive, ambitious, complete, efficient, familiar, enthusiastic, motivated, profitable, secure, skilled

IV. Guess the word according to its definition.

- something belonging to an individual or a business that has value or the power to earn money
_ _ _ e _
- someone you work with, used especially by professional people and managers _ _ _ _ _ a _ _ _ _
- a date or time by which you have to do something or complete something _ _ _ _ _ i _ _
- an experienced person who gives advice to less experienced people to help them in their work
_ _ _ _ _ o _
- someone who buys things in order to sell them to someone else, or who helps to arrange business deals for other people _ _ _ _ _ e _ _ _ _
- time that you spend working in your job in addition to your normal working hours _ _ _ _ _ i _ _

7. the employees who sell a company's products are the sales representatives, usually known as

_e _ _

8. involving actions to keep someone or something safe from being damaged, stolen etc _ _ _ u _ _

9. a particular quality or ability that gives someone an advantage in relation to others _ _ _ e _ _ _ _

10. money that is paid by a government or organization to make something cheaper to buy, use or produce

_ _ _ _ i _ _

V. Make word combinations out of these words and use them in sentences of your own.

management	sales	position	multicultural
regular	international	meeting	report
managerial	assignment	team	manager

VI. Word formation. Fill in with the missing forms.

<i>Noun</i>	<i>Adjective</i>	<i>Verb</i>
		develop
globalization		
	managerial	
motivation		
		persuade

VII. Choose the correct alternative to complete each sentence.

- You must keep staff, especially when things get difficult.
A generated B motivated C frustrated D informed
- Try to ensure that each employee's **is not too great**.
A working practice B work-to-rule C working party D workload
- What can we do to improve in this department?
A morale B mortality C moral D temperament
- The merger will allow the combined company to its costs.
A fall B decline C reduce D gain
- The chief executive was because she was incompetent.
A resigned B dismissed C make redundant D fire

VIII. Complete the dialogue between the Managing Director (MD) and the Personnel Manager (PM).
Choose the words above to fill in the gaps.

accounting for managers
communications
computer systems

sales
new technology
promotion and marketing

distribution
make decisions

manage
specialized management-training courses

MD: John, we must think about 1) for our junior managers.

PM: Yes, our promising younger people need to learn about management structures.

MD: They need to know how to 2)..... and results of these decisions.

PM: And, of course, 3) is essential. And they must know how to read the balance sheet.

MD: **Without it, they will never 4) successfully, and they won't know anything about** stock control, costing, pricing... you name it.

PM: Yes, cost and price decisions depend on knowing this.

MD: **Of course, that's not the only thing they need to know. 5) means that they need to** know about things like 6)

PM: What else?

MD: 7), for example.

PM: Yes, and I think that the 8) departments need managers with this background, as well as the 9) department.

MD: Even the 10) managers could benefit, too. Perhaps we should only appoint managers with a Harvard MBA !

IX. Report the sentences using the reported verbs said, informed, asked, wondered... .

1. The CEO has appointed a new management team.
.....
2. We are constantly improving the way we sell our products.
.....
3. Does your manager listen to your suggestions?
.....
4. We will open the chain of shops before long.
.....
5. Are you having difficulty contacting our consultant?
.....
6. **The company didn't have overseas stores three years ago.**
.....
7. **Why is this year's budget so small?**
.....
8. What challenges do young managers face, compared to older ones?
.....
9. Management style has changed considerably over the last few years.
.....
10. When are you going to introduce the changes?
.....

