

**Белорусский национальный технический университет**

Факультет технологий управления и гуманитаризации

Кафедра «Иностранные языки»

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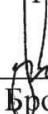
Заведующий кафедрой

  
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О.В. Веремейчик

28 05 2018 г.

СОГЛАСОВАНО

Декан факультета

  
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Г.М. Бровка

28 05 2018 г.

**УЧЕБНО-МЕТОДИЧЕСКИЙ КОМПЛЕКС**

по учебной дисциплине иностранный язык (английский)  
для специальности 1-25 01 07 «Экономика и управление на предприятии»

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Рассмотрено и утверждено

На заседании совета факультета технологий управления и гуманитаризации

28 мая 2018 г., протокол № 9

## Перечень материалов

1. Учебная программа и учебно-методическая карта по дисциплине.
2. Теоретический раздел (грамматический и лексический справочники)
3. Практический раздел (тематические тексты, грамматические и лексические упражнения)
4. Раздел для самостоятельной работы
5. Раздел контроля знаний (тестовые задания, контрольные работы, требования к зачету и экзамену)

## Пояснительная записка

Электронный учебно-методический комплекс по дисциплине «Иностранный язык (английский)» для специальности 1-25 01 07 «Экономика и управление на предприятии» предназначен для студентов дневной формы получения высшего образования, а также преподавателей для проведения, как аудиторных практических занятий, так и для организации самостоятельной работы студентов.

*Целью* ЭУМК является систематизировать учебно-методический материал по изучаемой дисциплине, оптимизировать образовательный процесс и обеспечить качественные условия для формирования и развития коммуникативной компетенции студентов.

Содержание учебно-методического комплекса включает учебную программу и учебно-методическую карту по дисциплине, теоретический и практический разделы, блок контроля знаний, а так же раздел для самостоятельной работы студентов.

В теоретическом разделе ЭУМК представлены материалы по грамматике английского языка соответствующие учебной программе по дисциплине «Иностранный язык», в объеме, предусмотренном учебным планом специальности «Экономика и управление на предприятии».

Практический раздел ЭУМК включает в себя: аутентичные тексты, материалы с заданиями грамматического и лексического характера различных уровней сложности.

Блок контроля знаний представлен грамматическими тестами различного уровня сложности, заданиями для итогового контроля всех видов речевой деятельности и навыков перевода и включает предметно-тематическое содержание зачета и экзамена по дисциплине «Иностранный язык».

Разработанный ЭУМК способствует овладению речевыми навыками в сфере бытовой и профессиональной коммуникации; совершенствует умения читать и переводить оригинальную литературу по специальности; расширяет горизонты знаний обучающихся в области экономики и международной торговли.

## ОГЛАВЛЕНИЕ

УЧЕБНАЯ ПРОГРАММА ПО ДИСЦИПЛИНЕ «ИНОСТРАННЫЙ ЯЗЫК (АНГЛИЙСКИЙ)» ДЛЯ СПЕЦИАЛЬНОСТИ «ЭКОНОМИКА И УПРАВЛЕНИЕ НА ПРЕДПРИЯТИИ» .....	4
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БЕЛОРУССКИЙ НАЦИОНАЛЬНЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ

УТВЕРЖДАЮ

Декан  
факультета технологий управления и  
гуманитаризации

 Г.М. Бровка

Регистрационный № УД-ФТУГОУ-36/р.

ИНОСТРАННЫЙ ЯЗЫК (АНГЛИЙСКИЙ)

Учебная программа учреждения высшего образования  
по учебной дисциплине для специальности  
1-25 01 07 «Экономика и управление на предприятии»

Факультет технологий управления и гуманитаризации

Кафедра «Иностранные языки»

Курсы 1  
Семестры 1, 2

Практические  
занятия – 136 часа

Аудиторных часов по  
учебной дисциплине – 136

Всего часов по  
учебной дисциплине – 288

Экзамен – 2 семестр  
Зачет – 1 семестр

Форма получения высшего  
образования – дневная

Составили: Л.Л. Кажемская, ст. преподаватель  
О.С. Жук, ст. преподаватель

2013 г.

Учебная программа составлена на основе типовой учебной программы «Иностранный язык для высших учебных заведений», утв. 15.04.2008 г., рег. № ТД – СГ. 013/тип

Рассмотрена и рекомендована к утверждению кафедрой «Иностранные языки» Белорусского национального технического университета (протокол № 10 от 23 мая 2013 г.)

Заведующий кафедрой 

О.В. Веремейчик

Одобрена и рекомендована к утверждению методической комиссией факультета технологий управления и гуманитаризации Белорусского национального технического университета (протокол № 5 от 25 июня 2013 г.)

Председатель методической комиссии 

Е.Б. Якимович

## ПОЯСНИТЕЛЬНАЯ ЗАПИСКА

Учебная программа учреждения высшего образования дисциплины «Иностранный язык» разработана для специальности 1-25 01 07 «Экономика и управление на предприятии»

За последние десятилетия в Республике Беларусь и Европе в целом существенно изменился социокультурный и образовательный контекст изучения иностранных языков. Новые социально-политические, экономические и культурные реалии, процессы интеграции и интернационализации многих сторон материальной и духовной жизни мирового сообщества, открытость границ привели к значительному расширению всесторонних контактов, в том числе профессиональных. Качественно изменился характер научно-технического сотрудничества, чему во многом способствовало развитие информационных технологий и прежде всего глобальной сети Интернет. Это повысило статус иностранного языка как общеобразовательной дисциплины, которая стала реально востребованной в практической и интеллектуальной деятельности специалиста.

В русле современной образовательной идеологии изменились традиционные взгляды на иностранный язык и методологию иноязычного образования. Его цели и содержание ориентируются на плюрализм и диалог культур. Иностранный язык рассматривается не только в качестве средства межкультурного общения, но и средства формирования личности как субъекта национальной и мировой культуры. Предполагается, что мировоззрение, включающее в себя ценности личности, общества, государства, а также более широкого сообщества (европейского, мирового), способствует большему взаимопониманию и сближению народов в современном поликультурном мире, а, следовательно, стабильности и устойчивости его развития.

Особенностью программы является компетентный подход, усиление практико-ориентированной составляющей, направленность на развитие коммуникативной компетенции будущего специалиста в предполагаемых сферах его профессиональной деятельности. Актуальными являются и вопросы языкового самообразования, диверсификация форм, методов и технологий обучения.

Основными целями социально-гуманитарной подготовки студентов в вузе выступают формирование и развитие социально-личностных компетенций, основанных на гуманитарных знаниях, эмоционально-ценностном и социально-творческом опыте, и обеспечивающих решение и исполнение гражданских, социально-профессиональных, личностных задач и функций.

Сформированность у выпускника социально-личностных компетенций способствует развитию социально-профессиональной компетентности как интегрированного результата образования в вузе.

Общие требования к формированию социально-личностных компетенций выпускника определяются следующими принципами:

принцип **гуманизации** как приоритетный принцип образования, обеспечивающий личностно-ориентированный характер образовательного процесса и творческую самореализацию выпускника;

принцип **фундаментализации**, способствующий ориентации содержания дисциплин социально-гуманитарного цикла на выявление сущностных оснований и связей между разнообразными процессами окружающего мира, естественнонаучным и гуманитарным знанием;

принцип **компетентного подхода**, определяющий систему требований к организации образовательного процесса, направленных на усиление его практикоориентированности, повышение роли самостоятельной работы студентов по разрешению задач и ситуаций, моделирующих социально-профессиональные проблемы, и формирование у выпускников способности действовать в изменяющихся жизненных условиях;

принцип **социально-личностной подготовки**, обеспечивающий формирование у студентов социально-личностной компетентности, основанной на единстве приобретенных гуманитарных знаний и умений, эмоционально-ценностных отношений и социально-творческого опыта с учетом интересов, потребностей и возможностей обучающихся;

принцип **междисциплинарности и интегративности** социально-гуманитарного образования, реализация которого обеспечивает целостность изучения гуманитарного знания и его взаимосвязь с социальным контекстом будущей профессиональной деятельности выпускника.

В соответствии с вышеуказанными целями и принципами социально-гуманитарной подготовки выпускник высшего учебного заведения при подготовке по образовательной программе первой ступени (специалист) должен приобрести следующие **социально-личностные компетенции**:

- компетенции культурно-ценностной и личностной ориентации,
- компетенции гражданственности и патриотизма,
- компетенции социального взаимодействия,
- компетенции коммуникации,
- компетенции здоровьесбережения,
- компетенции самосовершенствования.

Выпускник в процессе социально-гуманитарной подготовки должен развить следующие **метапредметные компетенции**:

- владение методами системного и сравнительного анализа;
- сформированность критического мышления;
- умение работать в команде;
- владение навыками проектирования и прогнозирования;
- сформированность личностных качеств: самостоятельность, ответственность, организованность, целеустремленность, а также мотивационно-ценностные ориентации;
- умение учиться, постоянно повышать квалификацию.

**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 целей:

- **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 определенного 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 языковых средств (фонетических, лексических, грамматических), а также правил их использования в коммуникативных целях.

*Речевая 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 о 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 изучения дисциплины 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;

- читать и переводить литературу по специальности обучаемых (изучающее, ознакомительное, просмотровое и поисковое чтение);

- письменно выражать свои коммуникативные намерения в сферах, предусмотренных настоящей программой;

- составлять письменные документы, используя реквизиты делового письма, заполнять бланки на участие и т.п.;

- понимать аутентичную иноязычную речь на слух в объеме программной тематики;

- написать эссе или доклад, в котором доказательства разворачиваются системно, важные моменты, подчеркиваются и приводятся детали, подкрепляющие излагаемую точку зрения, дать оценку разным идеям

и вариантам решения проблем, написать эссе или доклад в развитие какой-либо позиции, приводя доводы за и против определенной точки зрения и поясняя плюсы и минусы вариантов решения, синтезировать информацию и аргументы из нескольких источников.

- понимать общее содержание сложных текстов на абстрактные и конкретные темы, в том числе узкоспециальные тексты;

- делать четкие подробные сообщения на различные темы бытового, общественно-политического, общенаучного и профессионального характера;

- излагать свой взгляд на основную проблему, демонстрируя преимущества и недостатки различных мнений.

**владеть** базовой лексикой общего языка и языка специальных целей, фонетикой, нормативной грамматикой и синтаксическими структурами английского языка с целью правильного оформления высказывания и понимания речи собеседника;

- достаточно высоким уровнем контроля грамматической правильности и избегать ошибок, которые могут привести к непониманию;

**приобрести навыки:**

- критического мышления, необходимого для творческой профессиональной деятельности;

- самостоятельной работы.

### **Требования к практическому владению видами речевой деятельности**

#### ***Чтение***

Студент должен уметь:

- владеть всеми видами чтения (изучающее, ознакомительное, просмотровое, поисковое), предполагающими разную степень понимания прочитанного;
- полно и точно понимать содержание аутентичных текстов, в том числе профессионально ориентированных, используя двуязычный словарь (изучающее чтение);
- понимать общее содержание текста (70 %), определять не только круг затрагиваемых вопросов, но и то, как они решаются (ознакомительное чтение);
- получать общее представление о теме, круге вопросов, которые затрагиваются в тексте (просмотровое чтение);
- найти конкретную информацию (определение, правило, цифровые и другие данные), о которой заранее известно, что она содержится в данном тексте (поисковое чтение).

Тексты, предназначенные для просмотрового, поискового и ознакомительного чтения, могут включать до 10 % незнакомых слов.

## ***Говорение***

Монологическая речь. Студент должен уметь:

- продуцировать развернутое подготовленное и неподготовленное высказывание по проблемам социокультурного и профессионального общения, перечисленным в настоящей программе;
- резюмировать полученную информацию.
- Примерный объем высказывания 15 фраз.

Диалогическая речь. Студент должен уметь:

- 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.;
- сочетать диалогическую и монологическую формы речи.

Примерное количество реплик – 8 (с каждой стороны).

## ***Аудирование***

Студент должен уметь:

- 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;
- воспроизводить услышанное при помощи повторения, перефразирования, пересказа.

Учебные аудио- и видеотексты могут включать до 5 % незнакомых слов, не влияющих на понимание основного содержания.

## ***Письмо***

Студент должен уметь:

- выполнять письменные задания к прослушанному, прочитанному, логично и аргументированно излагать свои мысли;
- владеть навыками составления частного и делового письма;
- реферировать и аннотировать профессионально ориентированные и общенаучные тексты с учетом разной степени смысловой компрессии.

Согласно учебному плану учреждения высшего образования на изучение дисциплины отведено всего 288 ч., в том числе 136 ч. аудиторных занятий, из них практические занятия – 136 ч.

Распределение аудиторных часов по семестрам приведено в таблице 1.

Таблица 1

Семестр	Практические занятия	Итоговый контроль знаний
1	68	зачет
2	68	экзамен

## СОДЕРЖАНИЕ УЧЕБНОГО МАТЕРИАЛА

### 1 семестр

#### Чтение

**Задача:** активизировать и корректировать имеющиеся умения и навыки чтения на расширенном языковом материале, совершенствовать их с целью подготовки к ознакомительному и изучающему виду чтения. Студенты должны уметь:

- 1) прочитать учебный текст на заданную ситуацию общения с точным пониманием его содержания и выделением смысловой информации с использованием словаря (1000 п.зн. за 1 академ.час);
- 2) прочитать учебный текст с целью ознакомления с его содержанием без словаря (1500 п.зн. за 0,5 академ. часа).

#### Говорение

##### *Диалогическая речь*

Студенты должны уметь вести беседу, используя вопросы, восклицания, просьбы, приказание, приглашения, ответные реплики в виде выражения согласия или отказа, переспроса, возражения, дополнения, сообщения сведений. Они должны уметь поздороваться и попрощаться, представиться, спросить, как дела, высказать свои пожелания, и т.д., используя реплики и выражения, наиболее часто употребляющиеся в Англии при общении на бытовом уровне, а не созданные искусственно с использованием знакомой лексики. Образно говоря, обучаемые должны учиться говорить “по-английски”, а не «на английском языке». Высказывание каждого собеседника должно содержать не менее 8 реплик.

## ***Монологическая речь***

Студенты должны уметь логично и последовательно делать сообщения описательного и повествовательного характера как по заданной теме или ситуации, так и в связи с прослушанным или прочитанным; объем высказывания — 10-12 фраз.

### **Предметно-тематическое содержание курса**

1. Careers
  - Discussing ideas about careers
  - Past abilities
  - Curriculum vitae
  - Editing
  - Telephoning
  
2. Selling online
  - Discussing shopping online
  - Placing an order
  - Replying to an order
  - Negotiating
  
3. Companies
  - Discussing types of companies
  - Reaching agreement
  
4. Great ideas
  - Discussing ideas
  - Giving information
  - Editing
  - Meetings

## Аудирование

Студенты должны понимать на слух иноязычную речь в естественном темпе в двукратном предъявлении преподавателя или в звукозаписи. Тексты могут содержать до 2% незнакомых слов, о значении которых студенты могут догадаться, и до 1% слов, о значении которых нельзя догадаться, но незнание которых не препятствует пониманию текста в целом. Длительность звучания — 2 мин.

## Письмо

Обучаемый должен правильно писать слова и словосочетания, составляющие основной минимум, грамотно оформлять в письменном виде предложения, выполнять письменные задания по образцу.

## Языковой материал

**Фонетика.** Корректировка основных уже приобретенных фонетико-орфоэпических навыков; звуковой строй английского языка; особенности произношения гласных и согласных; расхождение между произношением и написанием; особенности интонации английского предложения.

**Лексика.** Общий объем составляет примерно 500 слов и словосочетаний (без учета интернациональной лексики, сходной в плане выражения и совпадающей по содержанию).

### **Грамматика.**

#### Грамматический материал

1. Ability/Past Ability
2. Request
3. Present Tenses
4. Adjectives
5. Modals: can/could, must, have to, need to, should

## ПРОМЕЖУТОЧНЫЙ И ИТОГОВЫЙ КОНТРОЛЬ

Для промежуточного контроля после прохождения каждой темы даются лексико-грамматические тесты. На последнем занятии проводится итоговое тестирование по всему пройденному грамматическому и лексическому материалу.

### Требования к зачету

1. Чтение со словарем оригинального текста по специальности объемом 1300 п.зн. Передача краткого содержания текста на английском языке
2. Перевод отрывка текста, содержащего активную лексику по пройденным темам, с английского на русский язык.
3. Беседа или диалоги по пройденным устным темам и речевым ситуациям.

### II семестр

## СОДЕРЖАНИЕ ОБУЧЕНИЯ

### Чтение

Студенты должны уметь читать про себя (со словарем) с максимально полным и точным пониманием содержания впервые предъявляемые несложные тексты общественно-бытового и научно-популярного характера, содержащие до 5% незнакомых слов. Объем текста — 1500 п.зн. за 1 академ. час.

Студенты должны уметь читать про себя (без словаря) с целью понимания основного содержания тексты, включающие до 3% незнакомых слов, о значении которых студенты могут догадаться, и до 3% слов, о значении которых нельзя догадаться, но незнание которых не препятствует пониманию текста в целом. Объем текста — 2000 п.зн. за 0,5 академ. часа.

### Говорение

#### *Диалогическая речь.*

Студенты должны уметь вести беседу, включающую развернутые дополнительные сообщения и аргументацию своей точки зрения в соответствии с ситуацией по теме, а также в связи с содержанием услышанного, увиденного, прочитанного. Высказывание каждого собеседника должно содержать не менее 8 реплик.

### ***Монологическая речь.***

Студенты должны уметь: 1) делать подготовленные сообщения в виде информации или развернутого рассказа на основе прослушанного, увиденного, прочитанного; 2) раскрыть тему, сделать выводы и аргументировать их. Сообщения должны содержать личную оценку. Объем высказывания — не менее 12 фраз.

### **Предметно-тематическое содержание курса**

#### 1. Stress

Discussing causes of stress  
Discussing gender-related qualities  
Discussing and rank stressful jobs  
Punctuation  
A report  
Editing  
Making and responding to suggestions

#### 2. Entertaining

Discussing corporate entertaining  
A report  
A hotel booking  
Making small talks

#### 3. Marketing

Discussing ideas about marketing  
Answering an enquiry  
Reports  
Editing  
Using stress to correct information  
Getting the message right

#### 4. Planning

Discussing planning  
Linkers  
Time management  
Editing  
Checking information



## Аудирование

Студенты должны понимать на слух и реагировать на разнообразные типы высказываний, в которых обсуждаются различные точки зрения по проблемам, а также тексты различного характера в естественном темпе, в двукратном предъявлении преподавателя и в звукозаписи. Тексты могут содержать до 2% незнакомых слов, о значении которых студенты могут догадаться, и до 2% слов, о значении которых нельзя догадаться, но незнание которых не препятствует пониманию текста в целом. Длительность звучания — 25 мин.

## Письмо

Обучаемый должен уметь:

- 1) заполнить подробную анкету о себе;
- 2) составить подробный план прочитанного текста;
- 3) составить перечень вопросов к предстоящему разговору с реальным или воображаемым партнером.

## **Языковой материал**

**Фонетика.** Владение интонацией сложных предложений, вводных членов предложения, интонацией предложений в косвенной речи, интонацией разговорных формул (приветствие, прощание, знакомство, благодарность, извинение и т.д.).

**Лексика.** Общий объем составляет 500 слов и словосочетаний и включает в себя строевые слова, стандартные реплики, клише, словосочетания, слова-понятия и типовые фразы-образцы, относящиеся к изучаемым сферам общения и понимания.

## **Грамматика.**

### Грамматический материал

1. Adjectives and degrees of comparison.
2. Verb and noun combination
3. Past Simple and Past Continuous
4. Past Simple and Present Perfect
5. Multi-word verbs

## **Промежуточный и итоговый контроль**

Для промежуточного контроля после прохождения каждой темы даются лексико-грамматические тесты. На последнем занятии проводится итоговое тестирование по всему пройденному грамматическому и лексическому материалу.

### **Требования к экзамену:**

1. Чтение без словаря оригинального текста по специальности объемом 1500 п.зн. Передача краткого содержания текста на английском языке.
2. Перевод с листа фрагмента данного текста объемом 400 п.зн.
3. Перевод предложений, содержащих активную лексику по пройденным темам, с русского на английский язык.
3. Беседа или диалоги по пройденным устным темам и речевым ситуациям.

## УЧЕБНО-МЕТОДИЧЕСКАЯ КАРТА УЧЕБНОЙ ДИСЦИПЛИНЫ «ИНОСТРАННЫЙ ЯЗЫК» (АНГЛИЙСКИЙ)

Номер раздела, темы, занятия	Название раздела, темы, учебного 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
<b>Семестр 1</b>									
1	<b>Иностранный язык (Практика устной речи) (68)</b>		68			50			
1.1	Careers Unit1		18						
1.1.1	<p style="text-align: center;"><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: question information</p> <p><b>Лексика</b> Career moves. CB, ex. A, B, C, D</p> <p style="text-align: center;"><i>Основные виды речевой деятельности</i></p> <p><b>Говорение</b> Starting up. CB, p.6 ex. A, B, C</p> <p><b>Письмо</b> PF, Vocabulary p. 4 ex. A</p>		2			How ambitious are you? Queez	учебник раздаточный материал CDпроигрыватель		устная презентация фронтальный опрос
1.1.2	<p style="text-align: center;"><i>Языковой материал</i></p> <p><b>Грамматика</b> Modals: ability, requests, offers</p> <p><b>Лексика</b> CB, vocabulary file p. 157, 158</p> <p style="text-align: center;"><i>Основные виды речевой деятельности</i></p> <p><b>Чтение</b> “Ten ways to improve your career”, CBp.8, 9 ex. B, C, D</p> <p><b>Говорение</b> <b>Беседа по тексту</b> What helps when trying to move ahead in your career? Ex. A, p.</p> <p><b>Аудирование</b> Improving your career (tracks1.2, 1.2) p.9 ex. A, B, C, D</p> <p><b>Письмо</b> PF, language review, p.5</p>		2			Composition “Women in business”	учебник раздаточный материал CDпроигрыватель		устная презентация фронтальный опрос

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.1.3	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: question formation  <b>Лексика</b> БК англ. языка И. Богацкий, стр. 37-43  <i>Основные виды речевой деятельности</i>  <b>Чтение</b> Текст: Dos and Don'ts for Job Seekers p. 50  <b>Говорение</b> Telephoning, Making an appointment  <b>Аудирование</b> (tr.1.3; 1.4; 1.5)  <b>Письмо</b> Covering letter, PF p.7 ex. C,D</p>		2			Writing CV	раздаточный материал  CDпроигрыватель		фронтальный опрос устная презентация Темы: "Applyingforajob"
1.1.4	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: Modals: ability, requests, offers  <b>Лексика</b> A new appointment in Fast-Track Inc.  <i>Основные виды речевой деятельности</i>  <b>Чтение</b> Текст: CB, p. 13, Profile candidates  <b>Говорение</b> The requirements to an applicant  <b>Аудирование</b> (tr.1.6; 1.7; 1.8)  <b>Письмо</b> Writinge-mail</p>		2			Topic "Making Career"	учебник		фронтальный опрос
1.1.5	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: Modals  <b>Лексика</b> vocabulary study p.38  <i>Основные виды речевой деятельности</i>  <b>Чтение</b> Текст Job interview questions p.47  <b>Говорение</b> Going through the interview  <b>Аудирование</b>  <b>Письмо</b> translation from Russian into English ex.2 p.49</p>		2			Dialogues At the interview	учебник		фронтальный опрос
1.1.6	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Grammar study p. 51, 52 ex.1 - 4  <b>Лексика</b> speech cliches ex.1 p.47  <i>Основные виды речевой деятельности</i>  <b>Чтение</b> Текст: Management and Human resources Development  <b>Говорение</b> Беседа по тексту p.50  <b>Аудирование</b>  <b>Письмо</b> ex.6 – 12 p.42</p>		2				раздаточный материал		фронтальный опрос, работа в мини группах.

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.1.7	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> prepositions <u>Лексика</u> ex.6 p.41</p> <p><i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u> Текст: the General Manager p.44 <u>Говорение</u> Responsibilities of a general manager <u>Аудирование</u> <u>Письмо</u> ex.13 – 15 p.43</p>		2				раздаточный материал  CDпроигрыватель		фронтальный опрос устная презентация Темы: "Applyingforajob"
1.1.8	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> word derivatives <u>Лексика</u> ex.1 – 3 p.39</p> <p><i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u> Текст: So you fancy yourself as a manager? <u>Говорение</u> The requirements to an applicant <u>Аудирование</u> <u>Письмо</u> Writinge-mail</p>		2			Topic "Making Career of a manager"			фронтальный опрос
1.1.9	Контрольная работа по пройденному материалу Test 1		2						тест
1.2.	Selling online Unit2		18						
1.2.10	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Modals 2: must, need to, have to, should,p.17, ex. A, B, C <u>Лексика</u> CB p.14, ex. A, B</p> <p><i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u> Текст: Your rights when buying goods <u>Говорение</u> Беседа по тексту Starting up, p.14 A, B, C <u>Аудирование</u> Voice of America learning English / [Electronic resource]. – Mode of access: <a href="http://learningenglish.voanews.com/">http://learningenglish.voanews.com/</a>. <u>Письмо</u> PF p. 9, Ex. A, B, C, D, PF p.8 ex.A,B,</p>		2			Advantages and disadvantages of buying online	раздаточный материал  CDпроигрыватель		фронтальный опрос, работа в мини группах.

## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.2.11	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: Modals <b>Лексика</b> CBp.16, ex. B <i>Основные виды речевой деятельности</i> <b>Чтение</b> Worry for retailers, CB p.16, Ex. C, D <b>Говорение</b> Беседа по тексту CB p.16 ex. A <b>Аудирование</b> Multi-channel retail, CB p.15 A, B, C, D, E <b>Письмо</b> PF p 14, ex A, B</p>		2			Самостоятельная работа, Подготовка проекта	учебник раздаточный материал CD проигрыватель		фронтальный опрос
1.2.12	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: Modals <b>Лексика</b> Useful language, p.19 <i>Основные виды речевой деятельности</i> <b>Чтение</b> Текст: <b>Говорение</b> Беседа по теме CB, ex. A p.18 <b>Аудирование</b> Tr. 2.4; 2.5; 2.6 CB ex. B, C <b>Письмо</b> Placing an order, PF p.10, ex. A, B, C, D</p>		2			Составление диалога (PF p.8 ex. D)	учебник раздаточный материал CD проигрыватель	УМК	устная презентация Letter of Order. Letter of Acknowledgment
1.2.13	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Modals 2: must, need to, have to, should, <b>Лексика</b> Integration of two companies <i>Основные виды речевой деятельности</i> <b>Чтение</b> Текст: Case Study: Background. <b>Говорение</b> Negotiating the details of a possible joint venture. <b>Аудирование</b> Voice of America learning English / [Electronic resource]. – Mode of access: <a href="http://learningenglish.voanews.com/">http://learningenglish.voanews.com/</a>. <b>Письмо</b> Integration of two companies</p>		2			Topic “Online business”	учебник CD проигрыватель ПК		фронтальный опрос, работа в мини группах
1.2.14	<p><i>Языковой материал</i></p> <p><b>Грамматика</b> Revision: Modals <b>Лексика</b> Useful language, p.19 <i>Основные виды речевой деятельности</i> <b>Говорение</b> Беседа по теме CB, ex. A p.18 <b>Аудирование</b> Tr. 2.4; 2.5; 2.6 CB ex. B, C <b>Письмо</b> Placing an order, PF p.10, ex. A, B, C, D</p>		2				Видео фильм		

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.2.15	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Tenses  <u>Лексика</u> Vocabulary unit 2  <i>Основные виды речевой деятельности</i>  <u>Чтение</u> News paper articles  <u>Говорение</u> Беседа по тексту  <u>Аудирование</u>  <u>Письмо</u> translation from Russian into English</p>		2			Самостоятельная работа, Подготовка проекта	учебник раздаточный материал CD проигрыватель		фронтальный опрос
1.2.16	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision: Tenses  <u>Лексика</u> Useful language, p.19  <i>Основные виды речевой деятельности</i>  <u>Чтение</u> Текст:  <u>Говорение</u> Беседа по теме СВ, ex. А p.18  <u>Аудирование</u> Tr. 2.4; 2.5; 2.6 СВ ex. В, С  <u>Письмо</u> Placing an order, PFp.10, ex. А, В, С, D</p>		2			Составление диалога (PFp.8 ex. D)	учебник раздаточный материал CD проигрыватель	УМК	устная презентация Letter of Order. Letter of Acknowledgment
1.2.17	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Tenses  <u>Лексика</u> Integration of two companies  <i>Основные виды речевой деятельности</i>  <u>Чтение</u> Текст: Shopoholics  <u>Говорение</u> Беседа по теме Making a design of a web-site  <u>Аудирование</u> Voice of America learning English / [Electronic resource]. – Mode of access: <a href="http://learningenglish.voanews.com/">http://learningenglish.voanews.com/</a>.  <u>Письмо</u> The letter of complaint</p>		2			Topic “Online business”	учебник CD проигрыватель ПК		фронтальный опрос, работа в мини группах
1.2.18	<p>Контрольная работа по пройденному материалу  Test2</p>		2				раздаточный материал	УМК	тест

## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.3.	Companies Unit3		16						
1.3.19	<i>Языковой материал</i> <u>Грамматика</u> Present simple Present continuous tenses CB p.26 <u>Лексика</u> CB p.22-23 Ex. A, C <i>Основные виды речевой деятельности</i> <u>Чтение</u> CB p.23, Ex. B <u>Говорение</u> Разговорные ситуации StartingupCB p.22, Ex. A, B <u>Аудирование</u> A successful company, Tr. 3.1; 3.2; <u>Письмо</u> PF p.12 ex. A, B, C		2			Работа со словарем. Чтение газетных статей	учебник раздаточный материал CDпроигрыватель		фронтальный опрос
1.3.20	<i>Языковой материал</i> <u>Грамматика</u> Present simple Present continuous tenses <u>Лексика</u> Describing companies CB p.23, Ex. D <i>Основные виды речевой деятельности</i> <u>Чтение</u> Articles 1,2 CBp.23-25 <u>Говорение</u> Беседа по тексту SB, ex. 3b, cp. 13 <u>Аудирование</u> A successful company Tr. 3.3 <u>Письмо</u> An informal e-mail, PF p.14 ex. A, B, C		2			Dictation: An informal e-mail	учебник CDпроигрыватель		устный опрос Speak about The world's most respected companies
1.3.21	<i>Языковой материал</i> <u>Грамматика</u> Linkers, PFp.15, ex.D <u>Лексика</u> Useful language, p.27 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Voice of America learning English / [Electronic resource]. – Mode of access: <a href="http://learningenglish.voanews.com">http://learningenglish.voanews.com</a> <u>Говорение</u> Suggestions how to make an effective presentation <u>Аудирование</u> Tara Fashions, Tr.3.4, Ex. B, C <u>Письмо</u> Writing an advertisement		2			самостоятельная работа, диалоги how to make an effective presentation	учебник раздаточный материал CDпроигрыватель	УМК	Выборочный опрос
1.3.22	<i>Языковой материал</i> <u>Грамматика</u> Revision CB p. 32-35 <u>Лексика</u> Revision CB p. 32-35 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Background Expansion <u>Говорение</u> Chart 1, p.28, Chart 2, p.29		2			Case study: Valentino Chocolates	учебник CDпроигрыватель	УМК	фронтальный опрос, работа в мини группах



Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.3.22	<u>Аудирование</u> Tr.3.5 <u>Письмо</u>								
1.3.23	<i>Языковой материал</i> <u>Грамматика</u> Revision, PFp 13, ex. A, B, C <u>Лексика</u> Companies, PFp 12, ex. A, B, C  <i>Основные виды речевой деятельности</i> <u>Чтение</u> Case Study: Valentino Chocolates, CB p 28-29 <u>Говорение</u> How to spend 1,5 mln euro <u>Аудирование</u> Tr 3.5 <u>Письмо</u> Writing an investment plan, CB p 29		2			Revision Test p.33	учебник раздаточный материал CDпроигрыватель		устная презентация Тема: "Ourcompany"
1.3.24	<i>Языковой материал</i> <u>Грамматика</u> prepositions <u>Лексика</u> vocabulary study p. 21 <i>Основные виды речевой деятельности</i> <u>Чтение</u> :text Forms of Onership <u>Говорение</u> : What is the most risky form of business? <u>Аудирование</u> <u>Письмо</u> :ex. 1 – 3 p.22		2			Ресурсы удаленного действия	учебник раздаточный материал	УМК	устный опрос
1.3.25	<i>Языковой материал</i> <u>Грамматика</u> word formation p.23 <u>Лексика</u> ex.4 – 10 p.23 <i>Основные виды речевой деятельности</i> <u>Чтение</u> : text Large corporations p.32 <u>Говорение</u> : Advantages and disadvantages of working for a big company <u>Аудирование</u>		2				учебник раздаточный материал		устный опрос
1.3.26	Контрольная работа по пройденному материалу Test 3		2					УМК	test

## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
1.4	Great ideas Unit 4		16						
1.4.27	<i>Языковой материал</i> <u>Грамматика</u> Past Simple-Continuous, rules. CBp 38 <u>Лексика</u> Verb and noun combination CB p.34 ex. A, B, Tr. 4.1 <i>Основные виды речевой деятельности</i> <u>Чтение Текст</u> Ferrari attraction, CBp 36 <u>Говорение</u> Starting up. CB, p.34 ex. A, B <u>Аудирование</u> The Innovation Works Tr. 4.2, 4.3 <u>Письмо</u> The Innovation Works, Tr. 4.2, 4.3		2				учебник раздаточный материал CD проигрыватель		самостоятельная работа фронтальный опрос, работа в мини группах.
1.4.28	<i>Языковой материал</i> <u>Грамматика</u> Past simple Past continuous, p.38 A, B, C <u>Лексика</u> How new ideas are found and nurtured <i>Основные виды речевой деятельности</i> <u>Чтение Текст</u> Three great ideas Articles 1, 2, 3 p.36 <u>Говорение</u> Global projects <u>Аудирование</u> <u>Письмо</u> PFp.17, ex.A, B, C		2			Text bank p.120-121	учебник раздаточный материал CD проигрыватель		работа в группе
1.4.29	<i>Языковой материал</i> <u>Грамматика</u> Past simple Past continuous <u>Лексика</u> Useful language, p.39 <i>Основные виды речевой деятельности</i> <u>Чтение Текст</u> «Azra's award-winning products» <u>Говорение</u> How to conduct a meeting <u>Аудирование</u> Freestyle company Tr.4.4 <u>Письмо</u> Giving detailed inform. PFp.18,19		2			Writing a report	учебник раздаточный материал CD проигрыватель учебник		устная презентация Тема: Global projects
1.4.30	<i>Языковой материал</i> <u>Грамматика</u> Past simple Past continuous, PF p 17, ex. A, B <u>Лексика</u> PFp. 16, ex. A,B, <u>Чтение</u> PF The way of the wiki. PF p 16, ex C <u>Говорение</u> Ideas for exciting new products which use Protean <u>Аудирование</u> Tr. 4.5 <u>Письмо</u> Dictation – translation		2			Revision Test CB p.58	учебник раздаточный материал		фронтальный опрос,

Продолжение страницы

1	2	3	4	5	6	7	8	9	10
1.4.31	<p>Языковой материал</p> <p><u>Грамматика</u> Past simple Past continuous</p> <p><u>Лексика</u> vocabulary unit 4</p> <p><i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u></p> <p><u>Говорение</u> Ideas for exciting new products which use Protean</p> <p><u>Аудирование</u> Tr. 4.5</p> <p><u>Письмо</u> Dictation – translation</p>		2				CD проигрыватель		фронтальный опрос,
1.4.32	<p>Языковой материал</p> <p><u>Грамматика</u> Past simple Past continuous, PFp 17, ex. A, B</p> <p><u>Лексика</u> PFp.16, ex. A, B,</p> <p><i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u> PF The way of the wiki. PFp 16, ex.C</p> <p><u>Говорение</u> Ideas for exciting new products which use Protean</p> <p><u>Аудирование</u> Tr. 4.5</p> <p><u>Письмо</u> Dictation – translation</p>		2				раздаточный материал		Устный опрос
1.4.33	<p>Языковой материал</p> <p><u>Грамматика</u> Past Tenses</p> <p><u>Лексика</u>: vocabulary unit 4</p> <p><u>Чтение</u>: The greatest inventions of the world</p> <p><u>Говорение</u>: Inventions and Innovations</p> <p><u>Аудирование</u></p> <p><u>Письмо</u> подстановочные упражнения</p>		2				учебник раздаточный материал CD проигрыватель		дискуссия в мини группах
1.4.34	Контрольная работа по пройденному материалу Test 4		2						тест
	<b>Итого за семестр</b>		68						<b>зачет</b>

1	2	3	4	5	6	7	8	9	10
<b>Семестр 2</b>									
2	<b>Иностранный язык (Практика устной речи) (68)</b>		68						
	Stress Unit 5		18						
2.5.1.	<i>Языковой материал</i> <u>Грамматика</u> Narrative tenses, Present Perfect; <u>Лексика</u> PFp.20 ex. A, B <i>Основные виды речевой деятельности</i> <u>Чтение Текст</u> <u>Говорение</u> Stressful situations and ways of relaxing, p.42 ex. A, B <u>Аудирование</u> Dealing with stress, Tr.5.1; 5.2; 5.3 <u>Письмо</u> Writing a Message to your boss		2			Writing a report for the International Health Symposium	учебник раздаточный материал CD проигрыватель		самостоятельная работа
2.5.2.	<i>Языковой материал</i> <u>Грамматика</u> Past simple - Present perfect <u>Лексика</u> CB, Ex.A, B <u>Чтение</u> Slow down, you move too fast, p. 44 ex. A, B, C, D <u>Говорение</u> <u>Беседа по тексту</u> The main causes of stress at work <u>Аудирование</u> Dealing with stress Tr.5.3. <u>Письмо</u> PFp.21, ex.A, B, C		2			презентация “Stressful jobs”	учебник раздаточный материал CD проигрыватель		фронтальный опрос, работа в мини группах
2.5.3	<i>Языковой материал</i> <u>Грамматика</u> Past simple–Present perfect <u>Лексика</u> Useful language p.47 <u>Чтение Текст</u> The main causes of stress at work <u>Говорение</u> <u>Беседа по тексту</u> The ways of improving the staff’s health <u>Аудирование</u> Tr.5.4; 5.5 <u>Письмо</u> PFp.22, ex. A, B, C, D		2			Revision Test CB p.58/59	учебник раздаточный материал CD проигрыватель		Устная презентация, самостоятельная работа
2.5.4	<i>Языковой материал</i> <u>Грамматика</u> Revision Past simple - Present perfect <u>Лексика</u> Revision Test CB p.58 <u>Чтение</u> The most stressful jobs <u>Говорение</u> <u>Беседа по тексту</u> <u>Аудирование</u> Tr.5. <u>Письмо</u> Practical suggestion for stress management		2			Writing a report for the International Health Symposium	учебник раздаточный материал CD проигрыватель	УМК	тест

## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.5.5.	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision  <u>Лексика</u> Revision Test CB p.59  <i>Основные виды речевой деятельности</i>  <u>Чтение</u> Текст Background of the company  <u>Говорение</u> Беседа по тексту  <u>Аудирование</u> Tr. 6.  <u>Письмо</u> подстановочные упражнения</p>		2			Home reading	учебник раздаточный материал  CD проигрыватель		самостоятельная работа
2.5.6.	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision Adjectives  <u>Лексика</u> vocabulary Unit 5  <i>Основные виды речевой деятельности</i>  <u>Чтение</u>: Stress has changed my life.  <u>Говорение</u> Беседа по тексту  <u>Аудирование</u>  <u>Письмо</u>: Dictation - translation</p>		2			lexical exercises	учебник раздаточный материал  CD проигрыватель		фронтальный опрос, работа в мини группах
2.5.7	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision Pronouns  <u>Лексика</u> lexical exercises  <i>Основные виды речевой деятельности</i>  <u>Чтение</u> Diseases caused by stress  <u>Говорение</u>: Дискуссия  <u>Аудирование</u> Tr. 6.  <u>Письмо</u> подстановочные упражнения</p>		2			Revision  Test	учебник раздаточный материал  CD проигрыватель		Устная презентация, самостоятельная работа
2.5.8	Reading of newspaper articles		2						
2.5.9	Контрольная работа по пройденному материалу Test 5		2					УМК	тест

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.6	Entertaining Unit 6		16						
2.6.10	<i>Языковой материал</i> <u>Грамматика</u> Revision <u>Лексика</u> Eating and drinking, p.51 ex. A, B, C, D <i>Основные виды речевой деятельности</i> <u>Чтение</u> Voice of America learning English / [Electronic resource]. <u>Говорение</u> Starting up p.50 ex. A, B <u>Аудирование</u> Corporate entertaining Tr.6.1; 6.2; 6.3 <u>Письмо</u> PF p. 24 ex. A, B		2			Работа со словарем. Чтение газетных статей	учебник CD проигрыватель ПК		фронтальный опрос
2.6.11	<i>Языковой материал</i> <u>Грамматика</u> Multi-word verbs CB p.53, Ex.A, B, C <u>Лексика</u> Socializing <i>Основные виды речевой деятельности</i> <u>Чтение. Текст</u> Corporate thrills reach new highs Ex. C, D, E <u>Говорение</u> Entertaining business people <u>Аудирование</u> Tr. 6.4 <u>Письмо</u> F p.25, ex. A, B, C, D		2			Работа с ресурсами удаленного доступа	учебник CD проигрыватель		фронтальный опрос, работа в мини группах
2.6.12	<i>Языковой материал</i> <u>Грамматика</u> Revision <u>Лексика</u> Useful language p.55 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Background of the company VMI <u>Говорение</u> Greetings and small talk <u>Аудирование</u> Tr. 6.5 Ex. B, C, D <u>Письмо</u> PF p.26, ex. A		2			Topic "Corporate entertaining	учебник CD проигрыватель		устная презентация
2.6.13	<i>Языковой материал</i> <u>Грамматика</u> Multi-word verbs CB p.53, Ex.A, B, C <u>Лексика</u> Socializing <i>Основные виды речевой деятельности</i> <u>Чтение. Текст</u> Corporate thrills reach new highs Ex. C, D, E <u>Говорение</u> Entertaining business people <u>Аудирование</u> Tr. 6.4		2			Role-play the conversation "At a conference	CD проигрыватель		Взаимоконтроль, фронтальный опрос

## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.6.14	<i>Языковой материал</i> <u>Грамматика</u> Revision <u>Лексика</u> vocabulary unit 6 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Текст Business Etiquette <u>Говорение</u> Forms of business entertaining in Belarus <u>Аудирование</u> <u>Письмо</u> тренировочные упражнения		2				учебник  раздаточный материал		Взаимоконтроль, фронтальный опрос
2.6.15	Film «Кадры»		2				Video film		
2.6.16	Revision  Test CB p.60/61		2			Revision Unit 5	учебник		
2.6.17	Контрольная работа по пройденному материалу Test 6		2				тест		
2.7	Marketing Unit 7		16						
2.7.18	<i>Языковой материал</i> <u>Грамматика</u> Questions, types of questions CB p 66 <u>Лексика</u> word partnerships CB p 62-63, ex A, B <i>Основные виды речевой деятельности</i> <u>Чтение</u> Voice of America learning English / [Electronic resource]. – Mode of access: <a href="http://learningenglish.voanews.com/">http://learningenglish.voanews.com/</a> . <u>Говорение</u> Business has only two functions – marketing and innovation <u>Аудирование</u> “The four Ps” Tr 7.1. <u>Письмо</u> : dictation		2			Работа со словарем. <u>Чтение</u> газетных статей	учебник  CD проигрыватель ПК		фронтальный опрос
2.7.19	<i>Языковой материал</i> <u>Грамматика</u> Questions, types of questions <u>Лексика</u> Useful language CB p.67 <i>Основные виды речевой деятельности</i> <u>Чтение</u> 5: the film. <u>Говорение</u> Беседа по тексту, ответы на вопросы CB ex. A, B, C, D, p 64-65 <u>Аудирование</u> Tr 7.2, 7.3. <u>Письмо</u> A survey		2				учебник  CD проигрыватель		Взаимоконтроль, фронтальный опрос

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.7.20	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Questions, PF, p 13, ex. A, B, C  <u>Лексика</u> Vocabulary File p 160  <i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u>  <u>Говорение</u> Telephoning: exchanging information  <u>Аудирование</u> Tr 7.5, 7.6, 7.7  <u>Письмо</u> PF</p>		2			проект	учебник CD проигрыва тель		Работа в мини группах, диалогическа я речь.
2.7.21	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision  <u>Лексика</u> Case study pp.68-69  <i>Основные виды речевой деятельности</i></p> <p><u>Чтение</u> The launch CB p 68  <u>Говорение</u> Product availability CB p 69  <u>Аудирование</u> Tr 7.9.  <u>Письмо</u> Writing file p 134</p>		2			Dictation Revision CB, unit7	учебник		фронтальный опрос
2.7.22	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> prepositions  <u>Лексика</u> vocabulary unit 7  <u>Чтение</u> What is marketing  <u>Говорение</u> How to conduct marketing research  <u>Аудирование</u>  <u>Письмо</u> Writing file p 134</p>		2			Focus on economics	учебник  раздаточн ый материал		Работа в мини группах, диалогическа я речь.
2.7.23	<p><i>Языковой материал</i></p> <p><u>Грамматика</u> Revision Phrasal verbs  <u>Лексика</u> vocabulary unit 7  <u>Чтение</u>: Marketing Plan p.132  <u>Говорение</u> Is marketing equal to advertising?  <u>Аудирование</u>  <u>Письмо</u> ex.1 – 12 p.122 - 125</p>		2				учебник  раздаточн ый материал		Устный опрос
2.7.24	Revision ex.1 – 4 p.134 – 135		2				учебник		Фронт. опрос
2.7.25	Контрольная работа по пройденному материалу Test 7		2					УМК	тест



## Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.8	Planning Unit 8		18						
2.8.26	<i>Языковой материал</i> <u>Грамматика</u> Expressing future CB p 74 <u>Лексика</u> Expect the best, plan for the worth and prepare to be surprised CB p70 <i>Основные виды речевой деятельности</i> <u>Чтение</u> ex. Cp 71 <u>Говорение</u> Ways to plan CB ex A, B, C <u>Аудирование</u> Tr 8.1.		2				учебник  раздаточный материал		фронтальный опрос Взаимо-контроль
2.8.27	<i>Языковой материал</i> <u>Грамматика</u> Expressing future, CB ex.A, B, C, p 74 <u>Лексика</u> Usefull language p. 75 <i>Основные виды речевой деятельности</i> <u>Чтение</u> text “Nizhny Novgorod:” CB ex A,B,C p. 73 <u>Говорение</u> Planning for economic development <u>Аудирование</u> The secret of good planning Tr 8.2, 8.3, 8.4. <u>Письмо</u> CB p.88		2			Работа со словарем. Чтение газетных статей	учебник  CD проигрыватель ПК		Работа в мини группах Взаимоконтроль
2.8.28	<i>Языковой материал</i> <u>Грамматика</u> Future tenses <u>Лексика</u> Holding a meeting ex B, p 75 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Voice of America learning English / [Electronic resource]. <u>Говорение</u> Role-play situations CB Ex C, p.73 <u>Аудирование</u> Meetings, Tr 8.5. <u>Письмо</u> тренировочные упражнения		2			Подготовка проекта	учебник  CD проигрыватель ПК		фронтальный опрос
2.8.29	<i>Языковой материал</i> <u>Грамматика</u> Future tenses <u>Лексика</u> Holding a meeting ex B, p 75 <u>Чтение</u> Voice of America learning English / [Electronic resource]. <u>Говорение</u> Role-play situations CB Ex C, p.73 <u>Аудирование</u> Meetings, Tr 8.5. <u>Письмо</u> PF		2				учебник  раздаточный материал		Работа в мини группах, диалогическая речь.

Продолжение таблицы

1	2	3	4	5	6	7	8	9	10
2.830	<i>Языковой материал</i> <u>Грамматика</u> Revision: Future tenses <u>Лексика</u> Planning CB p.76-77 <i>Основные виды речевой деятельности</i> <u>Чтение</u> The voice of business CB p.77 <u>Говорение</u> Case study: C,B, p 77 <u>Аудирование</u> Tr 8.6 <u>Письмо</u> CB, p.130		2			Revision CB, unit 8	учебник  раздаточный материал CD проигрыватель		самостоятельная работа
2.8.31	<i>Языковой материал</i> <u>Грамматика</u> Revision: Tenses <u>Лексика</u> Unit 8 <i>Основные виды речевой деятельности</i> <u>Чтение</u> Business Plan <u>Говорение</u> Planning your new business <u>Аудирование</u> <u>Письмо</u> тренировочные упражнения		2			Focus on economics	раздаточный материал		Диалогическая речь
2.8.32	<i>Языковой материал</i> <u>Грамматика</u> Present Simple для выражения будущего времени <u>Лексика</u> Unit 8 <i>Основные виды речевой деятельности</i> <u>Чтение</u> <u>Говорение</u> Are you a good time manager? <u>Аудирование</u> <u>Письмо</u> dictation - translation		2				учебник  раздаточный материал CD проигрыватель		Диалогическая речь
2.8.33	Чтение газетных статей		2				раздаточный материал		Дискуссия
2.8.34	Контрольная работа по пройденному материалу Test 8		2				раздаточный материал	УМК	тест
	<b>Итого за семестр</b>		68						<b>экзамен</b>
	<b>Всего аудиторных часов</b>				136				

## ТЕОРЕТИЧЕСКАЯ ЧАСТЬ

# 1 TENSES

The Present Simple (Indefinite) Tense	The Present Continuous (Progressive) Tense
<b>Употребление</b>	
<ul style="list-style-type: none"> <li>• Повторяющиеся действия; <i>My brother plays tennis every other day.</i></li> <li>• Действия, следующие одно за другим;</li> <li>• Речь идёт о постоянном состоянии; <i>She lives in London.</i></li> <li>• Общеизвестные истины или законы природы; <i>The moon moves round the Earth.</i></li> <li>• Расписание движения транспорта; <i>The train leaves in ten.</i></li> <li>• С указанием на время проведения мероприятия; <i>The film begins at seven.</i></li> <li>• Обзоры, репортажи, спортивные комментарии. <i>Angelina Jolie acts brilliantly in this film.</i></li> <li>• Придаточных предложениях времени и условия после союзов WHEN, AFTER, BEFORE, AS SOON AS, UNTIL, IF, IN CASE, etc. <i>When the water boils, I'll turn off the gas.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Действие происходит в настоящий момент; <i>Mum is talking on the phone right now.</i></li> <li>• Запланированные действия в ближайшем будущем; <i>My father is leaving for Rome tonight.</i></li> <li>• Действие обозначает процесс.</li> <li>• Повторяющиеся действия, вызывающие раздражения или критические замечания. Обычно употребляется с наречиями ALWAYS, CONSTANTLY. <i>She is always interrupting me!</i></li> <li>• Меняющаяся/ развивающаяся ситуация. <i>His English is getting better.</i></li> <li>• Стаивные глаголы обозначающие действия. Compare: <i>The soup smells delicious.</i> (state, Present Simple)  <i>She is smelling the rose.</i> (activity, Present Continuous)</li> </ul>

<ul style="list-style-type: none"> <li>• Действия, состояния в момент речи с использованием <b>Стативных глаголов</b>:</li> <li>✓ Глаголы чувственного восприятия (see, hear, notice, taste, smell, etc.); <i>It smells like a hospital here.</i></li> <li>✓ Глаголы умственной деятельности (understand, think, believe, remember, know, forget, mean, suppose, recognize, etc.); <i>Do you recognize me?</i></li> <li>✓ Глаголы передающие чувства и эмоции (like, dislike, hate, love, wish, want, prefer, care, etc.); <i>I prefer dogs to cats.</i></li> <li>✓ Глаголы передающие обладание/владение чем-либо (have, belong, own, possess). <i>They have a big new house.</i></li> </ul>	
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**Как образуется**

<p style="text-align: center;"><b>Утвердительная форма</b></p> <p>подлежащее + смысловой глагол = утверждение</p> <p style="text-align: center;"><i>I play football.</i></p> <p>He She It + смысловой глагол + -s = утверждение</p> <p style="text-align: center;"><i>He reads books.</i></p> <p style="text-align: center;"><b>Отрицательная форма</b></p> <p>подлежащее + do not / does not + смысловой глагол = отрицание</p> <p style="text-align: center;"><i>We don't read.</i></p> <p style="text-align: center;"><i>He doesn't play tennis.</i></p> <p style="text-align: center;"><b>Вопросительная форма</b></p> <p>do / does + подлежащее + смысловой глагол = вопрос</p>	<p style="text-align: center;"><b>Утвердительная форма</b></p> <p>подлежащее + am / are / is + причастие I (образуется путём прибавления -ing к основе глагола) = утверждение</p> <p style="text-align: center;"><i>I am reading a book.</i></p> <p style="text-align: center;"><b>Отрицательная форма</b></p> <p>подлежащее + am / are / is + not + причастие I = отрицание</p> <p style="text-align: center;"><i>They are not playing chess at the moment.</i></p> <p style="text-align: center;"><b>Вопросительная форма</b></p> <p>am / are / is + подлежащее + причастие I = вопрос</p>
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<p><i>Do you hear me?</i></p> <p><i>Does he work?</i></p>	<p><i>Is she using the computer now?</i></p>
<b>Слова-маркеры</b>	
<p>Often</p> <p>Always</p> <p>Usually</p> <p>Seldom</p> <p>Rarely</p> <p>Sometimes</p> <p>Never</p> <p>Generally</p> <p>As a rule</p> <p>Every day (week, year, month, etc.)</p> <p>Every other day (week, month, etc.)</p> <p>Once a week (day, month, etc.)</p>	<p>Now</p> <p>At the moment</p> <p>At present</p> <p>Just now</p> <p>Right now</p> <p>All (the) morning</p> <p>All day</p> <p>All night</p> <p>The whole night</p> <p>These days</p> <p>Still</p>
The Past Simple (Indefinite) Tense	The Past Continuous (Progressive) Tense
<b>Употребление</b>	
<ul style="list-style-type: none"> <li>• <b>Действие, которое завершилось в прошлом и не имеет никакой связи с настоящим.</b> <i>She met her future husband 15 years ago.</i></li> <li>• <b>Действия, следующие одно за другим в прошлом.</b> <i>I entered the office, looked around and came up to the secretary.</i></li> <li>• <b>Состояние в прошлом.</b></li> <li>• <b>Обычные действия или состояния в прошлом.</b> <i>I often went cycling last summer.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Продолжающееся действие в определённый момент в прошлом.</b> <i>At 9 o'clock yesterday morning, the plane was flying to Paris from New York.</i></li> <li>• <b>Действие в прошлом, прерывающееся другим действием.</b> <i>He was reading a newspaper when his brother came.</i></li> <li>• <b>Два действия или более, происходящие одновременно.</b> <i>He was listening carefully while they were explaining the plan to him.</i></li> </ul>

<ul style="list-style-type: none"> <li>• Конструкция <b>used + Infinitive</b> подчёркивает контраст между прошлым и настоящим. <i>He used to smoke forty cigarettes a day till he finally gave up smoking.</i></li> <li>• Конструкция <b>Would + infinitive</b> (без частицы <b>to</b>) используется, чтобы описать повторяющиеся действия в прошлом (не состояния). Используется в письменной речи в воспоминаниях. <i>When we worked in the same office, we should have coffee together.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Вводная информация в рассказе, повествовании. <i>The sun was shining and the birds were singing. Tom was driving his old truck through the forest.</i></li> <li>• Действие в прошлом, которое приводит к раздражению или осуждению со словами <b>ALWAYS, CONSTANTLY</b>. <i>When he was a teenager he was always making trouble.</i></li> <li>• <b>Собстоятельствами времени:</b> <b>WHILE, WHEN, AS, ALL DAY/ NIGHT/ MORNING, YESTERDAY</b>. <i>She was trying to open the bag while he was checking the passport.</i></li> </ul>
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**Образование**

<p align="center"><b>Утвердительная форма</b></p> <p align="center"> <span style="border: 1px solid black; padding: 2px;">подлежащее</span> + <span style="border: 1px solid black; padding: 2px;">глагол в прошедшем времени</span> = <span style="border: 1px solid black; padding: 2px;">утверждение</span> </p> <p align="center"><i>She watched TV last night.</i></p> <div style="text-align: center;"> <p>Глаголы по способу образования прошедшего времени</p> <table border="0" style="margin: auto;"> <tr> <td style="text-align: center; width: 50%;"> <span style="border: 1px solid black; padding: 2px;">правильные</span>  ↓  <span style="border: 1px solid black; padding: 2px;">прибавляется <b>-ed</b> к основе глагола во всех лицах и числах</span> </td> <td style="text-align: center; width: 50%;"> <span style="border: 1px solid black; padding: 2px;">неправильные</span>  ↓  <span style="border: 1px solid black; padding: 2px;">формы прошедшего времени надо заучить</span> </td> </tr> </table> </div> <p align="center"><b>Прошедшее время правильных глаголов</b></p> <p>1) <span style="border: 1px solid black; padding: 2px;">глаголы, оканчивающиеся на согласную</span> + ed = <span style="border: 1px solid black; padding: 2px;">прошедшее время</span></p> <p><i>Пример:</i> clean + ed = cleaned</p> <p>2) <span style="border: 1px solid black; padding: 2px;">глаголы, оканчивающиеся на <b>-e</b></span> + d = <span style="border: 1px solid black; padding: 2px;">прошедшее время</span></p> <p><i>Пример:</i> save + d = saved</p>	<span style="border: 1px solid black; padding: 2px;">правильные</span> ↓ <span style="border: 1px solid black; padding: 2px;">прибавляется <b>-ed</b> к основе глагола во всех лицах и числах</span>	<span style="border: 1px solid black; padding: 2px;">неправильные</span> ↓ <span style="border: 1px solid black; padding: 2px;">формы прошедшего времени надо заучить</span>	<p align="center"><b>Утвердительная форма</b></p> <p align="center"> <span style="border: 1px solid black; padding: 2px;">подлежащее</span> + <span style="border: 1px solid black; padding: 2px;">was / were</span> + <span style="border: 1px solid black; padding: 2px;">причастие I</span> = <span style="border: 1px solid black; padding: 2px;">утверждение</span> </p> <p align="center"><i>He was looking for you.</i></p>
<span style="border: 1px solid black; padding: 2px;">правильные</span> ↓ <span style="border: 1px solid black; padding: 2px;">прибавляется <b>-ed</b> к основе глагола во всех лицах и числах</span>	<span style="border: 1px solid black; padding: 2px;">неправильные</span> ↓ <span style="border: 1px solid black; padding: 2px;">формы прошедшего времени надо заучить</span>		

3) глаголы, оканчивающиеся на согласную + y	- y + ied =	прошедшее время
<i>Пример:</i> cry - y + ied = <b>cried</b>		
4) глаголы, оканчивающиеся на гласную + y	+ ed =	прошедшее время
<i>Пример:</i> play + ed = played		
5) глаголы, оканчивающиеся на ударную гласную между двумя согласными	+ удвоенная + ed =	прошедшее время
<i>Пример:</i> drop + p + ed = dropped		
<b>Отрицательная форма</b>		
подлежащее	+ did not +	инфинитив основного глагола без частицы to = отрицание
<i>Примеры:</i> I <b>did not open</b> the window. Я не открывал окно.		
<b>Вопросительная форма</b>		
did	+ подлежащее +	основной глагол в инфинитиве без частицы to = вопрос
<i>Примеры:</i> <b>Did</b> they <b>close</b> the door? Они закрыли дверь?		