X. Put the question to each sentence.

1. They ignore the background, education and cultural differences between themselves and their staff.(special question)
2. Young executives come back from business school armed with big ideas.(alternative question)
3. Management problems always turn out to be people problems.(general question)
4. When managers work in foreign countries, they may find it difficult to understand the behaviour of their employees.(indirect question)

5. It is important for young managers to make key people believe in them and trust them. (tag question)
6. We should adopt a more sympathetic attitude towards them. (a question to the subject)
7. Employees are becoming more valued by management. (alternative question)
8. In the past, management and workers were completely separate, even to the extent of having separate restaurants for lunch. (tag question)

XI. Translate the sentences into English.

1. Компания ищет менеджера по продажам для своего нового филиала в Париже.
2. У менеджеров отсутствует мотивация, так как им регулярно недоплачивают за их работу.
3. Если менеджер управляет многонациональным коллективом, он должен быть толерантным и одинаково относиться ко всем сотрудникам.
4. Настоящий менеджер не подавляет своих служащих, а воодушевляет и мотивирует.
5. За последние два года сеть магазинов выросла в несколько раз благодаря правильному менеджменту.
6. Амбициозные люди всегда используют свои возможности максимально, они ставят перед собой цели и достигают их.
7. Когда вы работаете с многонациональной командой, вам следует принимать во внимание особенности каждой нации.
8. Этот топ-менеджер известен тем, что он отказался от традиционного управленческого стиля в пользу мотивации персонала.
9. Хороший менеджер по продажам берет на себя инициативу. Это означает, что если ваш клиент спрашивает вас о чем-то, познакомьте или представьте ему еще какой-то подобный товар или услугу.
10. Эффективность работы менеджера в наибольшей степени зависит от его личных качеств.

Продвинутый уровень владения иностранным языком

Trade

I. Guess the words according to their definitions.

1. a sympathetic relationship or understanding – r_____
2. a place where goods are stored prior to their use, distribution, or sale – w_____
3. an industry in its early stages of development in a particular country – i_____ i_____
4. the idea that governments should do as little to the economy as possible and allow private business to develop without the state controlling or influencing them – l_____ -f_____
5. **the total value of goods and services produced in a country's economy, not including income from abroad** – g_____ d_____ p_____
6. in foreign trade, a written **promise by an importer's bank to pay the exporter's bank on a particular date** or after a particular event, for example when the goods are sent by the exporter – l_____ o_____ c_____
7. to work or talk (with others) to achieve (a transaction, an agreement, etc.) – n_____
8. something that makes trade between two countries more difficult or expensive, for example a tax on imports – b_____
9. the activity of selling products in an export market cheaper than in the home market, or cheaper than they cost to make, usually in order to increase market share – d_____
10. a port where import duty does not have to be paid on imports that are to be sent to another country to be sold, or used to manufacture goods that will be sold abroad – f_____ p_____

II. Supply the right preposition.

1. If I place an order ... 50 cases, will you be willing to give a 5% discount?
2. There are two points concerning the contract for us to discuss. The first one is terms ... payment.
3. During the negotiations you should focus ... your client's needs rather than your needs.
4. We would like to receive payment ... the goods not later than in 30 days.
5. FGS is located ... Seoul, South Korea. It specialises ... electric guitars. Now KGS is planning to put a new model of guitars ... the market.
6. It is essential to comply ... all regulations if you want to avoid problems.
7. I hope the price is acceptable ... you.
8. We look ... to hearing from you.

III. Complete the sentences with the correct word from the box.

costs, delivery, discount, insurance, letter, attractive, order, shipping, terms, pay

1. We could offer free delivery if you placed a large _____.
2. If you agree to quicker payment _____, we'll give you a 3% discount.
3. We'll increase our order on condition that you pay shipping _____.
4. If you covered both _____ and insurance, we would place further orders with you in the near future.
5. We'll consider covering _____ ourselves provided that you dispatch within 5 days.
6. We'll continue to offer an attractive _____ so long as you agree to pay by bank transfer.
7. As long as you pay us within 30 days, we can promise _____ within 2 weeks.
8. I'm afraid that's not acceptable unless we can pay by _____ of credit.
9. If you order within 3 days, we'll offer a very _____ discount.
10. If you agreed to pay within a month, we'd let you _____ by letter of credit.

free trade	protectionism	tariffs	customs duties
quotas	imports	exports	exchange rates

The WTO was set up in 1995 to encourage free trade in the global marketplace. It is therefore designed to resist 1)_____. No new barriers to trade can be set up, and governments cannot set new 2)_____ or 3)_____ or increase ones that already exist as these are really taxes that prevent 4)_____. Similarly the WTO opposes the use of 5)_____ since these limit the amount of 6)_____ coming into a country. This may protect a **country's industry in the short term, but if its trading partners reply with similar measures, then 7)_____** will suffer. The WTO governs trade in many products and raw materials, but the world of finance is largely outside of its scope, therefore it has no control over 8)_____.

IV. There is a logical connection among three of the four words in each of the following groups. Which is the odd one out, and why?

1. comparative advantage – protectionism – quotas – tariffs
2. liberalise – protect – subsidise – substitute
3. absolute advantage – barriers – comparative advantage – free trade
4. laissez-faire – open borders - dumping – free port
5. deal - bill of lading – irrevocable letter of credit – banker's draft

V. Match the columns to make word combinations. on "Trade". Use the word combinations in the sentences of your own.

- | | |
|-------------|----------------|
| 1. hassle | a. network |
| 2. decision | b. loose ends |
| 3. sales | c. regulations |

- | | |
|-------------------|---------------------|
| 4. sole | d. industries |
| 5. to supply | e. a foreign market |
| 6. to tie up | f. maker |
| 7. strategic | g. commission |
| 8. to comply with | h. distributor |
| 9. the rate of | i. references |
| 10. to break into | j. free |

VI. Match each headword on the left to a set of examples on the right.

- | | |
|--------------------|---|
| 1. imports | a. taxes, tariffs, quotas on imported goods |
| 2. free trade | b. wheat, oil, tobacco being brought into the country |
| 3. domestic market | c. no taxes, restrictions or quotas on import |
| 4. exports | d. rice, chocolate, wool being sent abroad |
| 5. open market | e. customers in the same country |
| 6. exchange rates | f. products available to anyone willing to buy |
| 7. protectionism | g. £1.00 = \$2.50 |

VII. Complete the text with the right INCOTERM.

Since 1921, the International Trade Chamber with its headquarters in Paris determines the rules and conditions of trade for all participants of international trade. The delivery of commodities by exporters and their collection by importers is usually based on the rules and regulations called INCOTERM (International Commercial Term). Since 1990, the International Commercial Term contains 13 clauses generated from international laws with the mandatory reports in customs statistics. Here are some of them.

1) _____ - is a foreign trade contract where the responsibility of the exporter is to deliver a commodity to the place of production (the factory) or to a predetermined warehouse. The responsibility of a seller ceases as soon as the goods have left the place of delivery and a buyer is responsible for every charge including risk associated with the shipment of the commodity after the place of delivery.

2) _____ - is a kind of trade contract where the exporter pays all charges involved up to the point of named port of shipment. The buyer is responsible for charges involved in getting goods onto a ship, preparing them for shipping, taking them to the ship and loading them.

3) _____ - under this contract the exporter pays all charges involved in getting goods onto a ship. Besides bringing the goods to a port of shipment, he is also responsible for preparing the goods for shipping, taking **them to the ship and loading them. The seller's responsibility ceases when the goods** are on board.

4) _____ - is a foreign trade contract where the exporter, in addition to the free on board charges, pays the cost of the insurance and the freight. He must supply the buyer with the documents necessary to take delivery of the goods on arrival i.e., a bill of lading, an insurance policy and an invoice (insurance payment is about 110% of the value of the commodity).

5) _____ - a trade contract which is similar to the Cost, Insurance and Freight contract except that the importer looks after the insurance. The seller must give the buyer sufficient notice to enable him to do this.

VIII. Complete the sentences using the appropriate type of Conditionals.

- If the competition (to get) tough, they'll start business elsewhere.**
- If you increased the order, they (to reduce) the price.
- We (to apologise) to them when we contact them by telephone.
- We would mention the decrease in sales if we (to find) it appropriate.
- If they (to complete) the tests, they (to notify) us of the results.
- If we had known that **our German guests couldn't eat octopus, we (not to offer) this dish.**
- I (not to buy) things on the instalment system if I were you.
- You (not to be) any use for me unless you learn to use office equipment.