<b>Отрицательная форма</b>	
подлежащее	+ was / were + not + причастие I = отрицание
<i>Примеры:</i> The women <b>were not talking</b> at that time. В то время женщины не разговаривали.	
<b>Вопросительная форма</b>	
was / were	+ подлежащее + причастие I = вопрос
<i>Примеры:</i> <b>Were</b> you <b>sleeping</b> at eleven o'clock last night? Вчера в одиннадцать ты спал?	

### Слова-маркеры

Last year (week, summer) In the evening Yesterday Two years ago In spring At the end of the day. <b>At 5 o'clock</b> Once Once upon a time The other day In 1997	At 5 p.m. At that time yesterday At the moment At the time From two to three last Friday Between three and four yesterday All the morning The whole day
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The Future Simple	The Future Continuous
<b>Употребление</b>	
<ul style="list-style-type: none"> <li>• <b>Действия в будущем.</b> We will visit Paris one day.</li> <li>• <b>Предсказания, прогноз, предварительный расчет.</b> Life will be better fifty years from now.</li> <li>• <b>Угрозы, предостережения, предложения, просьба.</b> Stop or I will shoot.</li> <li>• <b>Обещания или спонтанные решения.</b> I will help you with your homework.</li> <li>• <b>С глаголами hope, think, believe, expect.</b> I think he will support me.</li> <li>• <b>С выражениями I'm sure, I'm afraid.</b> <b>I'm sure</b> the exhibition will go well.</li> <li>• <b>С наречиями probably, perhaps.</b> He will probably go to work.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Действие, которое будет совершаться в определенное время в будущем.</b> This time next week, I will be skiing in Austria.</li> <li>• <b>Действие, которое точно совершится в будущем, как результат договоренности или рутинной работы.</b> <ul style="list-style-type: none"> <li>- Shall I inform the rest of the team?</li> <li>- No, I will do it. I will be seeing them at the meeting anyway.</li> </ul> </li> </ul>
<b>Образование</b>	
<p><b>Утвердительная форма</b></p> <p>подлежащее + will + инфинитив основного глагола без частицы to = утверждение</p> <p><i>Примеры:</i> All our friends <b>will be</b> there.</p> <p><b>Отрицательная форма</b></p> <p>подлежащее + will + not + инфинитив глагола без частицы to = отрицание</p> <p><i>Примеры:</i> You <b>will not go</b> there.</p> <p><b>Вопросительная форма</b></p> <p>will + подлежащее + инфинитив без частицы to = вопрос</p> <p><i>Примеры:</i> <b>Will you read?</b></p>	<p><b>Утвердительная форма</b></p> <p>подлежащее + will be + причастие I = утверждение</p> <p><i>Примеры:</i> I <b>will be watching</b> TV at four tomorrow.</p> <p><b>Отрицательная форма</b></p> <p>подлежащее + will not be + причастие I = отрицание</p> <p><i>Примеры:</i> He <b>will not be watching</b> TV at four tomorrow.</p> <p><b>Вопросительная форма</b></p> <p>will + подлежащее + be + причастие I = вопрос</p> <p><i>Примеры:</i> <b>Will he be watching</b> TV at four tomorrow?</p>



<div style="display: flex; align-items: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px;">вопросительное слово</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">will</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">подлежащее</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">инфинитив без частицы to</div> <span>=</span> <div style="border: 1px solid black; padding: 2px;">вопрос</div> </div> <p><i>Примеры:</i> When <b>will</b> you <b>know</b> it?</p>	
<b>Слова-маркеры</b>	
<p>Tomorrow</p> <p>The day after tomorrow</p> <p>Next week/ month/ year</p> <p>Tonight</p> <p>Soon</p> <p>In a week/ month/ year</p>	<p>This time next week/ tomorrow</p>

The Future Perfect	The Future Perfect Continuous
<b>Употребление</b>	
<ul style="list-style-type: none"> <li>• Действие, которое совершится до определенного момента в будущем. They will have finished their <b>meeting by five o'clock this afternoon.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Подчеркнуть продолжительность действия в будущем в определенный момент. By the time Rick retires, he will have been working for the same company for thirty years.</li> </ul>
<b>Образование</b>	
<p style="text-align: center;"><i>Утвердительная форма</i></p> <div style="display: flex; align-items: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px;">подлежащее</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">will</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">have</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">причастие II</div> <span>=</span> <div style="border: 1px solid black; padding: 2px;">утверждение</div> </div> <p><i>Примеры:</i> I <b>will have finished</b> this work by five tomorrow.</p> <p style="text-align: center;"><i>Отрицательная форма</i></p> <div style="display: flex; align-items: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px;">подлежащее</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">will</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">not</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">have</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">причастие II</div> <span>=</span> <div style="border: 1px solid black; padding: 2px;">отрицание</div> </div> <p><i>Примеры:</i> She <b>will not have finished</b> this work by five tomorrow.</p> <p style="text-align: center;"><i>Вопросительная форма</i></p> <div style="display: flex; align-items: center; gap: 5px;"> <div style="border: 1px solid black; padding: 2px;">will</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">подлежащее</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">have</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">причастие II</div> <span>=</span> <div style="border: 1px solid black; padding: 2px;">вопрос</div> </div> <p><i>Примеры:</i> <b>Will</b> she <b>have finished</b> this work by five tomorrow?</p>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto;"> будущее совершенное длительное время </div> <div style="display: flex; align-items: center; gap: 5px; margin-top: 10px;"> <div style="border: 1px solid black; padding: 2px;">подлежащее</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">will</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">have</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">been</div> <span>+</span> <div style="border: 1px solid black; padding: 2px;">причастие I</div> <span>=</span> </div>

## Слова-маркеры

By

By the time

Before

Until

By then

By ... for

# 2 QUESTIONS

General Questions				
1	2	3	4	5
<i>Auxiliary verb</i>	<i>Subject group</i>	<i>Main verb</i>	<i>Object</i>	<i>Adverbial modifier</i>
Do	you	remember	our trip to Brussels	last time?
e.g. Is the man smoking a pipe? May I have a look at your photos? Did it rain last night?				

Special Questions					
1	2	3	4	5	6
Interrogative word	Auxiliary verb	Subject group	Main verb	Object	Adverbial modifier
e.g. Who did they end up choosing for the lead role? Whom specifically will this new policy affect? What are you cooking for dinner?					

Questions about the subject of the sentence			
1	2	3	4
Interrogative word	Predicate	Object	Adverbial modifier
e.g. Who lives in that old brick house? What are you looking at? What is there on the floor?			



# 3 MODALS

MODAL	EXAMPLES	USES
<b>CAN</b>	He <b>can</b> find any street in London. You <b>can</b> take a taxi. Can you take me to Victoria Station?	<i>Ability</i> <i>Suggestion</i> <i>Request</i>
<b>BE ABLE TO</b>	He <b>is able to</b> find any street in London.	<i>Ability</i>
<b>CAN'T</b>	That story <b>can't</b> be true.	<i>Certainty that something is impossible</i>
<b>COULD</b>	I <b>could</b> play tennis when I was younger. Could you take me to Victoria Station? You <b>could</b> take a taxi.	<i>Ability</i> <i>Request</i> <i>Suggestion</i>
<b>MAY</b>	It <b>may</b> be quicker to travel by train. May I come in?	<i>Possibility</i> <i>Formal request/Permission</i>
<b>MIGHT</b>	It <b>might</b> be quicker to travel by train.	<i>Possibility</i>
<b>MUST</b>	You <b>must</b> be back at 10 o'clock. Look at the snow. It <b>must</b> be cold outside.	<i>Obligation</i> <i>Certainty that something is true.</i>
<b>HAVE TO</b>	You <b>have to</b> be back at 10 o'clock.	<i>Obligation</i>
<b>NEED TO</b>	You <b>need to</b> study a lot.	<i>Obligation.</i>
<b>NEEDN'T</b>	You <b>needn't</b> have a university degree.	<i>Lack of obligation.</i>
<b>MUSN'T</b>	You <b>mustn't</b> drive without a license.	<i>Prohibition</i>
<b>DON'T HAVE TO</b>	You <b>don't have to</b> call a taxi.	<i>Lack of obligation</i>
<b>SHOULD</b>	You <b>should</b> drive more carefully.	<i>Opinion/Advice</i>
<b>OUGHT TO</b>	You <b>ought to</b> drive more carefully.	<i>Opinion/Advice</i>

Improve Your English Language

# 4 CONDITIONALS

Таблица условных предложений английского языка

Тип предложения		Придаточное предложение	Главное
Real (перевод без «бы»)	0 Conditional Всегда реальное	Present Simple	Present Simple
		If you heat water, <b>Если ты нагреваешь воду,</b> If people need money, <b>Если людям нужны деньги,</b>	it boils. <b>она кипит.</b> they can borrow it from banks. <b>они могут взять кредит в банке.</b>
	1 <sup>st</sup> Conditional Реальное настоящее или будущее	Present Simple/Continuous	will + Infinitive
		If it looks like rain, <b>Если будет дождь,</b> If he is working on Friday, <b>Если он работает в пятницу,</b>	we'll stay at home. <b>мы останемся дома.</b> he won't be able to go with us. <b>он не сможет поехать с нами.</b>
Unreal (перевод с «бы»)	2 <sup>nd</sup> Conditional Маловероятное настоящее или будущее	Past Simple/Continuous	would/could/might + Infinitive
		If I were you, <b>Если бы я был тобой,</b>	I would go there myself. <b>я бы сам пошел туда.</b>
		If I had more time, <b>Если бы у меня было больше времени,</b> If it were not raining, <b>Если бы не дождь,</b>	I would come over. <b>я бы зашел в гости.</b> I could go out. <b>я бы мог выйти.</b>
	3 <sup>rd</sup> Conditional Нереальное прошлое	Past Perfect	would/could + have + Participle II
If you had gone there, <b>Если бы ты пошел туда,</b>		you would have seen him. <b>ты бы увиделся с ним.</b>	
		If it hadn't been so hot last summer, <b>Если бы не было так жарко прошлым летом,</b>	we could have gone to the South. <b>мы бы могли поехать на юг.</b>

# 5 PHRASAL VERBS

















## ПРАКТИЧЕСКАЯ ЧАСТЬ

# 1 JOBS AND CAREERS

### Vocabulary

Words	Translation
Ability	способность, возможность (делать что-л.)
Academic background	образование
Accountant	бухгалтер
Achievement	достижение, успех
Adaptable	легко приспособляемый
Advertising	реклама; рекламный бизнес
Agenda	программа (работы), план (мероприятий); повестка дня (собраний)
Aim/ target/ goal/ objective	намерение, цель
Applicant/ Candidate	кандидат, кандидатура, претендент
Application form	бланк, форма заявления; заявление
Appointment	назначение (на должность, место); должность, место (невыборные)
Career	карьера; успех
Challenging/ challenge	сложная задача, проблема
Colleague	коллега, сослуживец
Committed	приверженный (чему-л.)
Competitive	конкурентоспособный
Confident	уверенный в (чём-л.)
Constant	неизменный; постоянный, непрерывный
Current	текущий, современный; действительный; действующий (о законах, документах)
Customer/ consumer	покупатель; потребитель
CV (Curriculum Vitae)	краткая биография, резюме
Deadline	срок окончания какой-л. работы, завершения проекта, конечный срок
Deal	сделка, соглашение, договор
Demand	(v) требовать; (n) требование, запрос
Department	отдел
Effective	действенный, результативный, эффективный; действующий, имеющий силу (о законе и т. п.)
Efficient	рациональный, целесообразный; квалифицированный (о человеке)

Experienced	знающий, опытный; квалифицированный
Finance	финансы, доходы, деньги, бюджет
Full-time job	работа полный рабочий день, полная занятость
Headquarters	штаб-квартира, головной офис, главное управление (компании, организации)
Human Resources	персонал, кадры, штат служащих (предприятия, учреждения)
Incompetent	некомпетентный, несведущий; неспособный; неумелый
Interpersonal skills	навыки межличностных отношений
Long-term	долгосрочный; длительный, долговременный
Management	правление; заведование, руководство, менеджмент
Managing Director	директор-распорядитель, управляющий, главный менеджер, финансовый директор
Outgoing/easy-going, sociable	дружелюбный, коммуникабельный, общительный
PA (personal Assistant)	личный секретарь
Part-time job	работа, предполагающая неполную занятость; работа на полставки
Personal	личный; персональный
Personnel /staff	персонал, кадры (предприятия, учреждения)
PR (public relations)	а) связи с общественностью, отношения с общественностью б) пиар, реклама
Premises	владение; помещение; здание (с прилегающей к нему территорией)
Previous	предыдущий
Profile	профиль; сведения из биографии
Promotion	продвижение по службе
Recruitment	набор (кадров) , наём (сотрудников)
Reliable	надежный
Research and Development	научно-исследовательские и опытно-конструкторские работы
Salary/ wages/payment	заработная плата
Sales revenue	доход от продаж
Senior (manager)	старший (по положению, званию)
Short-term	краткосрочный
Skill	умение
Solution	решение
Staff turnover	текучесть персонала
Subsidiary	дочерний (о компании)

## DISCUSSION 1

1. Why have you chosen the profession of an economist?
2. Would you like to work for a company, teach economic disciplines at university or operate your own economic business?
3. Do you think you have entrepreneurial flair or talent? What traits is a successful businessman supposed to possess?

## READING

### TEXT 1

#### PROFESSION OF AN ECONOMIST

Economists study the ways in which individuals and society choose to use limited resources, such as natural resources, labor, factories, and machines, in an effort to satisfy unlimited wants. They are concerned with the production, distribution, and consumption of goods and services and are interested in helping society get as much satisfaction as possible from its limited resources. Economists collect, process, and analyze data to determine the costs and benefits of using resources in various ways.

Economists are employed in a number of different job settings. About half of them are academic economists, who engage in teaching, writing and doing research in colleges, and Universities. They also write textbooks and journal articles, develop and test new theoretical models, provide consulting services to governments and businesses, and engage in variety of other professional activities. The other half of all economists work for government or business.

*Government economists* collect and analyze information about economic conditions in the nation and possible changes in government economic policies. Much of this information is published in government bulletins and re-ports. Often the government economist wears a second hat<sup>1</sup> as a policy analyst. Economists forecast tax revenues and interest rates, analyze, who gains and who loses from particular changes, monitor prices, compute total output and perform other useful tasks in the public sector.

*Business economists* work for banks, insurance companies, investment companies, manufacturing firms, economic research firms, and management consulting firms.

Some economists operate their own economic businesses. They are called *entrepreneurs*. This is a French word that has been accepted into the English language. Entrepreneurs are a mystery to some people, especially those who are only comfortable with a nine-to-five existence and assured weekly paychecks and fringe benefits. The entrepreneur is a business person who prefers to take calculated risks in order to be his or her own boss. An individual hoping to start up a new company needs to have entrepreneurial flair or talent, as well as good technical skills and financial skills, because they make a profit through risk-taking or

initiative. They are self-employed, and often work long hours for less pay than they would if they were an employee of another company.

While the percentage of growth for men entering into business independence **could be measured in the teens, women's increase in a single decade was 69 percent.** There is no mystery here. Women go into business for the same reason men do – to make money and to be their own bosses.

Entrepreneurship is regarded to be the first track to success. Rather than to take a low-wage, big-industry job, people opt<sup>2</sup> to use their wits and energy to climb the ladder of independence. People who are successful in business and so have become rich and powerful are called tycoons.

Speaking about entrepreneurship, Professor K. Vesper of the University of Washington **says that “A driving force in entrepreneurship is addictiveness. Once people have a taste of freedom in a business of their own, they like it. They don't want to go back to working for someone else.”**

## DISCUSSION 2

1. *Work in pairs. Discuss these questions.*

1. What are the most important things for you in each work?

job satisfaction	
earning plenty of money	
having pleasant co-workers/colleagues	
meeting people	
security	
opportunities for promotion	
status and respect	
benefits	
a fair and reasonable boss	
training opportunities	



2. Out of all people you know, who has the job you'd most like to have. Why?
3. If you could chose any job in the world to do, what would it be? Why?
4. What do you think of the following:



II. Read the statements and chose the three, which most closely represent your beliefs about work.

1. People are naturally lazy and avoid work if they can.
2. Everybody in an organization is capable of creativity.
3. Work is a necessary evil.
4. People prefer to follow orders and instructions.
5. Work is as natural as play or rest.

## READING

### TEXT 2

*Read this article. What are your reactions to it?*

#### TOO OLD AT 30

**I'M CONTEMPLATING applying for my fifty-first job.** It's been a long time since I wasted stamp money this way. In fact, when I reached the fiftieth without success I decided to abandon job-hunting and got out my pen to scratch a living instead.

But **there's another wildly exciting job in the paper today**, "salary £12,500~£16,250 according to age and experience". The good news is the pay, the bad news is that **damning little phrase "according to age and experience"** which means I won't get the job.

It's not that I have more age than experience - **I've led an incident-packed existence. Unfortunately it's not all related to a single-strand career structure.** Journalist, temp, company director, wife and mother, market researcher, and now, at thirty-something, **I'm trying to use my Cambridge degree in criminology.**

**I'm a victim of the sliding pay-** scale. Employers can obtain a fresh 22-year-old graduate to train a lot cheaper than me. Yet I m the ideal employee: stable, good-humoured, child-bearing behind me, looking for 25-plus years of steady pensionable employment.

**Ageism is everywhere. It's much more prevalent than sexism in the job market, or that's how it seems from where I'm standing. Even the BBC is a culprit. Their appointments brochure says: "The BBC's personnel policies are based on equal opportunities for all ... This applies to ... opportunity for training and promotion, irrespective of sex, marital status, creed, colour, race or ethnic origin, and the BBC is committed to the development and-promotion of such equality of opportunity. Traineeships ... are available to suitably qualified candidates under the age of 25."**

Ageism is lagging behind sexism, racism, and handicappism because even the oppressed seem to accept the discrimination. The public and private sectors arc obsessed with attracting young high-flyers. Yet there are many professions that would benefit from die maturity and stability die older entrant can bring. This is recognized by the Probation Service, for example\*, who welcome experienced adults looking for a second career.

The armed services and police, perhaps, could think about strenuous aptitude and fitness tests rather than imposing a blanket upper limit on entrants which is arbitrarily and variously fixed between 28 and 33. The administrative grade of the Civil Service assumes the rot sets in at 32.

My own pressing concern is to alleviate my guilt. I loved every minute of my **university education, and I'm desperately grateful to the Government for financing me through this at a cost of over £10,000. But unless someone gives me a job, how can I pay them back in income tax?**

JENNY WARD

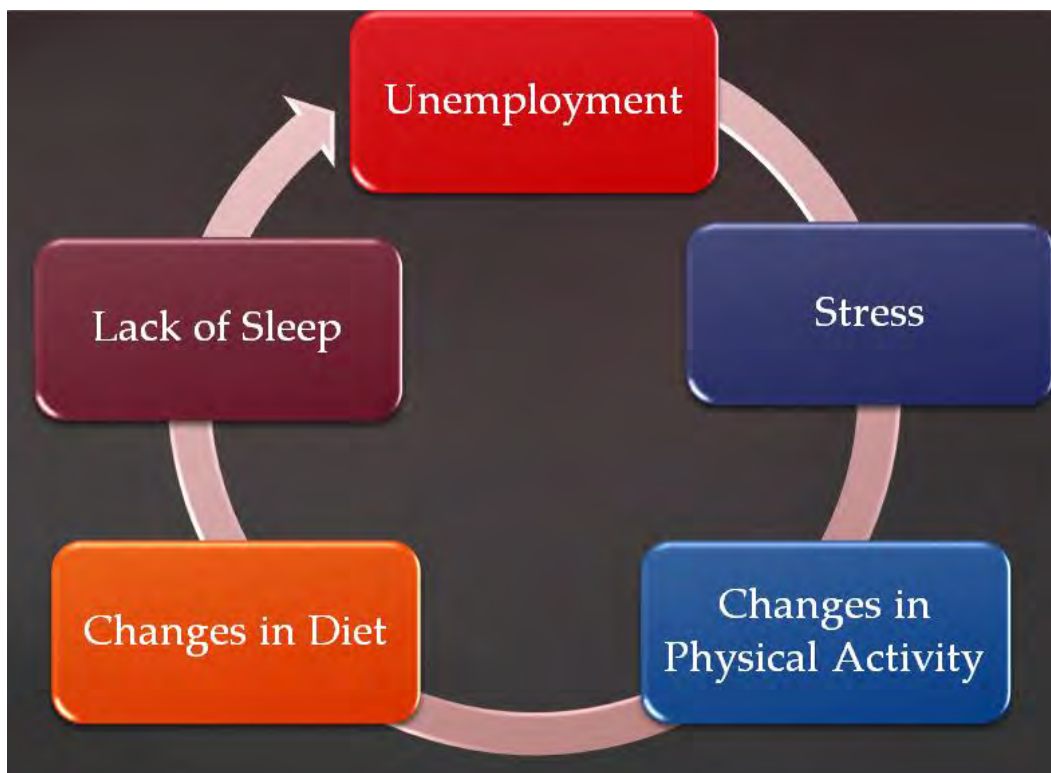
### *DISCUSSION 3*

Discuss with your partner. What is the life situation with people on picture below?



What is 'unemployment'? What are the reasons for it?

How do you see the consequences of it? Compare your answers with a diagram.



## READING

### TEXT 3

#### UNEMPLOYMENT

Unemployment is the number of adult workers who are not employed and are seeking jobs. To be classified as unemployed, a person must be able and willing to work, be actively seeking work, and be without a job. Everyone who fits this description is unemployed. The labour force is the total number of employed and unemployed workers. The unemployment rate is unemployment expressed as a percentage of the labour force.

Try to imagine a world in which there is no unemployment. The world that we've just considered would clearly not be a nice place in which to live and work. Workers and jobs would be badly mismatched, productivity would probably not be very high, and there would be a good deal of unhappiness and lack of job satisfaction. The world that we live in differs from this fictional world in many respects, and we'll focus on two of them.

First, in the real world, people don't usually take the first job that comes their way. Instead, they spend time searching out what they believe will be the best job available for them.

Second, the real world is dynamic and ever-changing. Production and consumption change as new technologies are developed and exploited. The rapid expansion of jobs in the high-tech computer-oriented sectors and the loss of jobs in traditional sectors such as automobiles and steel making have resulted in a large

rate of labour turnover, which has resulted in workers moving not only from one sector of the economy to another but from one region of the country to another.

Unemployment has negative sides. The most obvious cost of unemployment is the loss of output and the loss of income. How big this cost is depends on the natural rate of unemployment.

**Besides prolonged unemployment seriously lowers the value of a person's human capital, i.e. the value of a person's education and acquired skills.** When unemployment is prolonged, human capital depreciates or deteriorates – skills lose their value.

A rise in the unemployment rate also causes an increase in the amount of crime. When people cannot earn an income from legitimate work, they some-times turn to crime. A high crime rate is also one of the costs of high unemployment.

A final cost that is difficult to quantify is the loss of self-esteem that is human dignity, which afflicts people.

### *B. Translate into English.*

Безработица – это одна из серьезных проблем, с которыми сталкивается любое общество. Как и любое явление, она не может быть оценена однозначно. С одной стороны, она дает людям время и возможность найти подходящую работу. С другой стороны, состояние безработных приводит людей к поиску незаконных заработков. Последствия безработицы весьма внушительны. Во-первых, это отсутствие заработка. Во-вторых, это потеря приобретенных профессиональных знаний и человеческого достоинства. Очевидно, что человек, разочаровавшийся найти высокооплачиваемую работу, соглашается на сомнительные предложения. Кроме того, безработица толкает людей к совершению преступлений. Если безработица длительная, она вызывает серьезные социальные и психологические проблемы не только для безработного, но и для его семьи.

# 2 TRADE

## Vocabulary

Words	Translation
Accommodation	помещение
According to	в соответствии с, согласно, по
After sales service	обслуживание после продажи
Agenda	1) программа (работы) , план (мероприятий) 2) повестка дня (собрания)
Appeal	призыв
Arrangement	приведение в порядок; классификация
Available	доступный
Average	средний
Bargain (n, v)	соглашение, договорённость; торговая сделка; торговаться
Book cover	переплет
Brief	сводка, резюме
Business correspondence	деловая переписка
Cash cash flow petty cash cash dispenser cash register cash-and-carry cash cow cash discount cash desk	деньги движение наличных средств деньги на мелкие расходы банкомат кассовый аппарат оплата товара наличными надёжный источник денег скидка при уплате наличными расчётная касса (в магазине)
Certain	точный, определённый
Complicated	запутанный; трудный для понимания
Confident	уверенный
Consumer	потребитель
Cooling off period	«Время, чтобы остыть и обдумать»
Credit card details	Информация кредитной карточки
Customer	покупатель
Cyberspace	киберпространство, созданный компьютером виртуальный мир
Delivery (~service)	доставка
Destination	место назначения, пункт назначения
Discount	скидка
Earnings	заработанные деньги, заработок ,прибыль

E-commerce	электронная торговля, торговля через Интернет
Emergency	непредвиденный случай; авария
Enquiry	запрос, справка, наведение справок
Error	заблуждение; оплошность, ошибка
Essential	внутренне присущий; важнейший
Experience (v, n)	испытывать, знать по опыту; опыт
Expiry date	срок годности, срок хранения
Fee	вознаграждение, гонорар (за какие-либо услуги)
Fixed amount	фиксированное количество
Further (information)	дальнейший, добавочный
Goods	товары
In advance	заблаговременно, заранее
Insurance	страхование
Interest-free credit	беспроцентный кредит
Item	отдельный предмет
Joint venture	совместное предприятие
Layout	планировка, план, расположение
Low-budget (adj.)	недорогой
Method of payment	способ оплаты, форма платежа
Money back guarantee	гарантия возврата денег
Objective/ aim/ target/ goal	цель
On condition (that)	состояние "включено"
Order (n, v)	порядок; приказывать
Packaging	упаковка
Per hour	в час
Prepaid card	дебетовая карточка
Priority	первенство, преимущество, приоритет
Productive	производительный; продуктивный, эффективный
Profit/profitable	выгода/ приносить пользу, выгоду, прибыль/ прибыльный
Prohibition	запрет
Query (n, v)	вопрос; осведомляться
Range/ to extend the range	ряд/ увеличивать ряд
Reasonable	разумный, благоразумный; рациональный
Receipt	квитанция
Refund	возвращение (денег) ; возмещение (расходов, убытков)
Reliable	надёжный; верный, испытанный
Representative	образец; представитель
Request	просьба; требование (вежливое)

Retailer	розничный торговец
Safe/ secure	безопасный
Sale	продажа
Schedule	список
Stock	запас/ассортимент (товаров)
Storage	база, склад, хранилище
The Board of Directors	совет директоров
To achieve	добиваться, достигать
To acknowledge	сознавать; допускать, признавать
To allow	позволять, разрешать
To appeal to	ссылаться
To arrange	приводить в порядок; организовывать
<b>To attract smb's attention</b>	<b>привлекать чье-либо внимание</b>
To be in stock/ to be out of stock/	иметься/не иметься в наличии
To be satisfied with	быть удовлетворенным чем-либо
To buy in bulk	покупать оптом
<b>To buy/to sell online</b>	<b>покупать/ продавать по средствам сети Интернет</b>
To cancel an order	отменить заказ
<b>To change one's mind</b>	<b>передумать, изменить решение</b>
To charge	загружать
To claim	требовать; предъявлять требования; заявлять о своих правах на что-л.
To confirm	подтверждать
To contact smb	связываться с
<b>To control/to get out of control</b>	<b>контролировать/ выйти из-под контроля</b>
To dealwith	иметь дело с
To deliver	доставлять
To demand	требовать, нуждаться
To differ	отличаться
To dispatch	посылать; отсылать, отправлять по назначению
To do business with smb	вести бизнес с кем-либо
To download	загружать, скачивать (по каналу связи)
To estimate	оценивать
To exchange	обменивать; меняться
To face (~a problem)	сталкиваться с проблемой
To go into liquidation	обанкротиться
To have accessto	иметь доступ
To have negotiations/ to negotiate/a negotiator	вести переговоры

To hesitate	колебаться; сомневаться
To increase	возрастать, увеличиваться
To make a good impression on smb	производить хорошее впечатление
To offer	предлагать
To offer/ to give a discount	предоставить скидку
To pay attention to	обратить внимание на
To pay in advance	заплатить (предупредить) заранее
To pay with a credit card	платить кредитной картой
To place an order with a company	подавать заказ в компанию
To point out	указывать; показывать; обращать (чьё-л.) внимание
To provide	снабжать
To purchase	покупать
To reach an agreement	достигнуть соглашения
To reduce	понижать, сокращать, уменьшать
To refund	возвращать (деньги) , возмещать (расходы, убытки)
To reply	отвечать
To require	требовать
To run out of cash	истратить все наличные деньги
To sell the goods over the internet	продавать товар по средствам сети Интернет
To set up	устанавливать, ставить
To ship	перевозить (груз, товар); поставлять на рынок (товары)
To solve problems	разрешать проблему
To spring up	возникать
To summarize	суммировать, резюмировать
To supply	снабжать (чем-л.) , поставлять; доставлять
To thrive/ throve/ thriven	преуспевать, процветать
Transfer	перемещение
Tricky	хитрый, ловкий
Urgent	срочный
Warehouse	товарный склад
Website	веб-сайт
Wholesale dealer	оптовый торговец
Wide range	широкий диапазон/ ассортимент

### DISCUSSION 1

Work in pairs. Discuss these questions.