9. The flight may be cancelled if the fog (to get) thick.
10. If you were made redundant, what you (to do)?
11. **If the story hadn't been true, the newspaper (not to print) it.**
12. If he were in, he (to answer) the phone.
13. **Unless he (to sell) more he won't get much commission.**
14. If you (to play) for lower stakes you wouldn't lose so much.

IX. Put the question to the sentence.

1. Nations may have an absolute or a comparative advantage in producing goods or services because of factors of production, climate, division of labour, economies of scale, and so forth. (special question)
2. The economists who recommend free trade do not face elections every four or five years. (to the subject)
3. Abandoning all sectors in which a country does not have a comparative advantage is likely to lead to structural unemployment in the short term. (tag-question)
4. Unlike tariffs, quotas provide no revenue for the government. (general question)
5. The General Agreement on Tariffs and Trade (GATT), an international organisation set up in 1947, had the objectives of encouraging international trade, of making tariffs the only form of protectionism, and of reducing these as much as possible. (indirect question)
6. The final GATT agreement - including services, copyright and investment, as well as trade in goods – was signed in Marrakech in 1994. (alternative question)

X. Supply the right tense form.

1. Free trade (to enable) countries to obtain desirable goods and services from abroad.
2. Such goods (to import) by other countries where they would cost more to produce.
3. The average costs (to lower): by the use of specialised labour and capital; through specialised knowledge and research and development; and also through economies of scale.
4. For centuries, and still today, obstacles to free trade (to erect) by governments.
5. Historically, tariffs (to provide) revenue to governments when taxes (not to collect) from other sources.
6. These obstacles (to make) economic sense?
7. Infant industries at first (to be) unable to compete with established multinational giants, so that protection may be wise until they (to develop) sufficiently to manage without it.
8. **The WTO (to set up) at the time of the last great "round" of international trade negotiations; the Uruguay Round of 1986 – 1993.**
9. It is alleged that these promises (to keep) fully and that protectionism (to be) as strong as ever.

Quality

I. Complete the sentences using the appropriate type of Conditionals.

1. **If the competition (to get) tough, they'll start business elsewhere.**
2. If you increased the order, they (to reduce) the price.
3. We (to apologise) to them when we contact them by telephone.
4. We would mention the decrease in sales if we (to find) it appropriate.
5. If they (to complete) the tests, they (to notify) us of the results.
6. **If we had known that our German guests couldn't eat octopus, we (not to offer) this dish.**
7. I (not to buy) things on the instalment system if I were you.
8. You (not to be) any use for me unless you learn to use office equipment.
9. The flight may be cancelled if the fog (to get) thick.
10. If you were made redundant, what you (to do)?

11. **If the story hadn't been true, the newspaper (not to print) it.**
12. If he were in, he (to answer) the phone.
13. **Unless he (to sell) more he won't get much commission.**
14. **If you (to play) for lower stakes you wouldn't lose so much.**

II. Supply the right tense form.

1. Free trade (to enable) countries to obtain desirable goods and services from abroad.
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8. **The WTO (to set up) at the time of the last great "round" of international trade negotiations; the Uruguay Round of 1986 – 1993.**
9. It is alleged that these promises (to keep) fully and that protectionism (to be) as strong as ever.

III. Complete the sentences with the above word combinations.

1. Quality needs long-term commitment. A 'blitz approach' can lead to s... h..., says quality consultant John Oakland.
2. **Using lousy systems and materials companies can produce only c... t...**
3. **About ten years ago Motorola, Texas Instruments and Harley Davidson took up TQM to close the q... g... between them and the Japanese.**
4. **Many of them have realized that t... q... and customer service are no longer a source of sustainable advantage, but merely a qualification for competing.**
5. **If you do not clear your account within the next week we shall have to take l... a...**
6. Lean manufacturing means just-in-time manufacturing where parts are made and supplied when needed. The main objective of lean manufacturing is that of z... d...
7. Offering greater service quality results in higher costs. However, investments usually pay off because **greater c... s... leads to higher sales and superior profit performance.**
8. **Thus, where the manufacturer's q... t... might be 'zero defects', the service provider's goal is zero customer defections).**
9. **By examining the b... s... and other documents we finally found out that the company was not doing well as they claimed.**
10. His decision was to ignore the mass volume residential market with its large p... m... and go for high profile customers.
11. Mercedes, Europe's leading luxury car maker provides higher performance quality than Volkswagen: **its s... and comfortable v... has a smoother ride, handles better and lasts longer.**
12. Top service firms watch service performance closely — both their own and that of competitors. They **provide m... f... using such methods as customer surveys, suggestion schemes and customer complaint programmes.**
13. **C... are an opportunity for companies to remedy poor service.**