1. What is happening in each picture?



2. What do all the situations have in common?
3. What are the people saying?
4. Have you ever been in any of the situation shown? What was it like?
5. What sort of products and serves are involved?
6. What sort of relationship do the people have with each other?



## READING

### TEXT 1

Anyone who has contact with customers is a salesperson — that includes the telephonist who answers the phone and the service engineer who calls to repair a machine. So that probably includes you!

The relationship between a salesperson and a client is important: both parties want to feel satisfied with their deal and neither wants to feel cheated. A friendly, respectful relationship is more effective than an aggressive, competitive one.

A salesperson should believe that his or her product has certain advantages over the competition. Customers want to be sure that they are buying a product that is good value and of high quality. People in business are not going to spend their company's money on something they don't really need (unlike consumers, who can sometimes be persuaded to buy 'useless' products like fur coats and solid gold watches!).

Some salespeople adopt a direct 'hard sell' approach, while others use a more indirect 'soft sell' approach. Which approach do you prefer? Whichever approach is used, in the end perhaps a good salesperson is someone who can persuade anyone to buy anything. On the other hand, maybe a good salesperson is someone who knows how to deal with different kinds of people and who can point out how his or her product will benefit each individual customer in special ways. After all a buyer

is called a 'buyer' because he or she wants to buy. All you need to do is to convince them that your product is the one they want. A successful sales meeting depends on both the salesperson and the customer asking each other the right sort of questions.

## TEXT 2

### INTERNATIONAL TRADE

Since ancient times people have strived to expand their trading as far as technology allowed.

Today, container ships laden with cars and machines and Boeing 747s shuttled with fresh fruit, fresh New Zealand lamb, and French cheeses ply the sea and air routes, carrying billions of dollars worth of goods and services. Trade in goods such as food, raw materials, and manufactured goods is known as visible exports and visible imports. Trade in services such as banking, insurance, and tourism is known as *invisible exports* or *invisible imports*. So why do people go to great lengths to trade with those in other nations?

International trade is a form of *specialization*. Sri Lanka specializes in tea because it has an appropriate climate and soil, and skilled growers and packers. The principle is just the same as individual specialization: Jill specializes in math teaching because she is good at math and at dealing with people, Jack specializes in dentistry because he understands the biology and is deft with his hands. Of course, it is important for both that there is demand for what they are offering.

Economic theory distinguishes between *absolute advantage* and *comparative advantage*.

*Absolute advantage* is the ability of a country to produce a good using fewer resources than another country.

*Comparative advantage* is a bit harder to understand, but more important for trade. *The principle of comparative advantage* is a central concept in international trade theory which holds that a country or a region should specialize in the production and export of those goods and services that it can produce relatively more efficiently than other goods and services, and import those goods and services in which it has a comparative disadvantage.

*Comparative advantage* is the ability of a country to produce a good at a lower opportunity cost than another country. Comparative advantage refers to the *relative opportunity costs* between countries of producing the same goods. World output and consumption are maximised when each country specialises in producing and trading goods for which it has a comparative advantage.

The majority of economists believe that international trade should be based on comparative advantage and free trade. *Free trade* is a system which allows certain countries to buy and sell goods from each other without any financial restrictions. In practice, despite the advice of economists, every nation protects its own domestic producers to some degree from foreign competition. Behind these barriers to trade are people whose jobs and income are threatened, so they clame to the government for protectionism. **Protectionism is the government's use of embargoes, tariffs,**

quotas, and other restrictions to protect domestic producers from foreign competition.

*Embargoes* are the strongest limit on trade. *An embargo* is a law that bars trade with another country. For example, the United States and other nations in the world **imposed an arms embargo on Iraq in response to Iraq's invasion of Kuwait in 1990.**

*Tariffs* are the most popular and visible measures used to discourage trade. A *tariff* is a tax on an import. Tariffs are also called customs duties. Historically, these provided revenue to governments when taxes were not easily collected from other sources. Modern tariffs are usually imposed for a different reason: to shut out (or add to the price of) certain imports in order to protect home producers from foreign competition. An obvious example is the protectionist policy used by European Union for many agricultural products. The current US tariff code specifies tariffs on nearly 70 percent of U.S. imports. A tariff can be based on weight, volume, or number of units.

Another way to limit foreign competition is to impose *a quota*. *A quota* is a limit on the quantity of a good that may be imported in a given time period. For example, the United States might allow 10 million tons of sugar to be imported over a one-year period. Once this quantity is reached, no more sugar can be imported for the year. Quotas can limit imports from all foreign suppliers or from specific countries. Like all barriers to trade, quotas invite other nations to retaliate with more measures to restrict trade. With tariffs, it is impossible to know the quantity that will be imported, because prices might be elastic. With quotas, governments can set a limit to imports. Yet unlike tariffs, quotas provide no revenue for the government.

### TEXT 3

## SUPPLY AND DEMAND

The supply of a particular product is the quantity of the product that producers are willing to sell at each of various prices. Supply is thus a relationship between prices and the quantities offered by producers, who are usually rational people, so we would expect them to offer more of a product for sale at higher prices and to offer less of the product at lower prices.

The demand for a particular product is the quantity that buyers are willing to purchase at each of various prices. Demand is thus a relationship between prices and the quantities purchased by buyers, who are rational people too, so we would expect them to buy more of a product when its price is low and to buy less of the product when its price is high. This is exactly what happens when the price of fresh strawberries rises dramatically. People buy other fruit or do without and reduce their purchases of strawberries. They begin to buy more strawberries only when prices drop.

## MONEY

### DISCUSSION 2

*Work in groups. Do you agree or disagree with the following statements? Give your reasons:*

1. The rich cannot exist without the poor.
2. The state has an obligation to take care of homeless and poor people.
3. The only thing that can remove poverty is sharing.
4. Poverty is not just being without food. It is the absence of affection.

### DISCUSSION 3

1. What role does money play in your life?
2. For instance, you have been offered 2 jobs. What would you choose and why?
  - a) a part-time, attractive but a low-paid job
  - b) a full-time, dirty (from the ethical point of view) but rather well-paid job.
3. If you possessed a large amount of money, what would you do with it?

Choose out of the following 3 items that would characterize your actions concerning your money. Give your reasons.

- put it under the mattress
  - buy a lottery ticket
  - visit a casino
  - deposit it in a bank
  - buy gold
  - invest it in my own business
  - buy a Van Gogh painting
  - buy shares of a corporation
  - invest it in real estate
  - go on a spending spree
4. How much money do you need to consider yourself to be a rich person? Is it possible to earn this sum of money in an honest way in our Republic?
  5. When you see a person for the first time, can you detect whether the person is rich, with average income, or poor. If yes, than how?
  6. Can everything be bought with money?
  7. What would be the consequences of a world without money? Would there be no poverty? Could we use a barter system instead?

### TEXT 4

#### WHAT IS MONEY?

Money is considered to be one of the greatest inventions of humanity along **with the alphabet and wheel. Its role in a society's life is still very important. As**

Shakespeare wrote: “Gold makes white out of black and a hero out of a coward”. So what is money?



Money is anything used by a society to purchase goods and services or resources. The members of the society receive money for their products or resources; then they either hold that money or use it to purchase other products or resources, when and how they see fit.

Before money was in general use, people traded goods and services for other goods and services. This system of the exchange of goods and services without the use of money is called barter system. For example, one family may raise vegetables and herbs on a plot of land; and another may weave cloth. To obtain food, the family of weavers trades cloth for vegetables, provided that the farming family is in need of cloth.

The trouble with barter is that the two parties in an exchange must need each **other's product at the same time, and the two products must be roughly equal in value.** It may work well when few products, primarily the necessities of life, are available. But even very primitive societies soon developed some sort of money to eliminate the inconvenience of trading by barter.

Over the years, different groups of people have used all sorts of objects as money – **whale's teeth, stones, beads, seashells, salt, furs, tobacco, copper crosses,** and such metals as gold and silver. Such items are known as commodity money.

The first coins made of gold and silver appeared in China in the IX century BC. Alexander the Great (356-323BC) was the first emperor who engraved his image on the coin of his empire. Later almost all the other monarchs followed suit.

The use of paper money began in the early XVII century. Today, the most commonly used objects are metal coins and paper bills, which together are called currency.

Money has been called "the root of all evil." It has also been described as the "lifeblood of commerce." But however you may look upon it, money remains in great demand. Many economists give three main reasons, or demands, for money:

1. The need for money for payment of wages, rents, debts, and the costs of food, clothing, and shelter. This type of need is called a *transaction demand*. The money is needed for transactions of daily life. The transaction demand is the strongest among lower income people. They need almost all their money for the necessities of life. People with higher incomes can set aside part of their income for investments and savings.

2. The need for money for expenses that may arise in the future. The money is set aside for a “rainy day,” usually in a bank account; it is not usually invested in long-term or risky projects since the money must be at hand when needed. The demand for this “rainy day” money is called a *precautionary demand*. It is held as a precaution in the event of future needs.

3. The need for money for investment purposes. People may want to invest money in business, land, buildings, or antiques. These investments are risky. But people who invest in them are using their money to earn money. The demand for this money is called *investments demand*. There is always a chance of losing money in such investments. When the demand for money is for very risky projects, it is called a speculative demand.

## TEXT 5

### THE FUNCTIONS OF MONEY

We have already noted that money aids in the exchange of goods and services **for resources. And it does. But that's a rather general way of stating money's** function. Let us look at three specific functions of money in any society:

1. *Money Serves as a Medium of Exchange* A medium of exchange is anything that is accepted as payment for products and resources. This definition looks very much like the definition of money. And it is meant to, because the primary function of money is to serve as a medium of exchange. The key word here is *accepted*. As long as the owners of products and resources accept money in an exchange, it is performing this function. Of course, these owners accept it because they know it is acceptable to the owners of other products and resources, which *they* may wish to purchase. For example, the family in our earlier example can sell their vegetables and use the money to purchase cloth from the weavers. This eliminates the problems associated with the barter system.

2. *Money Serves as a Measure of Value* A measure of value is a single **standard or "yardstick" that is used to assign values to, and compare the values of,** products and resources. Money serves as a measure of value because the prices of **all products and resources are stated in terms of money. It is thus the "common denominator" that we use to compare products and decide which we shall buy.** Imagine the difficulty you would have in deciding whether you could afford, say, a pair of shoes if it were priced in terms of yards of cloth or pounds of vegetables—especially if your employer happened to pay you in toothbrushes.

3. *Money Represents a Store of Value* Money that is received by an individual or firm need not be used immediately. It may be held and spent later. Hence money serves as a store of value, or a means for retaining and accumulating wealth. This function of money comes into play whenever we hold on to money—in a pocket, a cookie jar, a savings account, or whatever. Value that is stored as money is affected by fluctuations in the economy. One of the major problems caused by inflation is a loss of stored value: as prices go up in an inflationary period, money loses value. Suppose you can buy a Sony stereo system for \$1,000. Then we may say that your \$1,000 now has a value equal to the value of that system. **But let us suppose that you wait a while and don't buy the stereo immediately. If the price goes up to \$1,100 in the meantime because of inflation, you can no longer buy the stereo with your \$1,000.** Your money has *lost* value because it is now worth less than the stereo.

## TEXT 6

### IMPORTANT CHARACTERISTICS OF MONEY

To be acceptable as a medium of exchange, money must be fairly easy to use, it must be trusted, and it must be capable of performing its functions. Together, these requirements give rise to five essential characteristics:

*Divisibility* The standard unit of money must be divisible into smaller units to accommodate small purchases as well as large ones. American standard is the dollar, and it is divided into one-hundredths, one-twentieths, one-tenths, one-fourths, and one-halves through the issuance of coins (pennies, nickels, dimes, quarters, and half-dollars, respectively) . These allow people to make purchases of less than a dollar and of odd amounts greater than a dollar.

*Portability* Money must be small enough and light enough to be carried easily. For this reason, paper currency, is issued in larger *denominations*— multiples of the standard unit. Five-, ten-, twenty-, fifty-, and hundred-dollar bills make our money convenient for almost any purchase.

*Stability* Money should retain its value over time. When it does not (during periods of high inflation), people tend to lose faith in their money. They may then turn to other means of storing value (such as gold and jewels, works of art, and real estate) . In extreme cases, they may use such items as a medium of exchange as well. They may even resort to barter.

*Durability* The objects that serve as money should be strong enough to last through reasonable usage. No one would appreciate (or use) dollar bills that disintegrated as they were handled or coins that melted in the sun.

*Difficulty of Counterfeiting* **If a nation's currency were easy to counterfeit**— that is, to imitate or fake—its citizens would be uneasy about accepting it as payment. Even genuine currency would soon lose its value, because no one would want it. Thus the countries that issue currency do their best to ensure that it is very hard to reproduce.

### WORD STUDY

The word cash is uncountable: *How much cash do you have on you?*

Choose the correct definition for the following vocabulary items that are formed with the word *cash*. Use the explanatory dictionaries.

1. cash flow is
  - a) the conversion rate between currencies;
  - b) money which is immediately available;
  - c) movement of money into and out of business.
2. petty cash is
  - a) small denomination coins;
  - b) money held in a business to cover small expenses;
  - c) pocket money given to children.
3. cash dispenser is
  - a) someone who spends money;

- b) machine in or outside a bank from which you can get money with a card;
  - c) device used to sort out money.
4. cash register is
- a) machine used in shops to record the money;
  - b) a special book where you keep the record of money coming in and getting out;
  - c) person who records money in a bank.
5. cash-and-carry is
- a) method to pay for the transport of goods;
  - b) large shop where goods are paid at cheaper prices and removed by customers;
  - c) money you receive for delivering the goods.
6. cash cow is
- a) animal bred to be sold;
  - b) part of business that brings enough profits;
  - c) someone you can cheat to get undue money.
7. cash discount is
- a) reduction in a price if you pay immediately;
  - b) reduction of the sum of money you owe;
  - c) reduction in a price if you buy goods in bulk.
8. cash desk is
- a) a table in which you keep money;
  - b) a television company office that deals with monetary issues;
  - c) place in a shop where you pay for goods that you have bought.



# 3 BUSINESSES

## Vocabulary

Words	Translation
Account	счёт (в банке), (бухгалтерские) счета, (бухгалтерская) отчётность
Administration	Администрация
Advertisement (advert, ad)	объявление; реклама
Annual	Ежегодный
Asset	ценное, полезное качество
Assignment	назначение
Balance sheet	бухгалтерский/балансовый отчёт/статья балансового отчёта
Base (n, v)	основа; обосновывать
Business sector	1) производственный сектор 2) сектор торгово-промышленной деятельности
Capacity	вместимость, способность (что-л. делать)
Career opportunity	возможности карьерного развития
Chemicals	химикаты
Company (bankrupt, family-owned, global, medium-sized, multinational, small, parent, profitable)	компания (обанкротившаяся, семейная, мировая, средняя, многонациональная, маленькая, материнская, прибыльная)
Competition	соревнование
Competitive	конкурентоспособный
Conscious	сознательный
Construction	сооружение, строительство
Consumption	затрата, издержки, расход; сфера потребления
Cost (n, v)	цена; стоить
Costs	затраты, издержки
Dealer (~ network)	дилер; торговец
Demand for	спрос на
Department	отдел; отделение; управление
Distribution	распределение; раздача
Distributor	распространитель
Domestic market	внутренний рынок
Engineering	технический, инженерный; инженерия
Equipment	оборудование; оснащение

Export (n, v)	экспорт, вывоз(товаров); экспортировать, вывозить (товары)
Fall	падать
Figure	цифра
Finance (n, v)	финансы, финансировать
Financial	финансовый
Focus on	сосредоточить на чём-либо
Growth	рост
Head office = Headquarters	главное управление = штаб-квартира
Human Resources (HR)	трудовые ресурсы/людские резервы/персонал/кадры/штат служащих
Impartial	беспристрастный, объективный
Income	доход
Increase of 15%	рост на
Insurance	страхование
Interest	интерес, доля
Investment	инвестирование, вложение денег
IT (information technology) / Electronics	информационные технологии
Launch (v, n)	запускать, запуск
Local staff	местный персонал
Location	размещение
Machinery	машинное оборудование; механизм
Market share	доля рынка
<b>Motivate ≠ demotivate</b>	мотивировать≠демотивировать
Net profit	чистая прибыль
Overseas market	внешний рынок
Own (adj., v)	собственный, владеть
Pharmaceutical	фармацевтический
Multinational company	многонациональная компания
Performance	выполнение
Presentation	презентация, представление
Pre-tax profit	прибыль до налогообложения (до налогов)
<b>Private ≠ public</b>	частный≠ государственный
Production	производство
Productive	производительный; продуктивный, эффективный
Profit	прибыль, доход
Profit after tax	прибыль после уплаты налогов
Profitability	прибыльность
Profitable	полезный
Promotion	продвижение по службе

Refund (v, n)	возвращать; возвращение (денег) ; возмещение (расходов, убытков) ; компенсация
Retail outlet	розничная торговая точка
Retailing	розничная торговля
Revenue	доход; выручка
Reward (n, v)	награда, вознаграждать
Rise (n, v)	повышение, в(о)сходить
Sales and Marketing Director	директор по маркетингу и продажам
Sales representative (sales rep)	торговый представитель/агент по продаже товаров/комиссионер
Share price	курс/цена акций
Stock	ассортимент (товаров)
Stock Exchange	фондовая биржа/биржа ценных бумаг
Subsidiary	дочерняя компания
Telecommunications / Media	телекоммуникации
To advertise	рекламировать
To assess	оценивать
To be based/ to be located	основываться на
<b>To be enthusiastic about</b> (- the product)	ликовать/выражать восторг по поводу чего-либо/бурно радоваться чему- либо/быть в восторге от чего-либо
<b>To be handmade</b>	быть ручной работой
<b>To be self-employed</b>	заниматься собственным бизнесом
To break down	потерпеть неудачу, распасться (на части)
To break even	оставаться при своих, избежать убытка
To break into the market	выйти на рынок
To bring out	выявлять, обнаруживать
To build up	увеличиваться
<b>To buy out (a local competitor)</b>	выкупить
To close down	закрывать, ликвидировать (предприятие)
To compete with	соревноваться
To distribute	распространять
To draw up a plan	составлять план
To earn money	зарабатывать деньги
To encourage	ободрять; поощрять, поддерживать (в чём-л.)
To enter the market	выйти на рынок
<b>To establish</b>	учреждать
To expand	увеличиваться в объёме
To extend	расширять, протягивать, продлевать
To forecast a profit	прогнозировать прибыль

To go online	выходить и Интернет
To go public	получать огласку
To have a positive/negative effect on	иметь положительное / отрицательное влияние на
To headquarter	размещать штаб-квартиру, головной офис, штаб
To hold a meeting	проводить собрание
To move towards the goal	двигаться к цели
To outline strengths/ weaknesses	обрисовывать сильные/ слабые стороны
To pay interest	выплачивать проценты
To produce	производить
To promote	продвигать
To put money in savings account	вкладывать деньги на сберегательный счет
To introduce a new product	Представить новый продукт
To invest in	вкладывать инвестиции в
To launch a marketing campaign	запускать маркетинговую кампанию
To make profit	получать прибыль, извлекать прибыль
To make money	зарабатывать деньги
To raise	поднимать, повышать, увеличивать
To recruit	нанимать
To refer to	ссылаться на
To rent	брать в аренду
To replace	заменять
To return	возвращать
To run a business	руководить предприятием/фирмой
To run out of money	потратить все деньги
To serve customers	обслуживать покупателей
To set up =to establish=to found	основывать
To slow down	сокращать (напр., производство)
To start (the company started in 1992)	начинать
To summarize = to sum up	суммировать, резюмировать, подводить итог
To vary	разнообразить
Tourism	туризм
Transport	транспортировка
Trend	направление
Turnover	оборот
Up-to-date = modern	современный; новейший

Valuable	дорогостоящий
Vehicle manufacturing	автостроительная компания
Visual aid	наглядное пособие
Warehouse	товарный склад
Workforce	рабочая сила
Worldwide	всемирный; распространённый во всём мире

## DISCUSSION 1

1. Is it easy or difficult to start and operate a business in our Republic?  
 2. What does one need in order to start his/her own business and to be a successful entrepreneur? Choose out of these 3 most important things and give your reasons:

- business knowledge
- courage
- leadership
- financial support
- tremendous drive (= a very strong desire to do sth)
- impertinence (**дерзость**)
- true entrepreneurial spirit
- brilliant ideas
- communication skills
- patience

3. If you had a chance to start a business, in what sphere would you like to work?

## READING TEXT 1

### TIPS ON STARTING A NEW BUSINESS

Setting up and running a business is a time consuming task - you need to be dedicated and focused and able to structure your time in order to be successful. The rewards of starting up your own business can be great, but think carefully if you have the attributes and right sort of personality to cope with going it alone.



**Do what you love:** You're going to devote a lot of time and energy to starting a business and building it into a successful enterprise, so it's really important that you truly deeply enjoy what you do, whether it be running fishing charters, creating pottery or providing financial advice.

**Skills:** Identify your skills and particularly your weaknesses. Be honest and ask friends and colleagues for input. If you are less hot in certain areas, hire people with complimentary skills or seek professional advice when you need it.

**Market place:** Make sure that there is a market for your product or service. Just as Texaco wouldn't build a petrol station next door to two others, a startup business should ensure that the market for buyers or users is strong in the area he intends to set up in.

**Does the business world need you?** Is there a large enough demand for your product? Ask around before even attempting to start your business-check with similar businesses in the area, or around the country. Find out how they started, and what kinds of clients they target, to get an idea of where you'll fit in the market.

**Company Structure:** You will need to decide what business structure you will trade under (sole proprietorship, limited company or partnership) and what obligations and responsibilities you will have as the owner of a new business. Read more about these business structures.

**Get clients or customers first:** Don't wait until you've officially started your business to line these up, because your business can't survive without them. Do the networking. Make the contacts. Sell or even give away your products or services. You can't start marketing too soon.

**Business Plan:** Never underestimate how helpful this stage can be. Even if you never consult the plan again, it is amazing how many thoughts and ideas can evolve if you put all your thoughts down on paper in a structured format. Not only will you require a well thought-out plan when seeking funding or new business partners, but a decent plan will help you focus on your goals and ensure you are less likely to stray from your real priorities. You can read our Business Plan Guides for ideas.

**Do the research:** You'll do a lot of research working through a business plan, but that's just a start. You need to become an expert on your industry, products and services, if you're not already. Joining related industry or professional associations before you start your business is a great idea.

**Funding:** Even if you have the best idea in the world, you are unlikely to make a killing instantly. Be conservative with your funding estimates and either save enough money to keep you going while the business goes through its initial stages, or present your bank manager with a well thought out business plan and request sufficient start up funds.

**Competition:** Never underestimate it. Thoroughly research the competitors in your chosen industry. Identify any weaknesses they may have and try to ensure your product or service is a cut above theirs. Competition is a very healthy thing, but you need to do constant research and never be complacent.

**Staff:** As your business expands, you may well need to hire people to manage certain aspects of your operation. You need to ensure they have the right skills for the job. Above all, you need to be able to "click" with the people you work with - this simply cannot be underestimated.

**Create a strong management team:** your team members should share your vision of the business, and a certain amount of proficiency and credibility. Rely on your connections to find the perfect people for the jobs that will bring their expertise to the business. Remember that you will eventually have to set aside your ego and let them control certain aspects of the company, so you have to feel comfortable around your management team.

**Quality matters:** you want to be able to set your self apart from all the other businesses similar to yours. Having an eye-catching yet simple to navigate web site and presentation material is key to succeeding in the modern business world. Creating quality marketing tools doesn't have to cost you a fortune either; consider hiring a design art or marketing student from a nearby university to help out. You never know, you could even meet your next Junior Executive.

**Seek Professional Advice:** When running your business, a few words with a trusted adviser (accountant, lawyer, business adviser) can make the difference between success and failure. Before hiring a professional, you should visit several to compare and don't necessarily make the decision based purely on price.

**Be professional from the get-go:** Everything about you and the way you do business needs to let people know that you are a professional running a serious business. That means getting all the accoutrements such as professional business cards, a business phone and a business email address, and treating people in a professional, courteous manner.

**Get the legal and tax issues right the first time:** It's much more difficult and expensive to unsnarl a mess afterwards. Does your business need to be registered? Will you have to charge GST or PST? Will you have to have Workers' Compensation Insurance or deal with payroll taxes? How will the form of business you choose affect your income tax situation? Learn what your legal and tax responsibilities are before you start your business and operate accordingly.

**Be honest about your weaknesses:** Identify what you do well and what you do badly, dividing it into areas such as financial, marketing, operational and general management. Be honest with yourself, but also be realistic. Try and get someone else to evaluate your answers - another person's perspective can be very valuable. Identifying your weakness will help you to recognize what you are good at, and which areas you will need to find someone who can do a better job than you.

**Biggest causes of failure:** The biggest causes of failure for start ups are - setting your sights too high, not researching your market thoroughly, hiring the wrong staff and not putting enough funds aside for contingency. Keep an eye on these potential pitfalls at all times!

## *DISCUSSION 2*

1. What types of businesses do you know? To your mind, what type is widespread in our Republic and why?
2. What is the ultimate objective of every firm? Do you agree with it?

3. What is profit and what is a loss? In your opinion, if the firm's expenses are equal to its sales revenue, can such firm still function or not?
4. What risks are assumed by businessmen?
5. Do you agree or disagree with the statement "Life, in general, is a risky business"?

## TEXT 2

### BUSINESS

Business is the organized effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs. No person or group of persons actually organized American business as we know it today. Rather, over the years individuals have organized their own particular businesses for their own particular reasons. All these individual businesses, and all the interactions between these businesses and their customers, have given rise to what we call American business.

A person who risks his or her time, effort, and money to start and operate a business is called an entrepreneur. To organize a business, an entrepreneur must combine four kinds of resources: material, human, financial, and informational. *Material* resources include the raw materials used in manufacturing processes, as well as buildings and machinery. *Human* resources are the people who furnish their labour to the business in return for wages. The *financial* resource is the money required to pay employees, purchase materials, and generally keep the business operating. And *information* is the resource that tells the managers of the business how effectively the other resources are being combined and utilized.

Businesses are generally of three types. Manufacturing businesses (or *manufacturers*) are organized to process various materials into tangible goods, such as delivery trucks or towels. Service businesses produce services, such as haircuts or legal advice. And some firms—called middlemen—are organized to buy the goods produced by manufacturers and then resell them. For example, the General Electric Company is a manufacturer that produces clock radios. These products may be sold to a retailing middleman, which then resells them to consumers in its retail stores. Consumers are individuals who purchase goods or services for their own personal use rather than to resell them.

All three types of businesses may sell either to other firms or to consumers. In both cases, the ultimate objective of every firm must be to satisfy the needs of its customers. People generally don't buy goods and services simply to own them; they buy products to satisfy particular needs. People rarely buy an automobile solely to store it in a garage; they do, however, buy automobiles to satisfy their need for transportation. Some of us may feel that this need is best satisfied by an air-conditioned BMW with stereo cassette player, automatic transmission, power seats



and windows, and remote-control side mirrors. Others may believe that a Ford Taurus with a stick shift and an AM radio will do just fine. Both products are available to those who want them, along with a wide variety of other products that satisfy the need for transportation.

When firms lose sight of their customers' needs, they are likely to find the going rough. But when the businesses that produce and sell goods and services understand their customers' needs and work to satisfy those needs, they are usually successful.

In the course of normal operations, a business receives money (sales revenue) from its customers in exchange for goods or services. It must also pay out money to cover the various expenses involved in doing business. If the firm's sales revenue is greater than its expenses, it has earned a profit. So profit is what remains after all business expenses have been deducted from sales revenue. A negative profit, which results when a firm's expenses are greater than its sales revenue, is called a loss.

The profit earned by a business becomes the property of its owners. So in one sense profit is the return, or reward, that business owners receive for producing goods and services that consumers want.

Profit is also the payment that business owners receive for assuming the considerable risks of ownership. One of these is the risk of not being paid. Everyone else — employees, suppliers, and lenders — must be paid before the owners. And if there is nothing left over (if there is no profit), there can be *no* payments to owners. A second risk that owners run is the risk of losing whatever they have put into the business. A business that cannot earn a profit is very likely to fail, in which case the owners lose whatever money, effort, and time they have invested. For business owners, the challenge of business is to earn a profit in spite of these risks.

### *DISCUSSION 3*

1. What qualities are needed for a manager of an enterprise in order to make the enterprise function more efficiently and have a bigger profit?
2. Which enterprise is easier to manage: a small or a large-scale one? Give your reasons.
3. Which enterprises are more profitable: public or private ones?
4. Give examples of public enterprises in your country. What effect do you think privatization would have on these organizations and on the services they provide?
5. What do you know about corporate raid? What methods are used by corporate raiders?
6. Give examples of enterprises with foreign investments in your country. What is your point of view concerning the fact that foreigners acquire our national enterprises?

7. Why do so many non-profit **organizations exist in our today's world** where everybody pursues the goal of making profit? The institution in which you are studying - is it a commercial or non-commercial organization?

### TEXT 3

#### ENTERPRISE

The general terms for the organizations that produce and sell goods and services are business, enterprise, company, firm (US corporation). The word concern is used mainly to refer to a large organization.

An enterprise is a property complex used for performing entrepreneurial activity. It comprises all types of property used for this activity including:

1. plots of land
2. buildings and constructions, highway transportation facilities and rail facilities
3. equipment
4. inventory
5. raw materials
6. products
7. debts
8. incorporeal rights (company name, trademark, service mark).

The enterprise is an independent economic entity based on professionally organized workforce, capable of manufacturing products demanded by consumers using capital goods available. So, it uses economic resources for producing goods and rendering services for the purpose of satisfying social needs. The enterprise is an institution which creates the wealth of a country and from which this wealth is distributed among all people in a society. Regardless of its size, an enterprise, after it is registered by the state authorities, opens an account with a bank and becomes legally autonomous. Like people, enterprises bear certain names. Usually enterprises **are named after their owners** (“Ford”, “Christian Dior”, “Nina Ricci”) or their names reflect the type of their **economic activity** (“Moldcell”, “Gazprom”, “General Motors”).

An immense amount of enterprises in each country implies their classification according to the following criteria:

- 1) By type of primary profit-generating activity enterprises are classified into: *industrial, agricultural, commercial, service, investment, insurance enterprises* and others.
- 2) By the source of origin of the registered capital enterprises are classified into:

a) *public enterprises* – **they are owned by the government. They don't** have the title to the property available, but only exercise the control right;

b) *private enterprises* – they belong to private individuals;

c) *mixed enterprises* – they contain both public and private capital. Here the government assigns the patrimony to the enterprise which has the title to the **property. The government cannot freely dispose of the enterprise's property, it has** the right to dispose of the shares that belong to it in the enterprise;

d) *enterprises with foreign investments* – they can either belong entirely to a foreign investor or have a mixed capital invested both by a foreigner and a national.

3) By number of employees enterprises are classified into:

a) *small enterprises* – they have less than 100 employees;

b) *medium-sized enterprises* – between 100 and 500 employees;

c) *large-scale enterprises* – their staff exceeds 500 employees.

This classification differs from country to country: in our Republic, for example, there are *microenterprises* (they employ less than 20 people), *small enterprises* (they have 20 – 75 employees) and *large-scale enterprises* (the number

4) By form of business ownership enterprises may be:

a) *sole proprietorships*;

b) *partnerships*;

c) *corporations*.

5) **By the objective of the company's activity there are:**

a) *commercial enterprises* – these are for-profit organizations which exist to earn and redistribute taxable wealth to employees and shareholders. They are run for the benefit of their owners.

b) *non-commercial enterprises* – these are non-profit organizations (abbreviated as NPOs, also known as a not-for-profit organizations). They do not distribute their surplus funds to owners or shareholders, but instead use them to help pursue their goals. Examples of NPOs include charities, trade unions, and educational and public arts organizations. They are in most countries exempt from income and property taxation and exist solely to provide programs and services that are of self-benefit.

Medium-sized and large-scale enterprises usually have headquarters, branch offices and subsidiary enterprises.

Headquarters or head office is the location of the central administrative office of the company or enterprise. It is an office where top management of the enterprise, board of directors, secretariat and other important management departments are located. The head office of a company deals with coordinating the regional offices and developing the global strategy for running the business.

Branch office (from Latin *filialis*) is an economically autonomous subdivision of a legal entity which is situated somewhere other than the firm's main office location and **exercises all or any part of the main office's functions including** the functions of the regional offices. Branch offices are not legal entities. They are vested by the legal entities that have founded them and operate on the basis of the adopted regulations. Branch managers are appointed by the legal entity and act on the power of attorney basis.

Subsidiary enterprise is an enterprise set up as a legal entity by another enterprise called holding (the parent company or promoter) by means of transferring part of its property under the operating control of the former. The promoter of the subsidiary enterprise adopts the organization charter, appoints its manager and exercises another kind of proprietary rights in relation to this subsidiary. So, the holding is a **“parent company”** and subsidiaries are **“sister companies”** to each other. Together, the holding and its subsidiaries form a group (e.g. a newspaper group). A large group is called a giant.

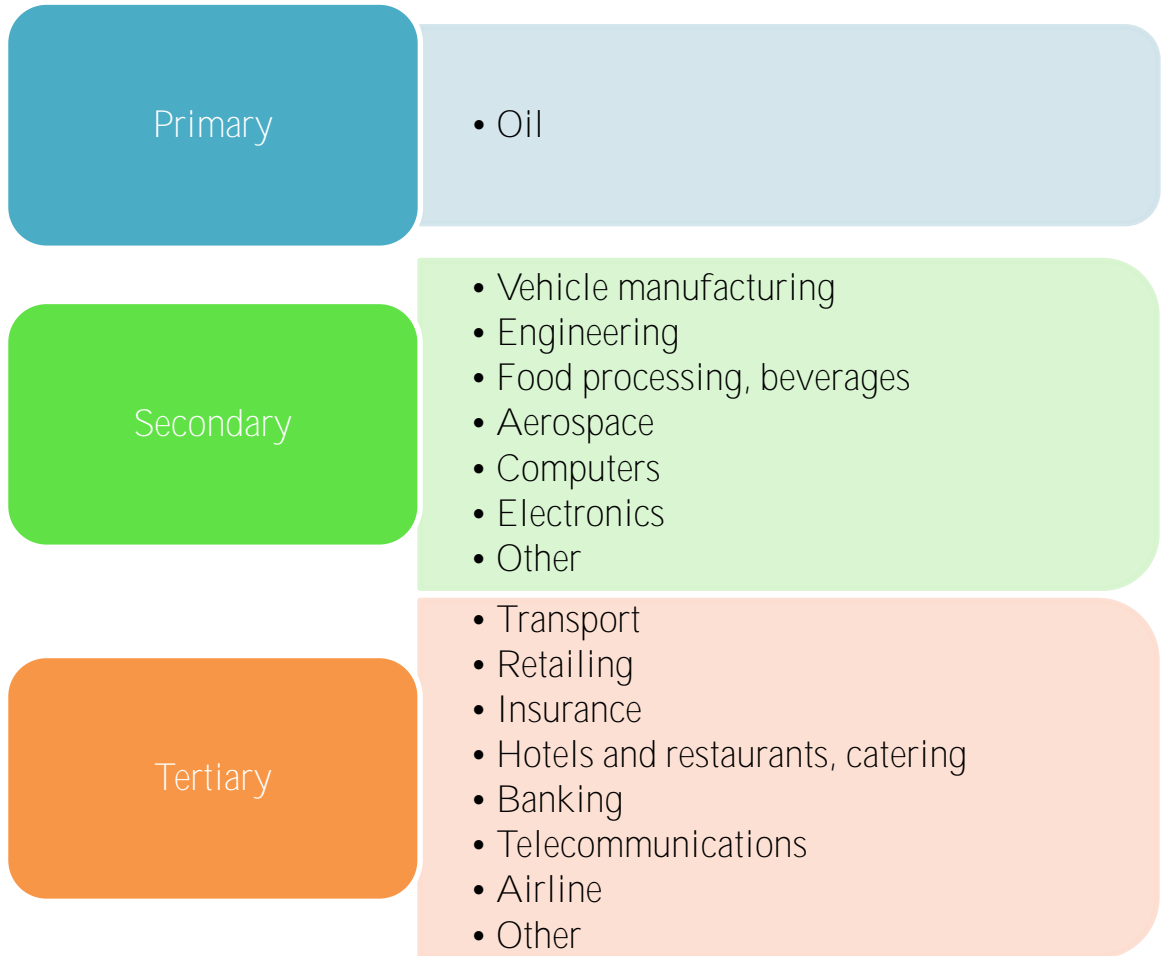
Generally, a firm starts by producing one good or service, called *core business*. As the company gets bigger, it also produces other different products. A group containing a lot of different companies in different businesses is a conglomerate (e.g. a media conglomerate). As companies grow, they may also expand geographically. At present, many companies are multinational with manufacturing plants and trading locations in several countries world wide.

#### *DISCUSSION 4*

*Work in groups. Discuss the following questions.*

1. Which of these companies do you know? Match them up with the sectors of industry and the product groups in the chart. Discuss these questions.
2. Which are the five largest or most important companies in region (or country)?
3. Which sectors of industry or product groups do they belong to?
4. Make a list with another group.
5. Compare your lists with another group.

## Sectors of Economy



## Selected Product Groups

## READING

### TEXT 4

*Look at the following passages about two companies and compare two ways of running business.*

<p>OVER THE DECADES, the name of Siemens has become synonymous with progress. Since 1847, when Werner Siemens and Johann Georg Halske founded the Siemens &amp; Halske Telegraph Construction Company in Berlin, the history of Siemens has been closely linked with the development of electrical engineering. While still a fledgling firm, Siemens &amp; Halske spearheaded the evolution of telegraphy with the first pointer telegraph and the construction of an extensive telegraph network. In 1866 Werner Siemens invented the dynamo machine, laying the cornerstone of power engineering.</p> <p>New ideas are an old tradition at Siemens. The company that grew out of the original Siemens &amp; Halske is today a highly innovative leader in the world electrical and electronics market. Composed of Siemens AG and an array of domestic and foreign subsidiaries, the contemporary Siemens organization continues to set milestones on the road of progress.</p> <p>Siemens maintains its own production facilities in more than 50 countries and operates a worldwide sales network. With more than 300,000 employees, it is one of the largest companies in the World electrical/electronics industry, having recorded annual sales of DM 82 billion in the 1992/93 fiscal year. Reliable and farsighted management is united with the youthful dynamism and zest for innovation that typify the company.</p>	<p>IN 1849, JOHANN PHILIPP HOLZMANN founded a company in Sprendlingen, near Frankfurt am Main, which initially undertook work in connection with the construction of the railroads, but very quickly expanded its activities to include all fields of building construction and civil engineering. The first major foreign project was started in 1882, with the contract for Amsterdam's Central Station.</p> <p>By the turn of the century, branch offices and regional offices had been established at numerous locations throughout Germany. As early as 1885, Holzmann had more than 5,000 employees. Interesting activities from this period include the company's work on the Baghdad railroad and railroad projects in East Africa.</p> <p>Holzmann has passed through all forms of company organization, from individual proprietorship via a limited and general partnership through to a GmbH (limited liability company). The Philipp Holzmann Aktiengesellschaft (public limited company) was formed in 1917. Companies founded by Holzmann were active in South America.</p> <p>Even following the losses of manpower and assets during the Second World War, Holzmann was able, as early as 1950, to recommence its foreign activities. 1979 saw the acquisition of J. A. Jones Construction Company, of Charlotte, North Carolina, USA, a major American</p>
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	<p>corporation active in the construction field. This was followed in 1981 by the purchase of Lockwood Greene Engineers, Inc., Spartanburg, South Carolina, USA. Together with its USA subsidiaries Holzmann has responded to the changes occurring in the construction industry with a flexible and versatile corporate strategy. The takeover in early 1989 of the <b>Steinmüller Group, one of Germany's</b> leading companies in the sectors of power engineering, process engineering and environmental protection demonstrates this.</p>
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# 4 INNOVATIONS

## Vocabulary

Words	Translation
Advertising agency	рекламное агентство
Agenda	1) программа (работы) , план (мероприятий) 2) повестка дня (собрания)
Best-selling products	наиболее ходовой (самый продаваемый) товар
Budget (v, n)	составлять бюджет; бюджет, финансовая смета
Business plan	бизнес-план
Capacity	1) вместимость, 2) способность (что-л. делать)
Chairman	председатель
Complain (n, v)	жалоба; жаловаться (на что-л.) , выражать недовольство (чем-л.), подавать жалобу
Condition	состояние, положение
Copy (n, v)	копия; дубликат; копировать; снимать копию
Creation	создание
Creative	созидательный, творческий
Creator	творец, создатель; автор, разработчик
Database of	база данных
Design (n, v)	замысел, план, модель, дизайн; придумывать, замысливать, планировать
Designer	проектировщик, модельер, дизайнер
Developed	хорошо развитый; полноценный
Developing	развивающийся
Development	развитие, расширение, развёртывание, рост; эволюция
Discovery	открытие; обнаружение; находка
Entrepreneur	бизнесмен, делец, предприниматель
In order to	для того, чтобы
In response to	в ответ на
Innovation	нововведение, новшество; инновация,
Innovative	новаторский, передовой, рационализаторский
Innovator	1) новатор; рационализатор 2) изобретатель
Invented	вымышленный, воображаемый
Invention	изобретение
Key features	основные характеристики
Licensing agreement	лицензионное соглашение
Low / high production costs	низкие / высокие издержки производства



Patent (n, v)	патент, исключительное право; патентовать; брать патент (на что-л.)
Patentable	патентоспособный (способный быть запатентованным)
Patented	запатентованный, защищенный патентом
Patentee	владелец патента
Property	имущество; собственность
Rent (n, v)	арендная плата; арендовать, брать в аренду
Research (n, v)	(научное) исследование; исследовать, изучать; заниматься исследованиями
Right (n)	права; правильность, право; привилегия
Target (n, v)	цель; делать мишенью, целиться
To allow	позволять, разрешать
To apply for a patent	подавать заявку на патент
To be developed in response to	быть разработанным в ответ на
To boost	поднимать, помогать подняться, повышать (цену, репутацию, настроение)
To build up a range	создавать диапазон
To be in favor of	поддерживать что-л.
To be technically advanced	быть технически продвинутым
To buy in bulk	покупать оптом
To create	порождать, производить; создавать, творить
To develop	развивать, совершенствовать
To design a product	разрабатывать продукцию
To double	удваивать
To discover by accident	обнаруживать случайно
To do research	вести исследовательскую работу
To encourage	ободрять; поощрять, поддерживать (в чём-л.)
To enhance status	повысить статус
To enter a market	войти на рынок
To exploit an opportunity	воспользоваться возможностью
To extend a range	расширить диапазон
To expand / expansion	растягиваться, расширяться; увеличиваться в объёме, в размерах, в количестве/ 1) увеличение (в размере, объёме, количестве), 2) распространение, экспансия; рост, развитие
To fill a gap	заполнить пробел
To generate ideas from	генерировать идеи
To hire	нанимать, предоставлять работу, приглашать на работу
To improve (~ idea)	улучшать

To innovate	вводить новшества; производить перемены, менять
To invent	изобретать, создавать, выдвигать что-л. новое
To make good profits	получать хорошую прибыль
To make money from	зарабатывать деньги
To make a breakthrough	сделать прорыв
To manufacture	производить
To meet a need	удовлетворять потребность
To miss an opportunity	упустить возможность (шанс)
To pay in advance	заплатить заранее
To protect the environment	охранять окружающую среду
To purpose	иметь целью; намереваться
To recap ( to recapitulate)	резюмировать, подводить итог
To receive an award	получать награду
To reduce waste	сократить ненужные расходы
To save time	беречь время
To see an opening	появляется возможность
To solve a problem	разрешать проблему
To summarize	суммировать, резюмировать, подводить итог
To spend money on smth.	тратить деньги на что-л.
To steal	воровать
To swamp the market	заваливать рынок
To treat	обращаться, обходиться
Translucent	просвечивающий; полупрозрачный
To win an award	заслужить награду

### DISCUSSION 1

*Which of the following statements do you agree with? Which do you disagree with? Why?*

1. **‘Innovation distinguishes between a leader and a follower.’ Steve Jobs**
2. **‘Innovation is taking two things that already exist and putting them together in a new way.’ Tom Freston**
3. **‘Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.’ William Pollard**
4. **‘Business has only two functions – marketing and innovation.’ Milan Kundera**
5. **‘For good ideas and true innovation, you need human interaction, conflict, argument, debate.’ Margaret Heffernan**

## READING 1

### TEXT 1

Do you distinguish the terms 'innovation' and 'invention'? What are the differences?

#### What Is Innovation?



The process of translating an idea or invention into a good or service that creates value or for which customers will pay.

To be called an innovation, an idea must be replicable at an economical cost and must satisfy a specific need.

Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. In business, innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customers.

In a social context, innovation helps create new methods for alliance creation, joint venturing, flexible work hours, and creation of buyers' purchasing power. Innovations are divided into two broad categories:

1. Evolutionary innovations (continuous or dynamic evolutionary innovation) that are brought about by many incremental advances in technology or processes and
2. Revolutionary innovations (also called discontinuous innovations) which are often disruptive and new.

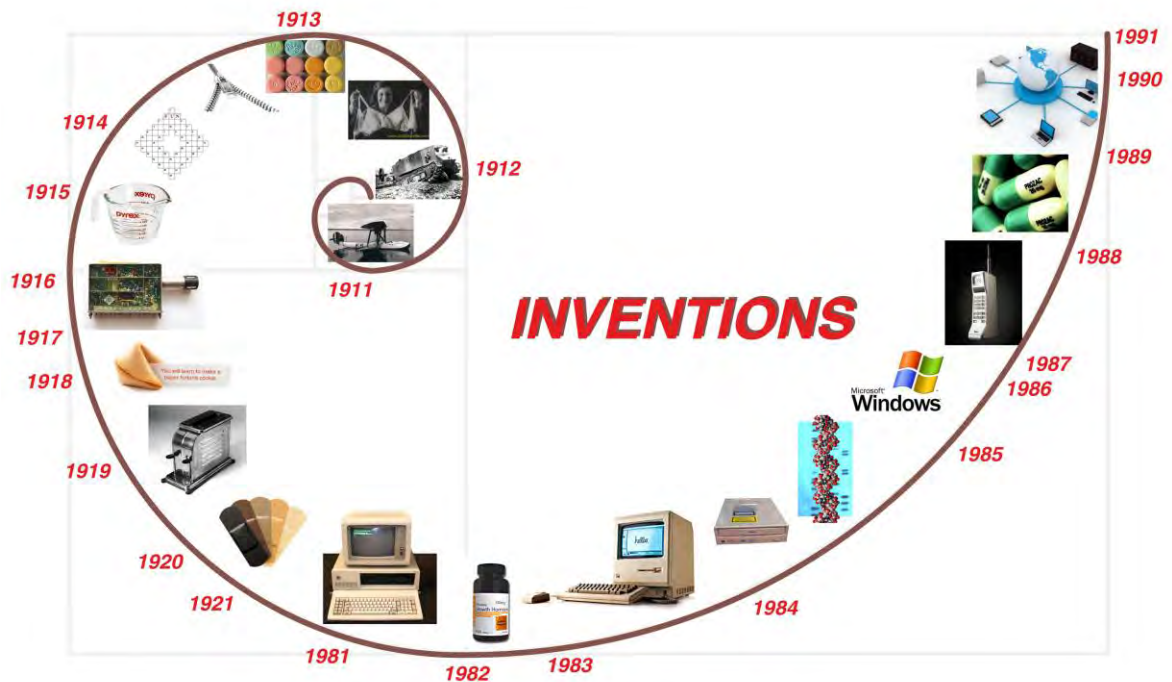
Innovation is synonymous with risk-taking and organizations that create revolutionary products or technologies take on the greatest risk because they create new markets.

Imitators take less risk because they will start with an innovator's product and take a more effective approach. Examples are IBM with its PC against Apple Computer, Compaq with its cheaper PC's against IBM, and Dell with its still-cheaper clones against Compaq.

<http://www.businessdictionary.com/definition/innovation.html>

## TEXT 2

### What Is Invention?



An invention is a unique or novel device, method, composition or process. The invention process is a process within an overall engineering and product development process. It may be an improvement upon a machine or product or a new process for creating an object or a result. An invention that achieves a completely unique function or result may be a radical breakthrough. Such works are novel and not obvious to others skilled in the same field. An inventor may be taking a big step in success or failure.

Some inventions can be patented. A patent legally protects the intellectual property rights of the inventor and legally recognizes that a claimed invention is actually an invention. The rules and requirements for patenting an invention vary from country to country and the process of obtaining a patent is often expensive.

Another meaning of invention is cultural invention, which is an innovative set of useful social behaviours adopted by people and passed on to others. The Institute for Social Inventions collected many such ideas in magazines and books. Invention is also an important component of artistic and design creativity. Inventions often extend the boundaries of human knowledge, experience or capability.

There are three areas of invention: *scientific-technological* (including medicine), *sociopolitical* (including economics and law), and *humanistic*, or *cultural*.

Scientific-technological inventions include railroads, aviation, vaccination, hybridization, antibiotics, astronautics, holography, the atomic bomb, computing, the Internet, and the smartphone.

Sociopolitical inventions comprise new laws, institutions, and procedures that change modes of social behavior and establish new forms of human interaction and organization. Examples include the British Parliament, the US Constitution, the Manchester (UK) General Union of Trades, the Boy Scouts, the Red Cross, the Olympic Games, the United Nations, the European Union, and the Universal Declaration of Human Rights, as well as movements such as socialism, Zionism, suffragism, feminism, and animal-rights veganism.

Humanistic inventions encompass culture in its entirety and are as transformative and important as any in the sciences, although people tend to take them for granted. In the domain of linguistics, for example, many alphabets have been inventions, as are all neologisms (Shakespeare invented about 1,700 words). Literary inventions include the epic, tragedy, comedy, the novel, the sonnet, the Renaissance, neoclassicism, Romanticism, Symbolism, Aestheticism, Socialist Realism, Surrealism, postmodernism, and (according to Freud) psychoanalysis. Among the inventions of artists and musicians are oil painting, printmaking, photography, cinema, musical tonality, atonality, jazz, rock, opera, and the symphony orchestra. Philosophers have invented logic (several times), dialectics, idealism, materialism, utopia, anarchism, semiotics, phenomenology, behaviorism, positivism, pragmatism, and deconstruction. Religious thinkers are responsible for such inventions as monotheism, pantheism, Methodism, Mormonism, iconoclasm, puritanism, deism, **secularism, ecumenism, and Baha'i**. **Some of these disciplines, genres, and trends may seem to have existed eternally or to have emerged spontaneously of their own accord, but most of them have had inventors.**

<https://en.wikipedia.org/wiki/Invention>

### TEXT 3

#### 21 Great Ways to Innovate

How hard is it to innovate? Not once but over and over? How can you repeatedly implement great new products, processes or services? Continuous innovation is not easy and if you keep using the same method you will experience diminishing results. Try innovating how you innovate by employing some of these ideas.

1. ***Copy someone else's idea.*** One of the best ways to innovate is to pinch an idea that works elsewhere and apply it in your business. Henry Ford saw the production line working in a meat packing plant and then applied to the automobile industry thereby dramatically reducing assembly times and costs.
2. ***Ask customers.*** If you simply ask your customers how you could improve your product or service they will give you plenty of ideas for incremental innovations. Typically they will ask for new features or that you make your

product cheaper, faster, easier to use, available in different styles and colours etc. Listen to these requests carefully and choose the ones that will really pay back.

3. *Observe customers.* Do not just ask them, watch them. Try to see how customers use your products. Do they use them in new ways? This was what Levi Strauss saw when they found that customers ripped the jeans – so they brought a line of pre-ripped jeans. Heinz noticed that people stored their sauce jars upside down so they designed an upside down bottle.
4. *Use difficulties and complaints.* If customers have difficulties with any aspect of using your product or if they register complaints then you have a strong starting point for innovations. Make your product easier to use, eliminate the current inconveniences and introduce improvements that overcome the complaints.
5. *Combine.* Combine your product with something else to make something new. It works at all levels. Think of a suitcase with wheels, or a mobile phone with a camera or a flight with a massage.
6. *Eliminate.* What could you take out of your product or service to make it better? Dell eliminated the computer store, Amazon eliminated the bookstore, the Sony Walkman eliminated speakers and record functions.
7. *Ask your staff.* Challenge the people who work in the business to find new and better ways to do things and new and better ways to please customers. They are close to the action and can see opportunities for innovation. Often they just need encouragement to bring forward great ideas.
8. *Plan.* Include targets for new products and services in your business plan. Put it onto the balanced scorecard. Write innovation into **everyone's objectives**. Measure it and it will happen.
9. *Run brainstorming.* Have regular brainstorm meetings where you generate a large quantity of new product ideas. Use diverse groups from different areas of the business and include a provocative outsider e.g. a customer or supplier.
10. *Examine patents.* Check through patents that apply in your field. Are there some that you could license? Are some expiring so that you can now use that method? Is there a different way of achieving the essential idea in a patent?
11. *Collaborate.* Work with another company who can take you to places you **can't go. Choose a partner with a similar philosophy but different skills. That** is what Mercedes did with Swatch when they came up with the Smart car.
12. *Minimize or maximize.* Take something that is standard in the industry and minimise or maximise it. Ryanair minimized price and customer service. Starbucks maximised price and customer experience. It is better to be different than to be better.

13. *Run a contest.* Ask members of the public to suggest great new product ideas. Offer a prize. Give people a clear focussed goal and they will surprise you with novel ideas. Good for innovation and PR.
14. *Ask – what if? Do some lateral thinking by asking what if.....? Challenge* every boundary and assumption that applies in your field. You and your group will come up with amazing ideas once the normal constraints are lifted.
15. *Watch the competition.* Do not slavishly follow the competition but watch them intelligently. The small guys are often the most innovative so see if you can adapt or license one of their ideas – or even buy the company!
16. *Outsource.* Subcontract your new product development challenge to a design company, a start-up or a crowdsourcing site like iver or NineSigma.
17. *Use open innovation.* Big consumer products companies like Proctor and Gamble or Reckitt Benckiser encourage developers to bring novel products to them. They are flexible on IP protection and give a clear focus on what they are looking for. A large proportion of their new products now start life outside the company.
18. *Adapt a product to a new use.* Find an entirely different application for an existing product. De Beers produced industrial diamonds but found a new use for diamonds when they introduced the concept of engagement rings. It opened up a large new market for them.
19. *Try Triz.* Triz is a systematic method for solving problems. It can be applied in many fields but is particularly useful in engineering and product design. Triz gives you a toolbox of methods to solve contradictions e.g. how can we make this product run faster but with less power?
20. *Go back in time.* Look back at methods and services that were used in your sector years ago but have now fallen out of use. Can you bring one back in a new updated form? It has been said that Speed Dating is really a relaunch of a Victorian dance format where ladies had cards marked with appointments.
21. *Use social networks.* Follow trends and ask questions on groups like Twitter or Facebook. Ask what people want to see in future products or what the big new idea will be. Many early adopters are active on social network groups and will happily respond with suggestions.

The ways to innovate are legion. Try some approaches that are new to you in order to boost your innovation capability.