IV. Complete the text using prepositions from the box.

by, with, in, on, to, from, during, at, out, of, through, about, into

MOTOROLA'S CUSTOMER-ORIENTED, SIX-SIGMA QUALITY

Founded 1) ___ 1928, Motorola introduced the first car radio – hence the name Motorola, suggesting 'sound in motion' 2) ___ the Second World War, it developed the first two-way radios ('walkietalkies'). 3) ___ the 1950s, Motorola had become a household name in consumer electronics products. 4) ___ 1970 Motorola switched 5) ___ pagers and cellular telephones. However, 6) ___ the beginning of the 80s Japanese competitors were still beating Motorola 7) ___ higher-quality products at lower prices.

8) ___ the past decade, Motorola has made a roaring come back. It now leads all competitors 9) ___ the global two-way mobile radio market and in cellular telephones, with a 45 % worldwide market share. Motorola achieved such remarkable leadership through its commitment 10) ___ quality. In 1980 it set the unheard-of goal of 'six-sigma' quality. This means that Motorola set 11) ___ to reduce product defects 12) ___ fewer than 3.4 per million components manufactured - that is, 99% defect free production. 'Six sigma' became Motorola's rallying cry. Motorola's initial efforts were focused 13) ___ improving product quality 14) ___ manufacturing improvements. The goal was to prevent defects 15) ___ occurring 16) ___ the first place by designing quality 17) ___ the outset. For example, Motorola's highly successful MieroTAC foldable, hand-held cellular phone has fewer components, which snap together instead 18) ___ being joined by screws or fasteners, resulting 19) ___ fewer component defects and production errors. Six-sigma standard means that everyone in the organization must be dedicated 20) ___ quality. Thus total quality has become an important part of Motorola's basic corporate culture.

Motorola spends \$120 million annually to educate employees about quality. Because Motorola's products can be only as good as the components that go 21) ___ them, the company forces its suppliers to meet the same quality standards. More recently, Motorola's initial focus 22) ___ preventing manufacturing defects has led 23) ___ its emphasis 24) ___ customer value. 'Quality', notes Motorola's vice-president, 'has to do something for the customer. Thus, our company aims 25) ___ “total customer satisfaction”. Our definition of a defect is 'if the customer doesn't like it, it's a defect'. Instead of concentrating mainly 26) ___ manufacturing defects, Motorola now surveys customers 27) ___ their quality needs, analyzes customer complaints 28) ___ products. Motorola's executives routinely visit customers' offices to gain more detailed, deeper insights 29) ___ their needs. As a result, Motorola's TQM programme has turned the company 30) ___ a market-driven, customer-focused leader.

V. Replace the following Russian words with their English equivalents.

consistency, gaining an edge over, economic powerhouse, in terms of customer needs and expectations, durability, global quality movement, elimination of deviations, reduce defects, product quality, preventing defects, quality improvement, powerful strategic weapon, Total Quality Management program, reliability, dedication to, quality pioneer, to respond to, emphasis on quality, strive for, customer value, excellence, to survive, total customer satisfaction

PRODUCT QUALITY

1) **Качество товара** stands for the ability of a product to perform its functions. It includes the product's 2) **износостойкость** and 3) **надежность** and value for money. Quality should be measured in terms of buyers' perceptions. Companies rarely try to offer 4) **совершенство** - few customers want or can afford it. Such highest level of quality is offered in products such as a Rolls-Royce, a Sub Zero refrigerator or a Rolex watch. Instead, companies choose a quality level that matches target market needs and the quality levels of competing products.