<http://www.innovationmanagement.se/imtool-articles/21-great-ways-to-innovate/>

# 5 CHALLENGES

## Vocabulary

Words	Translation
Absence	отсутствие
Absenteeism	отсутствиенебезуважительнойпричины; систематические прогулы
Abuse (n, v)	оскорбление, брань, надругательство; оскорблять, ругать, поносить, надругаться
Account	счёт
Ambitious	честолюбивый,целеустремлённый; стремящийся (к чему-л.) ; жаждущий (чего-л.)
Arrangement	приведение в порядок; расположение; классификация; систематизация; договорённость, соглашение, разрешение, урегулирование (спора, разногласий)
Cause (n, v)	причина, основание; обслужить причиной, поводом (для чего-л.); мотивировать (что-л.)
Cause of stress at work	причина стресса на работе
Colleague	коллега, сослуживец
Complaint	жалоба; недовольство, неудовлетворённость
Counseling service, n	служба профессиональной ориентации
Current account, n	текущий счёт; торговый баланс (соотношение стоимости экспорта и импорта страны за определённый период)
Deadline	срок окончания какой-л. работы, завершения проекта, конечный срок
Deposit account	депозитный счет, срочный вклад, авансовый счет
Dramatically	эффектно, ярко, впечатляюще; разительно, поразительно, значительно, сильно
Dream job	работа, о которой можно только мечтать
Experience (n, v)	опыт, стаж работы; испытывать, знать по опыту
Facilities (for studying, sport)	средства обслуживания, оборудование; сооружения; устройства
Fall (n, v)	падение; падать
Flexible	гибкий;податливый, легко приспосабливаемый;покладистый; сговорчивый, уступчивый; легко поддающийся влиянию



Flexitime	скользящий график
Formal – informal	официальный – неофициальный
Free medical check up	бесплатный медицинский осмотр
In place of/ instead of	вместо
Income	доход, приход, прибыль; заработок
Increase (n, v)	возрастание, рост, прибавление; возрастать, увеличиваться; расти
Interest	интерес; доля (в предприятии, бизнесе, собственности); участие в прибылях
Job security –job insecurity	гарантия занятости, обеспеченность работой
Lifestyle	образ, стиль жизни
Loan (n, v)	заём, ссуда; давать займы, одалживать, ссужать
Loss	потеря, лишение
Major cause	основная причина
Massage	массаж
Merger	слияние, объединение (коммерческое, промышленное)
Morale	моральное состояние; боевой дух
Overdraft	превышение кредита (в банке)
Personal life	личная жизнь
Praise (n, v)	(по)хвала, восхваление; хвалить, восхвалять, превозносить, прославлять, славословить
Pressure	давление
Promotion opportunities	возможности продвижения по службе
Queue (n, v)	очередь; стоять в очереди, становиться в очередь; образовывать очередь
<b>Rat race</b>	бешеная гонка
Reason for smth.	причина
Recruitment	набор (кадров) , наём (сотрудников)
Redundancy	сокращение штатов
Relationships	отношение, взаимоотношение; взаимосвязь, касательство, связь
Rise (n, v)	повышение, возвышение, подъём; в(о)сходить, вставать, подниматься, взбираться
Rumor Rumor about smth	слух, молва слух о чем-то
Salary/ payment/ wages	жалованье, заработная плата (служащего) ; оклад
Savings	сбережения
Shift	смена

Solution	решение, разрешение (проблемы и т. п.) ; разъяснение
Staff/personnel/ employees	штат служащих; служебный персонал
Stress	стресс
Stress level	уровень стресса
Stressed	напряжённый; нагруженный
Stressful	напряжённый, тяжёлый, трудный, стрессовый
Stress-related illnesses	заболевания связанные со стрессом
Symptoms of stress	симптомы стресса
Tight deadline	сжатые сроки
Timetable	расписание (железнодорожное, школьное и т. п.); график (работы и т. п.)
To affect work	имитировать работу
To ask a boss for a pay rise	просить босса о повышении заработной платы
To attend (meetings/lectures)	посещать
To be absent	отсутствовать
To be fired	быть уволенным с работы
To be in trouble	попасть в беду, иметь неприятности
To be exhausted	истощённый, изнурённый; измученный; обессиленный
To be promoted/ to get promoted	получить повышение
To be skeptical about	скептически относиться к
To be stuck in a traffic jam	застрять в автомобильной пробке
To be unemployed	быть безработным
To be/to work under pressure	быть/ работать под напряжением
To borrow	занимать, брать на время
To cause (~problems)	вызывать, быть причиной
To check	проверять, сверять
To complain	жаловаться (на что-л.) , выразить недовольство (чем-л.)
To control	контролировать
To cope with pressure	справиться; выдержать, совладать с напряжением
To cost a fortune	стоять целое состояние
To criticize	критиковать
To cut the workforce by (10%)	Сокращать рабочую силу на (10%)

To deal with	иметь дело с
To do many things at the same time	делать много вещей одновременно
To earn/ to make money	зарабатывать деньги
To express emotion	выражать эмоцию
To experience problems	испытывать проблемы
To give orders	давать распоряжения
To give up a job	бросать работу
To handle	управлять (чем-л.) , справляться (с чем-л.)
To improve (~a situation/ one's health and fitness)	улучшать
To interrupt	прерывать, внезапно прекращать
To lead a meeting	вести, возглавлять совещание
To lead to	приводить к
To make a loan	получить заем
To make a speech	выступить с речью/произносить речь
To make progress in a career	делать успехи в карьере
To manage stress	справляться со стрессом
To meditate	обдумывать, взвешивать ; размышлять
To meet a deadline	успеть к установленному сроку
To negotiate	вести переговоры
To overcome	побороть, победить
To overeat	объедаться; переесть
To overwork	слишком много работать
To pay attention to detail	обращать внимание на детали
To pretend to	претендовать; притязать (на что-л.)
To recruit/ to employ	нанимать на работу
To reduce (v)	ослаблять, понижать, сокращать, уменьшать
To relax	ослаблять, расслаблять
To resign	уходить в отставку, подавать в отставку; оставлять пост
To solve (~a problem)	решать, разрешать (проблему и т. п.) ; находить выход; выяснять, объяснять
To suffer emotional strain	испытывать эмоциональное напряжение
To spend a lot of time at work	проводить много времени на работе
To travel abroad on business	ездить за границу по бизнесу
To work in shifts	работать посменно
To work to tight deadline	работать в сжатые сроки
To work under pressure	работать под напряжением
To worry about	беспокоиться из-за

Valuable	ценный; дорогой, дорогостоящий, драгоценный
Workaholic	трудоголик; человек, "горящий" на работе
Workload	объём работы, (рабочая) нагрузка

### DISCUSSION 1

1. Have you ever faced with problems which are seemed to be unresolved?
2. Do you always ask your friends and close people for help and advice in difficult situations or try to cope with them on your own?
3. Do challenges make people weaker or stronger?
4. Remind some proverbs about dealing with problems and explain their main idea.

### READING

#### TEXT 1

### “CHALLENGES ARE OPPORTUNITIES IN DISGUISE”

You may have heard it already.

Lines like that are great for *Ted Talks*, because in reality, when a problem arises, most of us lose our mind and do something that worsens the problem even more.

Well, we all encounter multiple challenges at work every day, and while some of us look for an excuse to avoid such challenges, some people actually take the opportunity to get one step closer to their career success.

We all want success in our lives, but sadly only a few of us get to taste it, **simply because most of us don't know how to** transform everyday challenges into opportunities.

As you may realize, our career depends a lot on the choices we make, and avoiding the challenges is not a very clever choice in this case.

Here are some useful tips that will not only help you handle the workplace challenges with ease but will also help you pave the way towards success.

#### 1. Keep yourself calm under stressful situations

**It is okay to let your frustrations out every once in a while, but you wouldn't** want that to happen inside the office. When you are working with a bunch of people, you need to maintain a cordial relationship with everyone.

Whether you realise it or not, people like to help those who are cheerful and kind. If you are angry and irritated all the time, none of your colleagues may come to help you if you find yourself in a tricky situation.

If you **deal with stressful work** regularly, it may not be easy to keep you cool all the time. However, you can try meditation which not only keeps you calm but also improves your focus.

#### 2. Seek advice from people with experience

You may face challenges that you have never faced before. How can you solve **something that you haven't encountered before? You either have** to improvise or seek advice from a person who has faced such problems in the past.

As mentioned earlier, it is crucial to maintain a cordial relationship with everyone, especially with the ones who are knowledgeable and experienced. They can not only give useful advice on your problem but may also offer a few crucial career-boosting tips along the way.

Even Sherlock Holmes used to seek advice from his big brother Mycroft every once in a while. So it is perfectly okay to seek advice from wiser men when you **can't find a way out**.

### 3. Work on your strategies

Challenges are parts and parcels of our life, and to overcome those challenges, we do require some strategies. You cannot just rely on your instincts and improvise all the time, whenever a problem arises.

While creating a strategy for a particular problem, you need to observe and analyse the situation. A lot of strategies seem good on papers, but they are not practically effective. So you need to be realistic all the time.

Take some significant amount of time to strategize the plan. No matter what the situation demands, you **wouldn't want to rush on this one**.

### 4. Don't be afraid to take risks

No one has ever done anything great by playing safe, neither will you. Yes, it may sound intimidating, but in order to overcome all the challenges and achieve success in your career, you must take risks more often than you anticipate.

Well, nobody will ask you to fight a jaguar or jump from the 50<sup>th</sup> floor, but you need to prepare yourself to face your fears at some point. You should not waste an opportunity just because you are too afraid to risk job security.

Face each of those challenges and take proper actions to overcome them. Remember, not taking a risk is the biggest risk of all time.

### 5. Believe in yourself

No matter which industry you are employed at, you can achieve more than **you can imagine if you feel confident about your work all the time. If you don't have faith in yourself, how can you expect others to believe in you?**

There are times when some challenges get the better of us and leave us feeling depressed for the rest of the time. Remind yourself why you started doing this work in the first place. That may help boost your morale.

Also, when start believing in your potential, it reflects in your performance, and no matter what challenge is thrown at you, you handle it confidently all the time.

### 6. Give yourself a break every once in a while

**All work and no play makes Jack a dull boy. Put yourself in Jack's position,** and the result is same. Working relentlessly without any break, not only makes you miss out on the little pleasures of life, but also take a toll on your mental health.

We are not zombies. To function properly and to overcome the regular challenges, we do need our brains to stay in its peak condition. And that's **not** possible if we exert ourselves every day. Take your colleagues out for lunch or happy hour to release the stress once in a while.

While that may help you freshen up your mind, you may also create a better bond with your colleagues. Also, when you have a discussion about a certain

challenge among the colleague, they may come up with a better solution and help you overcome that problem like a team.

**It's not wrong if you do not share the same point of view with everyone else.** You can overcome your workplace challenge in your own unique way and still achieve success. In fact, people often get appreciated for trying something new.

**As you may have noticed, successful people aren't very different from us.** They just know how to handle a challenge and use it to their advantage.

Now that you are familiar with the tricks to deal with workplace challenges, you can also employ them in your daily work and transform the challenges into success.

## DISCUSSION 2

1. Have you ever changed a collective?
2. How much time did it take you to get accustomed to new people and atmosphere?
3. Did you have any arguments with anyone in a new collective?

## READING TEXT 2

### HOW TO DEAL WITH STRESS AT A NEW JOB

The first few days at a new job are often nightmarish and very stressful. You want to **make a good first impression, but don't want to give off a too-eager-to-please** vibe. On top of that, it is never easy to get adjusted with new colleagues, responsibilities, and routines.

Every small mistake will leave you questioning yourselves whether you made the right decision. In a few days time, you might start dreading the very thought of going into work.



If you are going through this, you need not panic. Most people go through this at some point in their careers. **Don't** give up hope.

Here are a few tips to help you cope with stress at a new job.

**1. Stop comparing it to your previous job**

**It's a basic human nature to** compare new with old. But, the past tends to get distorted as you are more likely to focus only on the pleasant memories. You will just end up living in the past. This is never a good idea, especially when you are at a new job.

**Don't make statements like – ‘Oh, at my previous job, it was done this way’.** It can easily turn off your new colleagues and superiors. Work environments and work cultures will vary when you change jobs. You need to understand that, it would **have been created or framed as per the organization's vision, mission, and objectives.**



- Plan your day the night before – prioritize your to-do list, pick out your clothes,
- Take regular breaks.
- Avoid multi-tasking.
- Make note-taking a habit.
- Have a system in place to deal with all the new information that you are getting.
- Make use of productivity apps and email management tools.

## 5. Be yourself

One of the major challenges of starting a new job is to fit in. People try to overcome this by faking their own personality. It is a very stressful thing to do, **especially if you are trying fake traits that you don't wish to include in your personality.**

For example, if you are an introvert (who wants to remain so) trying to project yourself as an outgoing personality, you will find the new job very hard and uncomfortable. You will never be able to perform to your potential without being yourself.

Always remember, recruiters would have definitely considered your personality while making the selection decision. If they deemed you fit for the organization, that means they wanted people with your type of personality in the team. Modern day workplaces have room for all kinds of personalities, **so you don't** have to force yourself to behave in a way that you are not comfortable with.

## DISCUSSION 3

1. Are you an impulsive or calm and reserved person?
2. Do you always admit your mistakes and apologize?
3. Is it easy for you to forgive and forget **anybody's faults**?
4. They say that a wrong word can kill. Do you agree with the statement?

## READING

### TEXT 3

#### CONFLICT MANAGEMENT

We are not robots, we are humans and it will definitely take a bit of time for us to acclimatize to a new environment. The important thing is not to let your nerves get the better of you, instead, focus on things, be able to control and keep learning.



Conflicts can arise in any department, in any situation, so always be ready for them!

The following are two common types of workplace conflicts:



### Internal conflict

If the conflict is among the employees of the same team, then asking their manager to talk to both of them individually is usually the most preferred way. The manager can listen to both the sides, clear the unnecessary doubts, and then the angry employees can resolve the conflict among themselves in a closed room.

The possibility of a heated argument or any communication gap reduces, and the chances of conflict resolution are much higher.

### External conflict

If the dispute is among the employees of two different teams or departments, then the resolution is a little tricky!

But the right way is not to ask their respective managers to resolve it; it is better to check the following and avoid any ineffective solutions:

#### 1. Different teams

The conflict among the employees of two different teams but the same **department can be solved in the way mentioned in “internal conflict” section above** or by practising team-exchange programs so that the employees get to know each other, which will help in clearing the matter more efficiently.

#### 2. Different departments

To resolve the conflict among the employees of two different departments can be resolved by efficient communication between their managers and the employees-in-question. This can also make use of a closed room, but their respective managers should not leave it at any point, to prevent heated arguments or unresolved conclusions.

Conflicts are the primary reasons for lack of productivity among different departments, so make sure your organization does not suffer from losses or inefficient outputs because of such disputes. Rectify them right away!

## TEXT 4

### HOW TO DEAL WITH A DIFFICULT COWORKER

Whether you are working in the office or at home, you will have to deal with people. Unfortunately, not all the coworkers are easy to work with. Some situations can be so complicated that you might consider leaving your job. However, there are no hopeless situations, and we have outlined some tips on how to deal with a difficult coworker.

Being able to deal with difficult people at work might be quite challenging, but at the same time, it is a great opportunity to improve your communication skills and create a better working environment for yourself and your colleagues who also struggle at the workplace because of a difficult person.

#### Types of colleagues that are hard to deal with

Difficult coworkers come in many forms and shapes in all workplaces. How you deal with them depends on your self-confidence, your bravery and on how close you need to work with the person day-to-day during your working time.

There are many types of people who appear to be hard to work with, but we will mention only some most widespread types of those who are really a trouble at a workplace.

1. *Bully* at work is one of the most difficult people to deal with. The astounding amount of workers confesses that the reason for changing the job is being intimidated by a person they worked with. Those who quit the job felt not eager to go to work in order to avoid being insulted, yelled at and regularly criticized.

2. Another type of people who are not easy to cope with is a *negative coworker*. They always complain about everything and find faults even in something that is great for everyone else. They constantly want your attention in order to express their dissatisfaction. In result, interaction with them drains you out of energy, brings distress and hampers you to be productive in the workplace.

3. *Gossiper* can be classified as another type of coworkers that may annoy you and disrupt your productive working. Of course, there are those employees who would be quite happy to know all office rumors, even if they are blown out of proportion. But you may feel uncomfortable around such people, as they want to share a lot of personal information about other colleagues that you do not want to know. They even may start nagging you to disclose what you know.

4. Very often the top of the destructive forces at the workplace can be your own *boss*. He is the one who supposed to support, encourage, give direction and help you develop professionally. However, he ends up being the reason of why you dread going to work and get back home after working day devastated and stressed out.

Motivating your employees and encouraging them to develop their skills are the traits of a good boss, but, unfortunately, many of those who are in charge seem to miss this point, to the disappointment of the employees.

## TEXT 5

### 4 WAYS OF DEALING WITH A DIFFICULT COWORKER

#### 1. Staying calm

When the person is on the edge, it is difficult to take whatever he or she says seriously. It concerns all spheres of life, but it is especially relevant to the workplace, where you are supposed to stay professional and be in control of your emotions at all times. Dealing with an unpleasant coworker requires extra stamina because if you lose your temper, the chances that you pass your message to him decrease. Moreover, you might end up being considered the one who is actually a difficult colleague.

#### 2. Trying to understand the reasons behind an unpleasant behavior

The last thing that you want to get into is why the colleague behaves the way that is annoying you. You are here to work and you are not his boss (or a mom) to tell him how he should behave at the workplace.

However, if the person is really toxic and harmful for your working process, the actions need to be taken. The thing is that if a person is annoying or is being mean to you, he might do this unintentionally. There is no need to take it personally,

but understanding why he chooses to behave this way may help effectively deal with it. Maybe the person with a bad hygiene does not even suspect that he causes inconveniences to you.

This can be solved in a brief, friendly conversation. Perhaps, the reason why the person is criticizing you and is trying to put you down is that he is intimidated by you. There are many reasons for the dysfunctional behavior of your colleague, but having a private conversation might help solve the issue.

### 3. Ignoring a difficult colleague

If the unpleasant coworker refuses to cooperate with you without any intention to change the situation, the best solution might be to ignore him. It is better to avoid any communication with him and concentrate on your work.

There are cases when it is impossible to eliminate the communication completely, so at least it should be kept to a minimum. Focus on your work, communicate more with other colleagues who give you a great energy and do not hinder your professional development.

### 4. Getting to drastic measures

Okay, so you have done all you could and your colleague is still making your working environment unbearable. Now it is a time to ask for help from a higher authority. Of course, this should be done only in extreme cases when the situation is really out of hand and the person that you dislike disrupts working process way too much.

If you decided in favor of this drastic method, be careful with your actions. If you complain too many times you might get yourself into a trouble. The higher authority might consider you the one who is unable to communicate with coworkers effectively and handle problems yourself. The majority of people spend more time at work with coworkers than at home with family and friends. Not so many of us are lucky to work in a great team, which is supportive and facilitating for professional development. In fact, very often we face with coworkers that display disruptive, unpleasant and dysfunctional behavior. If there is such issue in your workplace, it seems that the best solution is to change a job.

However, the experience of solving problems with difficult coworkers and ability to build positive relationships with members of your team will give you new skills that will for sure help you excel in your job and your career.

An argument with your boss will make the workplace feel awkward. **There's always a time and place for disagreement, or at least fair and**

respectful constructive criticism. Once in a while, some people may get carried away and turn what would have been a productive discussion into a full blown argument.



Arguments don't always lead to employees losing their jobs, as long as they weren't egregiously ugly. Employees who can fix the situation and restore the harmony may not even see any consequences, provided they act quickly and appropriately.

#### DISCUSSION 4

1. Can you say “No” to your boss or leader?
2. Is a supervisor always right?
3. Do employees always try to please their boss?
4. Is it a good idea to make friends with your boss?
5. What is subordination?

#### READING TEXT 6

### A CONFLICT WITH YOUR BOSS

If you've just got into a verbal tiff with your boss, you'll need to act soon – no matter whose fault it was.

#### 1. Give Yourself an Assessment

An argument involves two people. You need to start by examining yourself and how you contributed to the argument. Even if it started with your boss angering or upsetting you, you need to consider what you did in response that escalated the situation.

Maybe you let your feelings get too far ahead of your thoughts. Maybe you'd let some unresolved issues accumulate, resulting in a heated exchange.



You can't assume what your boss was thinking at the time, or what your boss should have done differently. Taking a personal inventory allows you to form the right response to the situation.

Be willing to accept the mistakes you've made – if you deny them all and reject the notion of accountability, you won't be able to grow personally and professionally.

#### 2. Give Assessment to Your Boss's behavior

You can't get inside your boss's head, and it might be inappropriate to ask probing questions. Instead, you'll need to take what you know and piece together your observations. Is your boss obviously going through a rough time right now? Has the workplace been extremely stressful or shorthanded? If your company is going through major transitions that have put a lot of pressure on your boss? These factors may have contributed to the argument you had.

Developing some empathy for your boss's position will help you form the proper apology. When you have a solid grasp of all the factors affecting the situation,

you can choose your words carefully. You can avoid hitting tender nerves or bringing up issues that may have started the argument in the first place.

You may come to the conclusion that your boss did or said things that were objectively wrong, regardless of the circumstance. If your boss used **offensive language or direct insults at you, especially if you weren't speaking in the same manner**, this may be larger than the typical workplace argument.

Seriously contemplate whether or not you can continue to work with your boss in situations where you were made to feel unsafe, denigrated, or discriminated against – especially if other employees have expressed a similar sentiment. This is an issue that HR needs to address immediately.

### 3. Learn [the Art of Apologizing](#)

Genuine apologies are the only apologies that matter. When you make **thorough use of the word “but”** or try to explain why you did the things you did, it might appear that **you're attempting to shift the blame onto someone else**.

A true apology is **thorough ownership for one's own part in a dispute or a bout of misbehavior that doesn't address or reflect upon the other party in any way**. If they have something to apologize for, they need to recognize that on

**their own. They may not, but you can't control what your boss does.**

Even if both you and your boss raised your voice, it's not up to you to address **what your boss did. You might have been yelling in response, but that wasn't important. What's important is that you chose to react that way, and that's exactly how you need to accept ownership of it.**

If you have a great boss, he or she might feel compelled to apologize for what was done in response to your apology. Blameless apology opens the door for a productive dialogue where both people can begin the discussion about what they need to do better.

This may not happen right away because your boss might not yet be ready. At **the very least, minds will be kept open and you've handled your own part.**

### 4. [Modify Your Behaviors](#)

**Saying you're sorry but not acting like your sorry won't make much of a difference.** If your boss has taken an issue with recurring behaviors or a workplace **problem that's been ongoing.**

To demonstrate that your apology was sincere, you need to make sure that **your actions are matching your words. If you don't fully commit yourself to your efforts, you're going to find yourself back in the same position. This might lead to permanent career damage, so it's crucially important to devote yourself to professional betterment.**

Even if your boss laid out some feedback or criticisms that seemed exceptionally harsh, you need to show that you were receptive to what was said.



Have you really been showing up late a lot? Make an effort to come in five minutes early as often as you can.

If your boss said that **you've been argumentative or arrogant**, take every opportunity you can find to be **receptive and humble**. **Let everyone see that you've** acknowledged your wrongdoing and are making an effort to restore peace and harmony.

#### 5. Prevent the situation from recurring

Arguments leave some lingering tension. It might take a few weeks for things to fully cool down. While tensions are still high, another argument is much more likely to happen. You might need to take a day to apologize if you feel too strongly about the situation to be able to apologize without a bias.

No matter how you decide to handle the argument and its aftermath, you need **to be sure that your emotions aren't affecting your ability to move forward**. It might feel embarrassing when the argument happened recently, but that's a feeling that will dissipate with time. You likely depend on your boss for a lot of things, but it's important to remember that your boss is also depending on you.

**Symbiotic relationships are the easiest to repair, and if you're both competent professionals, you'll be able to let the past go.**

# 6 NEGOTIATIONS

## Vocabulary

Accessible	доступный
According to	согласно чему-либо
Activity	деятельность
Bar chat	барная стойка
Behavior	поведение
Benefit (v, n)	польза, выгода
Boom days	процветание, дни наибольшей активности покупателей
Budget (n, v)	бюджет, закладывать в бюджет
Compared to/ with	по сравнению с
Conference room	конференц зал
Conglomerate	конгломерат
Content	содержимое
Corporate entertaining	корпоративный отдых
Corporate gift giving	дарение подарков в деловой среде
Cost control	контроль ценообразования
Credit environment	доверительная среда
Cuisine	кухня, стол (питание; кулинарное искусство)
Delicacy	деликатность, такт, учтивость
Destination	место назначения, пункт назначения
Economic boom	экономический бум
Economic decline	экономический упадок
Effective way	эффективный способ
Entertainment book	справочник развлекательных учреждений
Establishment	создание, образование, учреждение
Etiquette	этикет, профессиональная этика
Event	событие, мероприятие
External affairs	внешние отношения, политика
For a variety of reasons	по различным причинам
Gift/ present	подарок
High demand for	высокий спрос на что-либо
High-class entertainment	развлекательное мероприятие высокого уровня

Hospitality	гостеприимство
Hostess/host/owner	хозяйка, хозяин, владелец (дома) гостиницы, пансионата; принимающая сторона
In addition to	в дополнение к
In particular	в частности
Influential	влиятельный
Light meal	легкая пища
Location	месторасположение
Losses/ expenses	убытки, издержки
Mutual interest	обоюдный интерес
Occasion	случай, шанс, повод
Overseas countries	зарубежные страны
Participant	участник
Per participant	на одного участника
Relationship	отношение, взаимоотношение; связь, родство
Responsibility	ответственность
Restructuring	реструктуризация, перестройка структуры
Shareholder	акционер; пайщик, владелец акций
Spacious	просторный
Sponsorship	спонсорство
Survey	опрос, анкетирование
Trend	курс, направление ,тенденция
To ask for a bill	попросить принести счет
To attend a conference	присутствовать на конференции
To avoid doing smth	уклоняться от
To be abroad on business	быть в командировке за границей
To be in steep decline	чрезмерный, непомерно высокий упадок
To be familiar with	быть знакомым с чем-либо
To be located/situated	располагаться , находиться
To book a table (Br.) / to make a reservation (Am.)	заказать, зарезервировать столик в ресторане
To call off= to cancel	отменить, аннулировать
To come over	преодолеть
To complain	жаловаться
To confirm the booking	подтвердить заказ (столика, билета)
To create demand	порождать спрос
To cut down (a budget)	сокращать
To do business	иметь деловые отношения, торговать с



To entertain	развлекать
To feel at ease	чувствовать облегчение
To find out	обнаружить, узнать
To force	заставлять, вынуждать
To indicate	указывать
To inform	информировать
To invest/investment	инвестировать, инвестиции
To give a lift to smb.	подвозить
To halve	уменьшить вдвое
To have a dessert	скушать десерт
To have fun	веселиться
To have the main course	скушать основное (горячее) блюдо
To hold a conference	проводить конференцию
To increase	увеличивать
To keep an old client	сохранить постоянного клиента
To leave a tip	оставить чаевые
To look at the menu	изучить меню
To look forward to doing smth	ждать с нетерпением чего-то
To multiply	преумножать
To obtain immediate sales	получать немедленные продажи
To order	заказать
To pay for	заплатить
To put down the receiver	положить телефонную трубку (закончить разговор)
To recognize smb	узнать кого-то
To recommend	рекомендовать
To reply to	ответить
To retain customers	сохранить клиентов
To reveal	обнаружить, выяснить
To select	выбирать
To spend money on corporate entertaining	тратить деньги на корпоративные развлечения
To take part in / to participate	участвовать
To take smb out	пригласить кого-то в кафе, ресторан
To throw out	выбросить

To tighten	привязать
To turn down /to refuse	отказаться
To turn up /to <b>appear</b> / to arrive	появляться
To take up/ to <b>accept</b>	принять
Venue	помещение
Year-in/ year-out	из года в год

### DISCUSSION 1

Discuss these questions:

1. If someone comes from another country, what differences do you expect in their behavior, manners, eating habits, etc.? Think of some examples.
2. Which other nationalities do you think are most different from your own? Give your reasons.

### READING

#### TEXT 1

## GOOD MANNERS, GOOD BUSINESS

Nobody actually wants to cause offence but, as business becomes ever more international, it is increasingly easy to get it wrong. There may be a single European market but it does not mean that managers behave the same in Greece as they do in Denmark.



In many European countries handshaking is an automatic gesture. In France good manners require that on arriving at a business meeting a manager shakes hands with everyone present. This can be a demanding task and, in a crowded room, may require gymnastic ability if the farthest hand is to be reached.

Handshaking is almost as popular in other countries – including Germany, Belgium and Italy. But Northern Europeans, such as the British and Scandinavians, are not quite so fond of physical demonstrations of friendliness.

In Europe the most common challenge is not the content of the food, but the way you behave as you eat. Some things are just not done. In France it is not good manners to raise tricky questions of business over the main course. Business has its place: after the cheese course. Unless you are prepared to eat in silence you have to talk about something – something, that is, other than the business deal which you are continually chewing over in your head.

Italians give similar importance to the whole process of business entertaining. In fact, in Italy the biggest fear, as course after course appears, is that you entirely forget you are on business. If you have the energy, you can always do the polite thing when the meal finally ends, and offer to pay. Then, after a lively discussion, you must remember the next polite thing to do – let your host pick up the bill.

In Germany, as you walk sadly back to your hotel room, you may wonder why **your apparently friendly hosts have not invited you out for the evening. Don't worry,** it is probably nothing personal. Germans do not entertain business people with quite the same enthusiasm as some of their European counterparts.