Besides, quality also means 5) **постоянство**. In this sense, quality means 6) **'ликвидацию отклонений'**. During the past decade, 7) **акцент на качество** has encouraged a 8) **глобальное движение за качество**.

Japanese firms have long practised 9) Программа всеобщего контроля качества (TQM). For more than 40 years, the Japanese have awarded the Deming prize (named after 10) первопроходца в области качества W. Edwards Deming) to companies that have achieved outstanding quality. In these 40 years, a focus on quality has turned Japan from a maker of knick-knacks into an 11) мощную экономическую державу. Now European and US companies have 12) реагировать. The result has been a global quality revolution.

To some companies, improving quality means using better quality control to 13) сократить погрешности. To others, it means making lofty speeches about the importance of quality But TQM means much more than this. It means a total-company 14) приверженность continuous 15) совершенствованию качества. Quality starts with top management. Many companies have now created 'total quality programmes' headed by vice-presidents or directors of quality. Then employees at all levels of the organization must 16) бороться за качество. Total quality management involves 17) предотвращение дефектов before they occur, through better product design and improved manufacturing processes. Moreover total quality means improving 18) потребительская ценность. Some argue that total quality is a powerful weapon for achieving 19) “всестороннее удовлетворение клиента”. This is possible if quality is interpreted in 20) непосредственной связи с потребностями и надеждами потребителя. Many companies have turned quality into a 21) мощное стратегическое оружие. Strategic quality involves 22) достижение преимущества над competitors by consistently offering products and services of better quality. As one expert proclaims: “Quality is not simply a problem to be solved; it is a competitive opportunity”. Others suggest, however, that quality has now become a competitive necessity only companies with the best quality will 23) выживут.

5. Справочные материалы

Список литературы

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7. <http://www.really-learn-english.com/>
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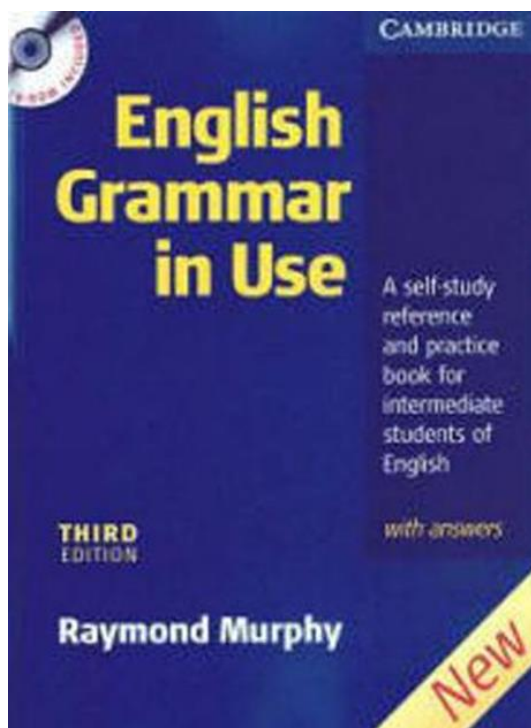
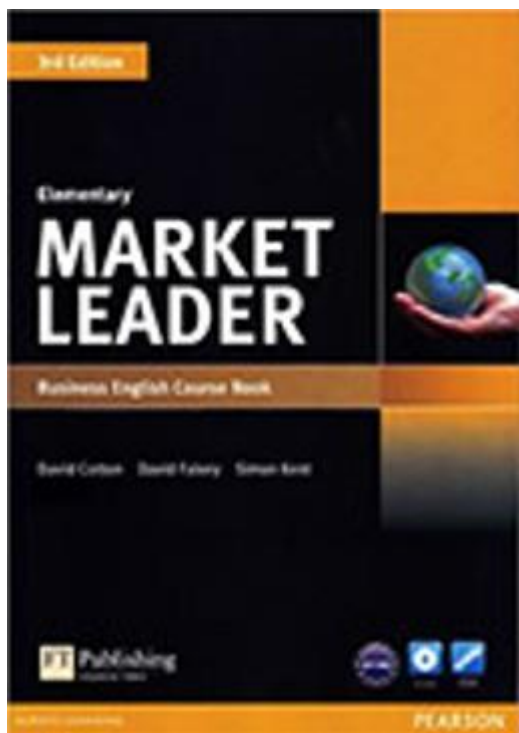
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4. **Let's Improve Your Business English Skills (Market Leader Pre-intermediate): методическое пособие/ Н.П.Буланова, Г.В. Волейко, И.М. Павлюченко, И.М. Сологуб – Минск: БНТУ, 2010.**
5. Murphy, R. English Grammar in Use. R. Murphy. - CUP, 1997
6. <http://www.really-learn-english.com/>
7. <http://www.agendaweb.org/>
8. <http://www.englishpage.com/>
9. <http://www.perfect-english-grammar.com/>
10. BUSINESS INTERESTS **Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей электронное издание О.А. Гамбалевская, И.А. Попова – Минск 2010.**
11. BUSINESS GRAMMAR (for pre-intermediate students) **Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей Учебное электронное издание И.А. Поварехо, И.А. Попова, Н.П. Якшук – Минск БНТУ 2011.**