The Germans are also notable for the amount of formality they bring to business. As an outsider, it is often difficult to know whether colleagues have been working together for 30 years or have just met in the lift. If you are used to calling people by their first names this can be a little strange. To the Germans, titles are important. Forgetting that someone should be called Herr Doctor or Frau Direktorin might cause serious offence. It is equally offensive to call them by a title they do not possess.

In Italy the question of title is further confused by the fact that everyone with a university degree can be called Doitore - and engineers, lawyers and architects may also expect to be called by their professional titles.

These cultural challenges exist side by side with the problems of doing business in a foreign language. Language, of course, is full of difficulties disaster may be only a syllable away. But the more you know of the culture of the country you are dealing with, the less likely you are to get into difficulties. It is worth the effort. It might be rather hard to explain that the reason you lost the contract was not the product or the price, but the fact that you offended your hosts in a light-hearted comment over an aperitif. Good manners are admired: they can also make or break the deal.

## *DISCUSSION 2*

**1. Do you agree with the saying 'When in Rome, do as the Romans do'? Do you have a similar saying in your language?**

**2. What are the 'rules' about greeting people in your country? When do you shake hands? When do you kiss? What about when you say goodbye?**

3. Think of one or two examples of bad manners. For example, in Britain it is considered impolite to ask people how much they earn.

4. What advice would you give somebody coming to live and work in your country?

READING  
TEXT 2

HOW NOT TO BEHAVE BADLY ABROAD

Travelling to all corners of the world gets easier and easier. We live in a global village, but how well do we know and understand each other? Here is a simple test.

Imagine you have arranged a meeting at four o'clock. **What time should you expect your foreign business colleagues to arrive? If they're German, they'll be bang on time. If they're American, they'll probably be 15 minutes early. If they're British, they'll be 15 minutes late, and you should wate up to an hour for the Italians.**

When the European Community began to increase in size, several guidebooks appeared giving advice on international etiquette. At first many people thought this was a joke, especially the British, who seemed to assume that the widespread understanding of their language meant a corresponding understanding of English customs. Very soon they had to change their ideas, as they realized that they had a lot to learn about how to behave with their foreign business friends.

For example:

The British are happy to have a business lunch and discuss business matters with a drink during the meal; the Japanese prefer not to work while eating. Lunch is a time to relax and get to know one another, and they rarely drink at lunchtime.

The Germans like to talk business before dinner; the French like to eat first and talk afterwards. They have to be well fed and watered before they discuss anything. Taking off your jacket and rolling up your sleeves is a sign of getting down to work in Britain and Holland, but in Germany people regard it as taking it easy.

American executives sometimes signal their feelings of ease and importance in their offices by putting their 'feet on the desk whilst on the telephone. In Japan, people would be shocked. Showing the soles of your feet is the height of bad manners. It is a social insult only exceeded by blowing your nose in public.

The Japanese have perhaps the strictest rules of social and business behaviour. Seniority is very important, and a younger man should never be sent to complete a business deal with an older 55 Japanese man. The Japanese business card almost needs a rulebook of its own. You must exchange business cards immediately on **meeting because it is so essential to establish everyone's status and position.** When it is handed to a person in a superior position, it must be given and received with both hands, and you must take time to read it carefully, and not just put it in your pocket! Also the bow is a very important part of greeting someone. You should not expect the Japanese to shake hands. Bowing the head is a mark of respect and the first bow of the day should be lower than when you meet thereafter.

The Americans sometimes find it difficult to accept the more formal Japanese manners. They prefer to be casual and more informal, as illustrated by the universal **'Have a nice day!'** American waiters have a one-word imperative **'Enjoy!'** The British, of course, are cool and reserved. The great topic of conversation between strangers in Britain is the weather— unemotional and impersonal. In America, the main topic between strangers is the search to **find a geographical link.** **'Oh, really? You live in Ohio? I had an uncle who once worked there.'**

“When in Rome, do as the Romans do”.

Here are some final tips for travellers.

**In France you shouldn't sit down in a cafe until you've shaken hands with everyone you know.**

In Afghanistan you should spend at least five minutes saying hello.

**In Pakistan you mustn't wink. It is offensive.**

In the Middle East you must never use the left hand for greeting, eating, drinking, or smoking. Also, you should take care not to admire anything in your **hosts' home. They will feel** that they have to give it to you.

In Russia you must match your hosts drink for drink or they will think you are unfriendly.

In Thailand you should clasp your hands together and lower your head and your eyes when you greet someone.

In America you should eat your hamburger with both hands and as quickly as **possible. You shouldn't try to have a conversation until it is eaten.**

# 7 MARKETING

## Vocabulary

Words	Translation
Advertisement / advert/ ad	реклама
Advertising agency	рекламное агентство
Advertising budget	рекламный бюджет (смета расходов фирмы на рекламу)
Advertising campaign	рекламная кампания (комплекс рекламных и сопутствующих мероприятий, осуществляемых с целью продвижения товара на рынке и стимулирования продаж)
Amount	Сумма
Available	доступный; имеющийся в распоряжении, наличный
Belief	вера; доверие; убеждение
Brand	торговая марка, бренд
Brand value	реальная стоимость акций брэнда на рынке
Budget	бюджет; финансовая смета
Certain	точный, определённый
Choice	Выбор
Competing brands	конкурирующая марка, марка конкурента
Competitive advantage	конкурентное преимущество/отличие
Competitor/ competition	конкуренторевнование, состязание/ конкурс; конкурсное испытание
Conscious (fashion, health ~)	сознательный, осознанный
Considerable	значительный; важный, заслуживающий внимания, существенный
Consumer	Потребитель
Consumer behaviour	поведение потребителей
Consumer goods	потребительские товары, товары народного потребления
Consumer profile = a kind of picture of the typical customer	рофиль потребителя (основные демографические и психографические характеристики потребителя конкретного товара: пол, возраст, уровень дохода, поведенческие характеристики)
Creative	созидательный, творческий
Customer	покупатель; потребитель; заказчик; клиент

Customer loyalty	приверженность потребителей (какому-л. виду товара)
Decline (n, v)	падение, спад; уменьшаться, идти на убыль
Definition	пределение, формулирование (процесс); дефиниция, формулировка
Delay (n, v)	задержка, приостановка; откладывать; отсрочивать
Desire (n, v)	желание; испытывать сильное желание, жаждать, мечтать, очень хотеть
Dispatch (n, v)	отправка, отправление, отсылка (курьера, почты); отправка, отправление, отсылка (курьера, почты)
Existence	Существование
Expenses/ costs	расходы, издержки
Experience (n, v)	опыт; испытывать, знать по опыту
Failure	неудавшееся дело, неудача, неуспех, провал
Fair	порядочный, честный, справедливый; законный
Feature	особенность, характерная черта
Income level	уровень дохода
Incredibly	невероятно; маловероятно
Initially	в начальной стадии, в начале; в исходном положении
Label	ярлык, этикетка, наклейка, бирка
Likely	вероятный, возможный
Luxury	богатство, пышность, роскошь
Market	рынок (сбыта); сбыт; спрос
Market niche	рыночная ниша
Market research	маркетинговое исследование
Market segment	сегмент рынка, сектор рынка, рыночный сегмент
Market share	доля на рынке
Marketing campaign	маркетинговая компания
Marketing mix	комплекс маркетинга
Meaningful	выразительный, многозначительный
Memorable	незабвенный, (досто)памятный, незабываемый
Necessity	необходимость, настоятельная потребность
Particular	редкий, особенный, специфический
Per capita	на человека, на душу населения
Percentage	процент; процентное отношение; процентное содержание
Powerful	влиятельный, могущественный, действенный
Price	Цена

Product	продукт; продукция; выработка, изделие
Product availability	наличие товара (присутствие необходимого товара в магазине или на складе)
Product launch	выпуск новых товаров на рынок
Product life cycle	жизненный цикл продукта
Product range	номенклатура выпускаемых изделий
Production costs	заводская себестоимость; издержки производства
Profitable	полезный; благоприятный
Promise (n, v)	Обещание, перспектива, проекция; обещать, давать обещание, подавать надежды
Promotion	продвижение по службе; повышение в звании; производство в чин
Publicity (extensive ~, wide ~, ~ agent)	гласность, публичность
Purchase (n, v)	покупка; закупка, купля; покупать, закупать (приобретать что-л. за деньги)
Quality	Качество
Recognizable	легко узнаваемый; распознаваемый
Sales	объем продаж, объем сбыта, товарооборот
Sales figures	данные об объёме продаж, доходе от продаж
Sales forecast	прогноз сбыта, прогноз продаж (оценка ожидаемого объема продаж в натуральных и стоимостных показателях)
Sales leaflet	рекламно-коммерческая листовка, рекламный листок
Sales target	план продаж [
Strap line = slogan	лозунг, призыв; девиз
To achieve/ to reach	добиваться, достигать
To advertise on TV, on Internet	рекламировать по телевидению, в интернете
To appeal to	Ссылаться
To associate with	ассоциировать, связывать с (кем-л. / чем-л.)
To be a failure	не иметь успеха
To be worth doing smth.	заслуживающий того, чтобы что-либо сделать
To believe	Верить
To belong to	быть собственностью
To carry out market research	осуществлять маркетинговое исследование
To choose	Выбирать
To concentrate on	сосредоточить(-ся) на
To continue – discontinue	продолжать – не продолжать



To decrease	уменьшаться, убывать, сокращаться
To define	характеризовать; определять, устанавливать
To determine	пределять, устанавливать
To distinguish from	отличать от
To establish a brand	основывать бренд
To expect smb to do	надеяться, что кто-либо сделает что-либо
To extend the range	расширять диапазон
To find out	знать, разузнать, выяснить; понять; раскрыть (обман, тайну)
To increase	возрастать, увеличиваться; расти; усиливаться
To involve	привлекать, вовлекать, втягивать
To keep up with the demand	удовлетворять спрос в достаточном количестве
To launch a new product	выпускать новый продукт
To launch an advertising campaign	запускать рекламную кампанию
To make ads	создавать рекламы
To make a product available to the public	делать продукцию доступной для общества
To manufacture/ to produce	производить, изготавливать; выделять, обрабатывать, перерабатывать/производить, выпускать; вырабатывать; изготавливать
To mean	намереваться, иметь в виду
To overspend	тратить слишком много; сорить деньгами
To pay extra for	доплачивать за
To queue up	стоять в очереди
To recognise	знать, опознавать, осознавать
To reflect	Отражать
To reinforce	укреплять, усиливать
To rely on smb	надеяться на кого-либо
To result in	кончаться (чем-л.) , иметь результатом
To retail	продавать в розницу
To spend money on smth	тратить деньги на что-либо
To submit to	поддаться чему-либо
To withdraw	отодвигать, отдёргивать; отнимать
Usual – unusual	быкновенный, обычный – необыкновенный, необычный
Value	ценность, важность; стоимость
Volume of sales	объем продаж
With regard to	относительно; в отношении; что касается
Word of mouth	молва; сарафанное радио

## DISCUSSION 1

Discuss with your partner these questions.

1. **What images spring to mind when you hear the word 'marketing'?**
2. Would you like to work in marketing?
3. What marketing tactics do you think are very successful?
4. What do you think of things like Christmas being marketed?
5. What do marketing executives do in their jobs?
6. How has the Internet changed marketing?
7. Is there too much hype in marketing?
8. **What do you think of McDonalds' marketing techniques aimed at attracting children?**
9. How would you start marketing a product or idea you had?
10. What is your opinion of marketing in the era of globalization?

## READING

### TEXT 1

#### MARKETING

The marketing concept of building an organization around the profitable satisfaction of customer needs has helped firms to achieve success in high-growth, moderately competitive markets. However, to be successful in markets in which economic growth has leveled and in which there exist many competitors who follow the marketing concept, a well-developed marketing strategy is required. Such a strategy considers a portfolio of products and takes into account the anticipated moves of competitors in the market.



The American Marketing Association defines marketing as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives." Marketers use an

assortment of strategies to guide how, when, and where product information is presented to consumers. Their goal is to persuade consumers to buy a particular brand or product.

Successful marketing strategies create a desire for a product. A marketer, therefore, needs to understand consumer likes and dislikes. In addition, marketers must know what information will convince consumers to buy their product, and whom consumers perceive as a credible source of information. Some marketing strategies use fictional characters, celebrities, or experts (such as doctors) to sell

products, while other strategies use specific statements or "health claims" that state the benefits of using a particular product or eating a particular food.

#### Impact and Influence

Marketing strategies directly impact food purchasing and eating habits. For example, in the late 1970s scientists announced a possible link between eating a high-fiber diet and a reduced risk of cancer. However, consumers did not immediately increase their consumption of high-fiber cereals. But in 1984 advertisements claiming a relationship between high-fiber diets and protection against cancer appeared, and by 1987 approximately 2 million households had begun eating high-fiber cereal. Since then, other health claims, supported by scientific studies, have influenced consumers to decrease consumption of foods high in saturated fat and to increase consumption of fruits, vegetables, skim milk, poultry, and fish.

Of course, not all marketing campaigns are based on scientific studies, and not all health claims are truthful. In July 2000 a panel of experts from the U.S. Department of Agriculture supported complaints made by the Physicians Committee for Responsible Medicine that the "Got Milk" advertisements contained untruthful health claims that suggested that milk consumption improved sports performance, since these claims lacked scientific support. In addition, the panel agreed with the physicians' claim that whole milk consumption may actually increase the risk of heart disease and prostate cancer, and recommended that this information be included in advertisements.

The tremendous spending power and influence of children on parental purchases has attracted marketers, and, as a result, marketing strategies aimed at children and adolescents have increased. Currently, about one-fourth of all television commercials are related to food, and approximately one-half of these are selling snacks and other foods low in nutritional value. Many of the commercials aimed at children and adolescents use catchy music, jingles, humor, and well-known characters to promote products. The impact of these strategies is illustrated by studies showing that when a majority of television commercials that children view are for high-sugar foods, they are more likely to choose unhealthy foods over nutritious alternatives, and vice versa.

#### Inappropriate Advertisements

Attempts to sell large quantities of products sometimes cause advertisers to make claims that are not entirely factual. For instance, an advertisement for a particular brand of bread claimed the bread had fewer calories per slice than its competitors. What the advertisement did not say was that the bread was sliced much thinner than other brands.

Deceptive advertising has also been employed to persuade women to change their infant feeding practices. Advertisers commonly urge mothers to use infant formula to supplement breast milk. Marketing strategies include giving women trial

packs or coupons for several months of free formula. Often, women are not aware that supplementing breast milk with formula will reduce or stop their milk supply. When the samples and coupons are no longer available, women may try to "stretch" the formula by mixing it with water, unaware that diluting the formula places their infant at risk for malnutrition. Many groups have objected to the use of marketing strategies that include free formula and coupons, and infant-formula manufacturing companies have been forced to modify their marketing practices.

Other marketing strategies involve labeling foods as "light," meaning that one serving contains about 50 percent less fat than the original version (or one-third fewer calories). For example, a serving of light ice cream contains 50 percent less fat than a serving of regular ice cream. As a result, consumers mistakenly believe that eating light food means eating healthful food. However, they fail to realize that a serving of the light version of a food such as ice cream can still contain more fat and sugar than is desirable.

Food labels with conflicting information often confront consumers. For example, labels claiming "no fat" do not necessarily mean zero grams of fat. Food labeling standards define low-fat foods as those containing less than 0.5 gram of fat per serving. Therefore, consuming several servings may mean consuming one or two grams of fat, and people are often unaware of what amount of a food constitutes a "serving." In addition, foods low in fat may be high in sugar, adding additional calories to one's daily caloric intake. Too often, consumers mistakenly translate a claim of "no fat" into one of "no calories."

Other examples of conflicting claims include labels advertising foods as "high in fiber," without specifically indicating the presence of high levels of salt, sugar, or other nutrients. Also, labels advertising dairy products as high in calcium, and thus offering protection from osteoporosis, are often missing information relating to the high fat content and its possible contribution to the risk of heart disease.

Consumers are also misled by food comparisons. For example, one fruit drink may be advertised as containing more vitamin C than another, when in reality neither of the drinks are a good source of the vitamin. In addition, labels on some fruit drinks claim that the product "contains real fruit juice" when, in reality, the fine print reveals that one serving contains "less than 10% fruit juice."

#### Recommendations for Responsible Food Marketing

Consumers rely on product advertisements and food labels for nutritional education. The American Association of Advertising Agencies states that responsible food marketing strategies should: (1) avoid vague, false, misleading, or exaggerated statements; (2) avoid incomplete or distorted interpretations of claims made by professional or scientific authorities; and (3) avoid unfair product comparisons. Advertisers must also consider the long-term consequences or potential for harm stemming from their claims. While these recommendations are

important in developed countries, they become even more critical in international marketing campaigns.

It is also important for consumers to recognize their role in evaluating health claims and product comparisons. While advertisers are aware of the need for truth in advertising, sometimes their desire to sell products over-shadows an accurate disclosure of product attributes. Advertisers should bear in mind that inaccurate or vague health claims have the potential to cause economic hardship, illness, and even death. Lastly, marketing strategies used in developing nations should be subjected to the highest standards of truth in advertising.

Marketing strategy is a method of focusing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. A marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements; identifies the firm's marketing goals, and explains how they will be achieved, ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources. It is most effective when it is an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects, and competitors in the market arena. Corporate strategies, corporate missions, and corporate goals. As the customer constitutes the source of a company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement.[4]

#### The Keys to Developing Successful Marketing Strategies



A successful marketing strategy is judged by how effectively it can be used. Many people know that a successful marketing strategy puts a lot of different factors into consideration and uses these factors as a collective.

There are, however, five main keys to developing successful marketing strategies. Every successful entrepreneur will tell you that these five always play a part in the development of a successful marketing strategy:

1) *Strengths* - A successful marketing strategy always considers the various strengths that a company has. These strengths should be present within the company and the company should be able to use it in order to achieve the desired goal. It is clear that every company has strengths which it could use to gain advantages over

the competition. These strengths could range from having more resources to having more experience. The strategy must utilize the strengths to the maximum. Every effort expended should be directed towards the achievement of the goal.

2) *Weaknesses* - Just as every company has strengths, every company also has its weaknesses. A successful marketing strategy needs to take these weaknesses into account and help people overcome them. A successful marketing strategy should be realistic regarding its weaknesses in order to truly be effective.

Successful marketing strategies have often turned potential weaknesses into strengths. Anything is possible with the right manipulation of a company's strength. By taking account of the potential weaknesses, a company will be able to find ways of coping for those weaknesses. They could actually remedy those weaknesses and make sure that they will not be the downfall of the company.

3) *Opportunities* - Successful marketing strategies have always taken advantage of every available opportunity for advancement. By taking account of existing opportunities, a company will be looking at the various stepping stones that it can use in order to achieve success. Various opportunities are always available in a market.

However, these opportunities are often shrouded and need a keen eye and a good sense to take advantage of them. In taking advantage of opportunities, however, the company must not lose sight of the main goal through which it can measure success.

4) *Threats* - Since the market contains opportunities for the company, it should also be mentioned that it does contain threats. People should be aware of any potential even that could bring a company to its knees.

Successful marketing strategies have always included methods of riding out these threats and adapting to them in such a way that they will endure them. The most successful marketing strategies, in fact, have actually been able to turn these threats into opportunities. Take BMW for example: when it was faced with the threat of being forbidden to manufacture airplanes, it took to manufacturing cars. That's a great way of turning a threat into an opportunity.

5) *Implementation* - A marketing strategy needs to be implemented in order to be successful. The implementation is the final test of how successful a marketing strategy actually is. It could be clever, it could be simple, it could be cunning, and it could be obvious. The successful marketing strategy is always implemented. Without this final test, the marketing strategy is just a marketing strategy. Success is determined by the use, not by the design.

These are the five keys to a successful marketing strategy. Mark them well, for they might help you to achieve success someday.

## CONCEPT OF MARKETING

**What does the term of “marketing” mean? Many people think of marketing as selling and promotion.** In fact selling is only the tip of the marketing iceberg. It is but one of several marketing functions – and often not the most important one. If the marketer does a good job of identifying consumer needs, developing good products, and pricing, distributing, and promoting them effectively, these goods will sell easily.

Most businesses now are dominated by an orientation toward marketing, not toward production. Marketing has become a key factor in business success. **Today’s companies face increasingly stiff** competition, and the rewards will go to those who can best identify customer needs and deliver the greatest value to their target customer. Marketing activities are an expensive undertaking, and their costs are built into the prices of products. It is estimated that at least half of the cost consumer pays for a product is accounted for by marketing expenditures.

Since no organization can satisfy all consumer needs, it must concentrate its efforts on certain needs of a specific group of potential customers. This is the *target market*. One of the advantages of target marketing is the possibility of becoming the leader in a specific market segment. *Market segmentation* involves aggregating prospective buyers into groups that 1) have common needs and 2) will respond similarly to a marketing action.

Modern marketing is most simply defined as the process of directing the flow of goods from producers to customers. It encompasses a broad range of activities including product planning, new-product development, organizing the channels by which the product reaches the customer, the actual distribution of products, wholesaling, price setting, advertising and promotion, public relations, retailing, product warranties, financing, and more.

*Market research* estimates the demand for specific products and services, describes the characteristics of probable customers, and measures potential sales. *Marketing research studies* people as buyers and sellers, examining their habits, attitudes, preferences, dislikes, and purchasing power and almost every aspect of the seller-buyer relationship. It also investigates distribution systems, pricing, promotion, product design, packaging, brand names, etc.

A marketing strategy is a means by which a marketing goal is to be achieved, characterized by 1) a specific target market and 2) a marketing program to reach it. A *marketing program* is a plan that integrates *the marketing mix* to provide a good, or service to prospective customers. The elements of the marketing mix, usually called *the 4 Ps*, are as follows:

- *Product*: **a good, a service, or an idea to satisfy the consumer’s needs;**
- *Price*: what is exchanged for the product;
- *Promotion*: a means of communication between the seller and buyer;
- *Place*: a means of getting the product into the **consumer’s hands.**

To implement a marketing program successfully, hundreds of detailed decisions are often required, such as writing an advertising copy or selecting the amount for temporary price reductions. These decisions, called *marketing tactics*, are detailed day-to-day operational decisions that must be taken right away.

Within the field of economics, two types of marketing are defined: micro marketing and macro marketing. The former describes the activities of individual firms, beginning with originating and producing products and ending when the products reach the final user, the customer. Macro marketing, by contrast, describes how the whole system of production and distribution works in a society. Marketing is not confined to profit-making companies that manufacture products. Doctors, lawyers, hospitals, colleges, museums, and other service enterprises also engage in marketing.

#### A. Translate from English into Russian.

Marketing Research can be defined as the function that links the customer to the marketer through information – information used to identify and define marketing opportunities and problems; to generate, refine, and evaluate marketing actions; to monitor marketing performance; and to improve understanding of the marketing process. The marketing research process involves, usually, the four steps.

Defining the problem and research objectives is often the hardest step in research process. When the problem has been carefully defined, the manager and researcher must set the research objectives. A marketing research project might have one of three types of objectives. Sometimes the objective is exploratory – to gather preliminary information that will help to better define the problem. Sometimes the objective is descriptive – to describe things such as the market potential for a product or the demographics and attitudes of customers who buy the product. Sometimes it is casual – to test hypothesis about cause-and-effect relationships.

The second step of the marketing research process is developing a plan **for collecting the information needed. To meet the manager's information needs**, the researcher can gather secondary data, primary data or both. Secondary data consist of information that already exists somewhere, having been collected for another purpose. Primary data consist of information collected for the specific purpose.

The stage of implementing the research plan involves collecting, processing and analysing the information.

The last phase is interpretation and reporting. The researcher should try not to overwhelm manager with statistics, but to present the major findings that are useful in the decisions faced by the management.

Most large companies have their own marketing research departments. A company with no research department will have to buy the services of research firms.



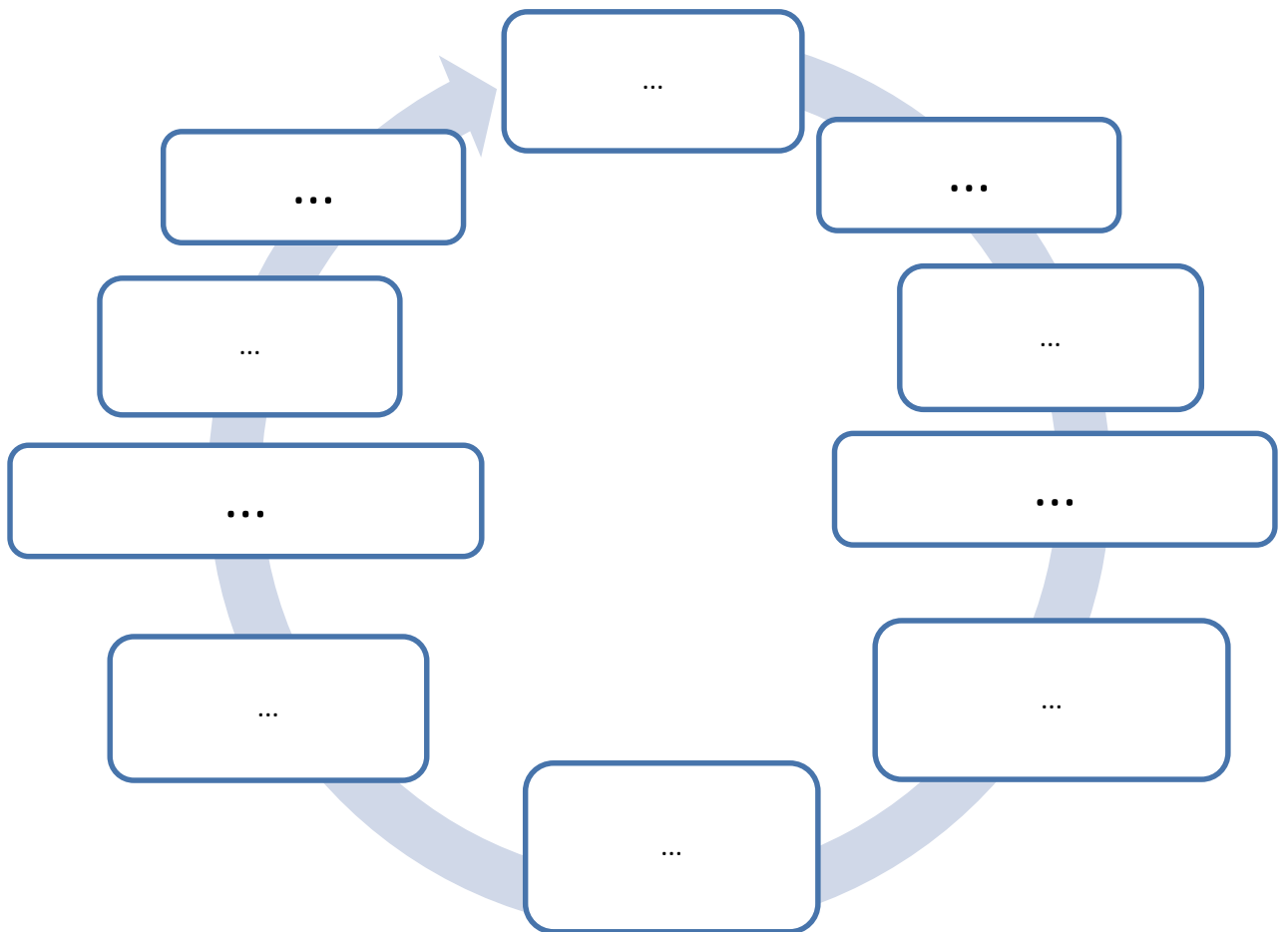
B. Translate from Russian into English.

Исследователи рынка определяют потенциальных потребителей товара, т.е. лиц, которые, как они полагают, будут покупать его. Маркетинговое исследование проводится с целью определения наиболее подходящего сочетания элементов маркетинговой программы. После тщательного исследования каждого из четырёх составляющих маркетинговой программы вырабатывается стратегия маркетинговой деятельности. Если специалистом по маркетингу проведена хорошая работа по определению потребностей покупателя, разработке привлекательного продукта, установлению конкурентоспособной цены, нахождению удобных каналов распределения и продвижения товара, то такой продукт будет распродаваться успешно. Маркетинг является ключевым фактором в успехе бизнеса в условиях жёсткой конкуренции.

## *DISCUSSION 2*

*Work in pairs. Put components of successful marketing in the right order according to their importance. Complete this chart with your own components.*

- Have a passionate curiosity for the customer.
- Have good communication skills.
- Have a strong business sense.
- Have an instinctive understanding of how your company makes money.
- Get a deep understanding of their needs and their behavior.
- Analyse all the business data and market research constantly.



## READING

### TEXT 3

*Work in pairs Read this article containing advice on dealing with cash-flow problems. Decide what sort of people the article is written for. Which pieces of advice do you find most helpful?*

#### LATE PAYERS CAN KILL A BUSINESS

MANAGING CASH FLOW in the everyday sense is about making sure you have money coming in to finance the costs of the goods and services you are producing.