Продвинутый уровень владения иностранным языком.

1. David, Cotton, David, Falvey, Simon, Kent. Market Leader. 3rd edition intermediate Course Book/ David, Cotton, David, Falvey, Simon, Kent – Pearson Longman
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4. **Let's Improve Your Business English Skills (Market Leader Intermediate): методическое пособие/ А.И. Сорокина, Т.Н. Конагорова, Н.П.Буланова, Г.В. Волейко, М.В. Храпцова – Минск: БНТУ, 2008.**
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9. <http://www.perfect-english-grammar.com/>
10. **BUSINESS READER** Учебно-методическое пособие по деловому английскому языку для студентов экономических специальностей: учебное электронное издание А.И. Сорокина, Н.Н. Перепечко, Т.Н. Конагорова - Минск 2011.



6. Воспитательно-идеологическая функция учебно-методического комплекса

Электронный учебно-методический комплекс по дисциплине «Основы бизнеса (на иностранном языке)» составлен в соответствии с основными положениями Кодекса Республики Беларусь об образовании: от 13 января 2011г., № 243-3, Республиканской программы «Иностранные языки» от 29.01.1998 г. №129, Концепции обучения иностранным языкам в системе непрерывного образования Республики Беларусь, а также основными направлениями государственной политики, отраженными Программой непрерывного воспитания учащейся молодежи в Республике Беларусь, в плане идеологической и воспитательной работы БНТУ и других государственных программах, нормативно-правовых, инструктивно-методических документах, определяющих приоритетные направления идеологии белорусского государства.

Данный комплекс способствует созданию условий для формирования нравственно зрелой, интеллектуально развитой личности обучающегося, которой присущи социальная активность, гражданская ответственность и патриотизм, приверженность к университетским ценностям и традициям, стремление к профессиональному самосовершенствованию, активному участию в экономической и социально-культурной жизни страны.

Основными задачами идеологической и воспитательной составляющей учебно-методического комплекса по дисциплине «Основы бизнеса (на иностранном языке)» выступают:

1. Формировать у обучающихся способность и готовность понимать ментальность носителей изучаемого языка, а также особенности коммуникативного поведения народов стран изучаемого языка.
2. Воспитывать у обучающихся уважение к родной культуре и к культуре страны изучаемого языка, чувства патриотизма и толерантности.
3. Использовать широкие возможности иностранного языка для развития у студентов коммуникативных умений, опыта решения задач, формирования их гражданской позиции, принятия нравственных ценностей и культурно-исторических традиций белорусского народа, духовно-нравственного воспитания, уважения к культурному наследию.
4. Формировать и развивать у студентов ценностные ориентации, нормы и правила поведения на основе идей гуманизма, добра и справедливости.