**If you're a small business, the chances are that for every £100 you owe, others owe you £155. What's more, you're probably waiting up to 12 weeks to get paid. It's not right. Some business people have very definite ideas about what should be done to make things fairer.**

Improving credit control can make a world of difference to your business prospects. Profit is good, but it's cash that pays the wages.

**So here are ten tips to help you get what's due to you.**

1 ASSESS the credit risk of every customer and assign a credit limit to them before any goods are supplied. Trade and bank references should always be taken up before accepting a customer on credit terms.

2 STATE the credit terms clearly on each invoice (a pay-by date and details of interest charges).

3 ASK for a percentage of the invoice value in advance as protection against bad debt and to help cash flow.

4 **TRY credit insurance if credit checks do not come up to standard.** It's not always available, but it can provide up to 100 per cent cover on approved debts, guaranteeing payment by a specified date.

5 THINK about using debt collection agencies for smaller debts. Agency fees, usually based on a percentage, are only payable if the debt is successfully recovered.

# 8 ARRANGEMENTS

## Vocabulary

Words	Translation
Account	счёт
<b>A chain of shops</b>	сеть магазинов
Adequate	адекватный, соответствующий
Advertising budget	рекламный бюджет (смета расходов фирмы на рекламу)
Alert (to stay alert)	тревога, сигнал тревоги; бдительный, внимательный, настороженный
Approximately	приблизительно, близко, около, почти, приближённо
Broadcasting	радиовещание, трансляция; радиопередача; телевидение
Challenge (n, v)	сложная задача, проблема; ставить под сомнение, оспаривать
Common opinion	единое мнение
Complex	трудноразрешимый, сложный; запутанный
Considerable task	важная задача
Consumer goods	потребительские товары, товары народного потребления
Demand (v, n)	требование, настойчивая просьба; требовать, потребовать (с кого-л., от кого-л.); предъявлять требование
Devaluation	обесценение, обесценивание; девальвация
Endless	бесконечный; беспредельный, вечный, нескончаемый
Exchange rate	валютный (обменный) курс
Facilities	средства обслуживания; оборудование; сооружения; устройства; условия
Favour	расположение; благосклонность; оддержка, одобрение
For instance	например
Handicraft	ремесло; ручная работа
In addition	вдобавок; дополнительно; сверх того; кроме того; помимо всего прочего
In search of	в поисках
Inflation	инфляция
Infrastructure	инфраструктура
Interior	внутренний

Long-term investments	долгосрочные инвестиции
Luxury resorts	роскошные курорты
Market leader	лидер рынка, рыночный лидер (акции ведущих компаний)
Occasion	возможность, случай, шанс
Ordinary	обычный, обыкновенный; ординарный; простой
Payback period	срок погашения (задолженности); срок окупаемости
Pocket diary	карманный ежедневник
Presenter	предъявитель, податель; ведущий (телевизионной или радиопрограммы)
Product launch	выпуск продукции
Profile	краткий биографический очерк; сведения из биографии
Questionnaire	вопросник, анкета, опросный лист
Rainforests	тропический лес; влажные джунгли
Report on	доклад/сообщение о
Research	(научное) исследование; изучение; изыскание; исследовательская работа
Resort	курорт
Retirement	отставка, выход в отставку; уход на пенсию; отход от дел
Sales target	плановое задание по реализации продукции
Sanitation	оздоровление, улучшение санитарных условий; санитария
Schedule	список, перечень, каталог; опись, реестр; график, программа, план; расписание (на транспорте)
Scheme	план, проект; программа; схема
Short-term (long-term) planning	краткосрочное (долгосрочное) планирование
Significant	значительный, важный, существенный; знаменательный
Slum (to live in slums)	трущобы
Solution	решение, разрешение (проблемы и т. п.); разъяснение
Spectacular	производящий глубокое впечатление; впечатляющий; эффектный
Subsidiary	дочерняя компания
The board of directors	совет директоров
To arrange	приводить в порядок; расставлять
To attract visitors	привлекать посетителей

To broadcast throughout	передавать по радио или телевидению; вещать, транслировать
To comment on	отклик на что-л.
To do research	проводить исследование
To expect	ждать, ожидать
To go wrong	сбиться с пути истинного, согрешить; опуститься (морально); выйти из строя (о механизме)
To identify tasks	устанавливать задачи
To implement	выполнять, осуществлять; обеспечивать выполнение, приводить в исполнение
To inform personally	информировать лично
To make a list of things	составить список вещей
To offer a free customer service	Предоставлять бесплатную службу работы с покупателями (клиентами)
To plan smth from an early age	планировать что-либо с раннего возраста
To persuade	убеждать (в чём-л.) ; урезонивать; пенять
To present	преподносить; дарить; представлять
To provide with	предоставить кому-то что-либо
To remind	напоминать; быть похожим; делать напоминание
To reply	отвечать
To retire	уходить в отставку, на пенсию
To solve	ешать, разрешать (проблему и т. п.) ; находить выход; выяснять, объяснять
To step back	отвлечься, отстраниться; уступить
To stick on	включить; добавлять
To submit	подчиняться, покоряться
To take advantage of	воспользоваться случаем
To update	бновлять, дополнять (сведения, информацию) ; дорабатывать
To vary	изменять, менять
To vote by show of hands	открыто голосовать
To write a schedule/ a plan/ a report	составить расписание/ план/ отчет
To expect	ждать, ожидать
To be outside control	находиться не под контролем
To collect (information)	собирать
To consider options	рассматривать возможные варианты/ опции
To define aims	определять цели
To estimate (costs)	оценивать

To expand	растягиваться, расширяться; увеличиваться в объёме, в размерах, в количестве
To forecast (sales)	предвидеть, предвосхищать, предсказывать
To get a bonus	получить награду / премию
To improve	улучшаться; совершенствоваться; поправляться, налаживаться
To keep within (- the budget)	держаться в рамках (бюджета)
To lead to	вести к
To make a profit	получать прибыль
To meet the deadline	укладываться в срок
To overspend by ... %	тратить слишком много; сорить деньгами
To meet sales target	выполнять план продаж
To rearrange	менять, переделывать, переустраивать; передвигать; трансформировать
To reassess	производить переоценку (имущества и т. п.)
To set a deadline	назначать срок окончания работы
To work inefficiently	работать рационально/ разумно/эффективно
Training (course)	обучение
Unproductively	непродуктивно
Update	обновление, доработка, модификация; модернизация, усовершенствование
Valuable / undervalued	ценный, полезный /недооцененный, заниженный
Various	различный, разный, разнообразный
Vast	огромный, обширный, громадный; бескрайний, безбрежный, бесконечный
Waste (n, v)	растрата, расточительство, излишняя или ненужная трата; терять даром, тратить впустую (деньги, время, энергию, усилия и т. п.)

### DISCUSSION 1

Which of the following statements do you agree with? Which do you disagree with? Why?

1. 'A goal without a plan is just a wish.' Antoine de Saint-Exupéry
2. 'A man who does not plan long ahead will find trouble at his door.' Confucius
3. 'A good plan is like a road map: it shows the final destination and usually the **best way to get there.**' H. Stanely Judd
4. 'Good fortune is what happens when **opportunity meets with planning.**' Thomas Edison
5. 'Before anything else, preparation is the key to success.' Alexander Graham Bell

READING  
TEXT 1

## BUSINESS PLANNING

Business planning is a process that involves the creation of a mission or goal for a company, as well as defining the strategies that will be used to meet those goals or mission. The process can be very broad, encompassing each aspect of the operation, or be focused on particular functions within the overall corporate structure. Often, it involves the use of resources within the company as well as engaging the services of consultants to assist in designing and implementing the plan.

There are several points in the life of a business when the process of business planning is an essential task. Starting up a new company involves performing at least rudimentary planning to address such factors as defining the goals of the company, obtaining operating licenses, incorporating the business if appropriate, and defining the basic structure for the new business. Along with these factors, business planning will also address the issue of what goods and services to offer and how to go about producing those core products.

A second stage when business planning comes into play is when an existing company wishes to expand operations. This will determine what is needed in order to manage the expansion process, especially in regards to financing new facilities,

expanding sales and marketing efforts, or designing a new communications infrastructure to meet the needs of the expansion. It is not unusual for consultants to be called during this type of planning, as the process often involves a drastic **overhaul of the company's operations.**

Business planning may also be advantageous in the event of acquisitions. For example, Company A decides to buy Company B and integrate their operations into the overall company structure. This will often mean developing a business plan that addresses issues such as negotiating new service contracts with vendors to include the acquired company, combining some functions or physical locations in order to maximize efficiency, and rearranging departmental functions and the personnel who will staff those departments. As with expansion, it is not unusual to call in consultants that specialize in various areas to help give the business planning a logical flow and develop a plan for completing the merger of facilities and other assets in a timely manner.

In general, any type of business plan requires investigation, careful evaluation of all known factors, and projecting potential results of different options that are





open to the company. This open-ended process can take on a number of forms, some of them relatively simplistic, while others are extremely detailed and complicated. However, the basic task of business planning is necessary for the entrepreneur starting a new business, as well as the established company that wishes to expand through the launch of new products or by acquisition of competitors.

Business planning is a management-directed process of identifying long-term goals for a business or business segment, and formulating realistic strategies for reaching those goals. Through planning, management decides what objectives to pursue during a future period, and what actions to undertake to achieve those objectives. Plans may be broad and encompass the entire enterprise, like a plan to double corporate profits, or they may concentrate on certain functional domains, such as information technology planning. Business planning may also entail developing contingency plans of what to do if some goals prove unattainable along the way or of how the business would survive a crisis, e.g., data center failure, natural disaster, and so forth.

Successful business planning requires concentrated time and effort in a systematic approach to answer three basic questions:

1. Where is the business enterprise today?
2. Where does management want to be in the future?
3. How can the business accomplish this?

In answering the first question management assesses the present situation and its implications for future developments. Through planning, management concerns itself with the future implications of current decisions it is about to make, and considers how these decisions limit the scope of future actions. The second question anticipates future profitability and market conditions, and leads management to determine pragmatic objectives and goals. Finally, management outlines a course of action and analyzes the financial implications of those actions. Often management will specify measurable outcomes along the way that will demonstrate whether the business is progressing toward the goals as planned. From an array of alternatives, management distills a broad set of interrelated choices to form its long-term strategy. It is in the annual budgeting process that management develops detailed, short-term plans that guide the day-to-day activities meant to attain the objectives and goals.

## *TEXT 2*

### PURPOSE AND FUNCTION OF PLANNING

Effective planning enables management to craft its own future, at least to some degree, rather than merely reacting to external events without a coherent motivating force for corporate actions. Management sets objectives and charts a course of action so as to be proactive rather than reactive to the dynamics of the business environment. The assumption, of course, is that through its continuous guidance management can enhance the future state of the business.

## *TEXT 3*

### PLANNING CONCEPTS

Business planning is a systematic and formalized approach to accomplishing the planning, coordinating, and control responsibilities of management. It involves the development and application of: long-range objectives for the enterprise; specific goals to be attained; long-range profits plans stated in broad terms; adequate directions for formulating annual, detailed budgets, defining responsibility centers, and establishing control mechanisms; and evaluative methods and procedures for making changes when necessary.

Implicit in the process are the following concepts:

- The process must be realistic, flexible, and continuous.
- Management plays a critical role in the long-term success of a business.
- Management must have vision and good business judgment in order to plan for, manipulate, and control, in large measure, the relevant variables that affect business performance.
- The process must follow the basic scientific principles of investigation, analysis, and systematic decision making.
- Profit-planning and control principles and procedures are applied to all phases of the operations of the business.
- Planning is a total systems approach, integrating all the functional and operational aspects of the business.
- Wide participation of all levels of management is fundamental to effective planning.
- Planning has a unique relationship to accounting which collects, books, analyzes, and distributes data necessary for the process.
- Planning is a broad concept that includes the integration of numerous managerial approaches and techniques such as sales fore-casting, capital budgeting, cash flow analysis, inventory control, and time and motion studies.

A business plan, then, incorporates management objectives, effective communications, participative management, dynamic control, continuous feedback, responsibility accounting, management by exception, and managerial flexibility.

#### TEXT 4

#### BENEFITS OF PLANNING



Planning provides a means for actively involving personnel from all areas of the business enterprise in the management of the organization. Company-wide participation improves the quality of the plans.

Employee involvement enhances their overall understanding of the organization's objectives and goals. The employees' knowledge of the broad plan and awareness of the expected outcomes for their responsibility centers minimizes friction between departments, sections, and individuals. Involvement in planning fosters a greater personal commitment to the plan and to

the organization. These positive attitudes improve overall organizational morale and loyalty.

Managerial performance can also benefit from planning, although care must be taken that planning does not become an empty task managers do periodically and ignore the rest of the time. Successful planning focuses the energies and activities of managers in the utilization of scarce resources in a competitive and demanding marketplace. Able to clearly identify goals and objectives, managers perform better, are more productive, and their operations are more profitable. In addition, planning is a mental exercise from which managers attain experience and knowledge. It prepares them for the rigors of the marketplace by forcing them to think in a future- and contingency-oriented manner.

#### *TEXT 5*

### DRAWBACKS TO PLANNING

Seemingly there would be no downside to planning; however, organizations may engage in lengthy and labor-intensive planning activities without gaining much, if anything, for their investments. By one estimate, some companies may spend hundreds of thousands of dollars on labor for so-called planning activities, yet nothing of strategic importance results from all of the planners' efforts. Companies with bureaucratic planning programs are particularly susceptible to wasting management's time with planning activities that do little to actually further the business. Sometimes the managers charged with planning lack the necessary knowledge or clout in the organization to make any strategic impact; clearly their time is wasted. In other cases, middle managers may be asked to create periodic departmental "plans" that are nothing more than an elaborate restatement of what they're already doing. Similarly, employees and management may engage in protracted planning sessions that aren't adequately focused on concrete business development strategies, but on speculation, clarification of existing policy, or trivial issues. While management and employees need forums for dialogue, companies may be cloaking such dialogues with the moniker and resources that should be reserved for true strategic development.

To avoid such pitfalls, successful companies strive to keep planning activities sharply focused and in the hands of the appropriate decision makers. Their planning is grounded in pragmatic and business-critical performance issues, such as profitability, return on investment, and cost containment.

#### *TEXT 6*

### THE PARTICIPANTS

Planning is essentially a managerial function. Although the top executives initiate and direct the planning process, they involve as many key employees and decision makers as needed. Often, outside consultants assist the following personnel in the planning process:

The board of directors defines the purposes and direction of the business entity; the executive managers formulate objectives and goals; the chief executive

officer gives direction and sets standards; the chief financial officer coordinates financial and accounting information with the treasurer, controller, and budget officer assisting; the chief operating officer provides production information; counsel provides a legal interpretation to proposed activities; also assisting are sales and marketing executives, department and division managers, line supervisors, and other employees who clarify the realities of the day-to-day routines.

Planning is an inclusive, coordinated, synchronized process undertaken to attain objectives and goals.

### *TEXT 7*

#### THE PLANNING HORIZON

There are two main types of plans. The first is long range, extending beyond one year and, normally, less than ten years. Often called the strategic plan or investment plan, it establishes the objectives and goals from which short-range plans are made. Long-range plans support the organizational purpose by providing clear statements of where the organization is going.

The second is short range, covering a period of up to one year. Short-range plans are derived from an in-depth evaluation of the long-range plan. The annual budget is a quantified expression of the enterprise's plans for the fiscal year. It generally is divided into quarters, and is used to guide and control day-to-day activities. It is often called the tactical plan because it sets priorities, in the near term, for the long-range plans through the allocation of resources to specific activities. See Figure I for more detail.

### *TEXT 8*

#### FUNCTIONAL PLANS

Plans are often classified by the business function they provide. All functional plans emanate from the strategic plan and define themselves in the tactical plans. Four common functional plans are:

1. Sales and marketing: for developing new products and services, and for devising marketing plans to sell in the present and in the future.
2. Production: for producing the desired product and services within the plan period.
3. Financial: for meeting the financing needs and providing for capital expenditures.
4. Personnel: for organizing and training human resources.

Each functional plan is interrelated and interdependent. For example, the financial plan deals with moneys resulting from production and sales. Well-trained and efficient personnel meet production schedules. Motivated salespersons successfully market products.

## TEXT 9

### STRATEGIC AND TACTICAL PLANNING

Strategic plans cover a relatively long period and affect every part of the organization by defining its purposes and objectives and the means of attaining them.

Tactical plans focus on the functional strategies through the annual budget. The annual budget is a compilation of many smaller budgets of the individual responsibility centers. Therefore, tactical plans deal with the micro-organizational aspects, while strategic plans take a macro-view.

## TEXT 10

### STEPS IN THE PLANNING PROCESS

The planning process is directly related to organizational considerations, management style, maturity of the organization, and employee professionalism. These factors vary among industries and even among similar companies. Yet all management, when applying a scientific method to planning, perform similar steps. The time spent on each step will vary by company. Completion of each step, however, is prerequisite to successful planning. The main steps are:

- Conducting a self-audit to determine capabilities and unique qualities
- Evaluating the business environment for possible risks and rewards
- Setting objectives that give direction
- Establishing goals that quantify objectives and time-frames
- Forecasting market conditions that affect goals and objectives
- Stating actions and resources needed to accomplish goals
- Evaluating proposed actions and selecting the most appropriate
- Instituting procedures to control the implementation and execution of the plan

## TEXT 10

### SETTING OBJECTIVES AND ESTABLISHING GOALS

The setting of objectives is a decision making process that reflects the aims of the entire organization. Generally, it begins at the top with a clear statement of the organization's purpose. If well communicated and clearly defined down through the hierarchy, this statement becomes the basis for short-range objectives in the annual budget.

Management articulates the overall goals to and throughout the organization in order to coordinate all business activities efficiently and effectively by:

1. formulating and distributing a clear, concise statement of the central purpose of the business
2. leading in the formulating of long-range organizational goals
3. coordinating the activities of each department and division in developing derivative objectives
4. ensuring that each subdivision participates in the budget process

5. directing the establishment of short-term objectives through constructing the annual budget

6. evaluating actual results on the basis of the plans

The organization must know why it exists and how its current business can be profitable in the future. Successful businesses define themselves according to customer needs and satisfaction with products and services.

Management identifies the customers, their buying preferences, product sophistication, geographical locations, and market level. Analyzing this data in relation to the expected business environment, management determines the future market potential, the economic variables affecting this market, potential changes in buying habits, and unmet needs existing now and those to groom in the future.

In order to synchronize interdepartmental planning with overall plans, management reviews each department's objectives to ensure that they are subordinate to the objectives of the next higher level.

Management quantifies objectives by establishing goals that are: specific and concrete, measurable, time-specific, realistic and attainable, open to modification, and flexible in their adaptation.

Because goals are objective-oriented, management generally lists them together. For example:

1. Profitability. Profit objectives state performance in terms of profits, earnings, return on investments, etc. A goal might call for an annual increase in profits of 15 percent for each of the next five years.

2. Human resources. This broad topic includes training, deployment, benefits, work issues, and qualifications. In an architectural consulting firm, management might have a goal of in-house CAD training for a specified number of hours in order to reach a certain level of competence.

3. Customer service. Management can look at improvements in customer service by stating the number of hours or the percentage of complaints it seeks to reduce. The cost or cost savings are stated in dollar terms. If the business sells service contracts for its products, sales goals can be calculated in percentage and dollar increases by type and level of contract.

4. Social responsibility. Management may desire to increase volunteerism or contributions to community efforts. It would calculate the number of hours or dollars within a given time frame.

## *TEXT 11*

### FORECASTING MARKET CONDITIONS

Forecasting methods and levels of sophistication vary greatly. Each portends to assess future events or situations that will affect either positively or negatively the business's efforts. Managers prepare forecasts to determine the type and level of demand for products currently produced or that can be produced. Management analyzes a broad spectrum of economic, demographic, political, and financial data for indications of growing and profitable markets.

Forecasting involves the collection and analysis of hard data, and their interpretation by managers with proven business judgment.

Individual departments such as sales, and divisions such as manufacturing, also engage in forecasting. Sales forecasting is essential to setting production volume. Production forecasting determines the materials, labor, and machines needed.

## *TEXT 12*

### STATING ACTIONS AND RESOURCES REQUIRED

With the objectives and forecasts in place, management decides what actions and resources are necessary in order to bring the forecast in line with the objectives. The basic steps management plans to take in order to reach an objective are its strategies.

Strategies exist at different levels in an organization and are classified according to the level at which they allocate resources. The overall strategy, often referred to as the grand strategy, outlines how to pursue objectives in light of the expected business environment and the business's own capabilities. From the overall strategy, managers develop a number of more specific strategies.

- Corporate strategies address what business(es) an organization will conduct and how it will allocate its aggregate resources, such as finances, personnel, and capital assets. They are long-term by nature.

- Growth strategies describe how management plans to expand sales, product line, employees, capacity, and so forth. Especially necessary for dynamic markets where product life cycles are short, growth strategies can be (a) in the expansion of the current business line, (b) in vertical integration of suppliers and end-users, and (c) in diversifying into a different line of business.

- Stability strategies reflect a management satisfied with the present course of action and determined to maintain the status quo. Successful in environments changing very slowly, this strategy does not preclude working toward operational efficiencies and productivity increases.

- Defensive strategies, or retrenchment, are necessary to reduce overall exposure and activity. Defensive strategies are used: to reverse negative trends in profitability by decreasing costs and turning around the business operations; to divest part or all of a business to raise cash; and to liquidate an entire company for an acceptable profit.

- Business strategies focus on sales and production schemes designed to enhance competition and increase profits.

- Functional strategies deal with finance, marketing, personnel, organization, etc. These are expressed in the annual budget and address day-to-day operations.

### TEXT 13

#### EVALUATING PROPOSED PLANS

Management undertakes a complete review and evaluation of the proposed strategies to determine their feasibility and desirability. Some evaluations call for the application of good judgment—the use of common sense. Others use sophisticated and complex mathematical models.

Prior to directing the development of a profit budget for the upcoming annual period, management resolves issues related to the internal workings of the organization from a behavioral point of view. For example:

- Ensuring managerial sophistication in the application of the plans.
- Developing a realistic profit plan, and assigning adequate responsibility and control.
- Establishing appropriate standards and objectives.
- Communicating the attitudes, policies, and guidelines to operational and administrative personnel.
- Attaining managerial flexibility in the execution of the plans.
- Evaluating and updating the system to harmonize with the changing operational and business environments.

### TEXT 14

#### ASSESSING ALTERNATIVE STRATEGIC PLANS

Because of the financial implications inherent in the allocation of resources, management approaches the evaluation of strategic alternatives and plans using comprehensive profit planning and control. Management quantifies the relevant strategies in pro forma statements that demonstrate the possible future financial impact of the various courses of action available. Some examples of pro forma statements are: budgets, income statements, balance sheets, and cash flow statements.

The competing strategic long-range plans constitute simulation models that are quite useful in evaluating the financial effects of the different alternatives under consideration. Based on different sets of assumptions regarding the interaction of the entity with the outside world, these plans propose various scenarios of sales, production costs, profitability, and viability. Generally categorized as normal (expected results), above normal (best case), and below normal (worst case), the competing plans project possible outcomes at input/output levels within specified operating ranges attainable within the fiscal year.

In developing and using planning and control programs, management benefits from the realization that:

- Profit plans do not replace management and administration, but are tools for managers with which to keep business activities on track.
- Vigilance and consistent review are necessary because the plans are made in the present about future events and outcomes. Management's plans are



highly dependent on the quality of its estimates and judgment. Therefore, it must be flexible in utilizing the results of models and in interpreting the actual results.

- Dynamic management continuously adapts plans to a changing environment, seeks improvements, and educates the organization.
- Profit plans do not implement themselves. Management must direct, coordinate, and control relevant actions. Management must have a sophisticated understanding of the plans, be convinced of their importance, and meaningfully participate in their implementation.

Management bases its choices on the overall return on investment (ROI) objective, the growth objective, and other dominant objectives. Management selects courses of action relative to pricing policy, advertising campaigns, capital expenditure programs, available financing, R&D, and so forth.

In choosing between alternative plans, management considers

- the volume of sales likely attainable
- the volume of production currently sustainable
- the size and abilities of the sales forces
- the quality and quantity of distribution channels
- competitors' activities and products
- the pace and likelihood of technological advances
- changes in consumer demand
- the costs and time horizon of implementing changes
- capital required by the plan
- the ability of current employees to execute proposed plans.

## TEXT 15

### CONTROLLING THE PLAN THROUGH THE ANNUAL BUDGET

Control of the business entity is essentially a managerial and supervisory function. Control consists of those actions necessary to assure that the entity's resources and operations are focused on attaining established objectives, goals, and plans. Control compares actual performance to predetermined standards and takes action when necessary to correct variances from the standards.



Control, exercised continuously, flags potential problems so that crises may be prevented. It also standardizes the quality and quantity of output, and provides managers with objective information about employee performance.

In recent years some of these functions have been assigned to the point of action, the lowest level at which decisions are made. This is possible because management carefully grooms and motivates employees through all levels to accept the organization's way of conducting business.

The planning process provides for two types of control mechanisms:

1. Feedforward: providing a basis for control at the point of action (the decision point); and
2. Feedback: providing a basis for measuring the effectiveness of control after implementation.

Management's role is to feedforward a futuristic vision of where the company is going and how it is to get there, and to make purposive decisions coordinating and directing employee activities. Effective management control results from leading people by force of personality and through persuasion; providing and maintaining proper training, planning, and resources; and improving quality and results through evaluation and feedback.

Effective management means goal attainment. In a profit-making business or any income-generating endeavor, success is measured in dollars and dollar-derivative percentages. The comparison of actual results to budget expectations becomes a formalized, routine process that:

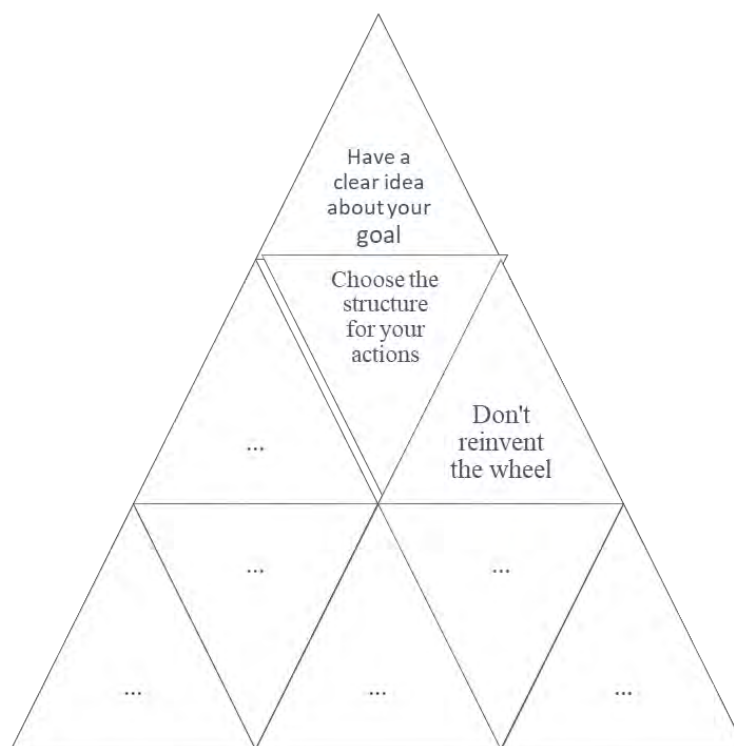
- measures performance against predetermined objectives, plans, and standards;
- communicates results to appropriate personnel;
- analyzes variations from the plans in order to determine the underlying causes;
- corrects deficiencies and maximizes successes;
- chooses and implements the most promising alternatives;
- implements follow-up to appraise the effectiveness of corrective actions;
- solicits and encourages feedback to improve ongoing and future operations.

So business planning is more than simply forecasting future events and activities. Planning is a rigorous, formal, intellectual, and standardized process. Planning is a dynamic, complex decision-making process through which management conceives of—and prepares for—the business's future.

Management evaluates and compares different possible courses of action it believes will be profitable to meet corporate objectives. It employs a number of analytical tools and personnel to prepare the appropriate data, make forecasts, construct plans, evaluate competing plans, make revisions, choose a course of action, and implement that course of action. After implementation, managerial control consists of efforts to prevent unwanted variances from planned out-comes, to record events and their results, and to take action in response to this information.

## *DISCUSSION2*

*Work in pairs. Write keys to good planning.*



*READING*

*TEXT 16*

*Read an article and compare with your answers.*

WHAT MAKES A GOOD PLAN?

What factors are involved in creating a good business plan? Is it the length of **the plan**? **The information it covers**? **How well it's written**, or **the brilliance** of its strategy. No.

A business plan will be hard to implement unless it is simple, specific, realistic and complete. Even if it is all these things, a good plan will need someone to follow up and check on it. The plan depends on the human elements around it, particularly the process of commitment and involvement, and the tracking and follow-up that comes afterward.

Successful implementation starts with a good plan. There are elements that will make a plan more likely to be successfully implemented. Some of the clues to implementation include:

*Is the plan simple? Is it easy to understand and to act on? Does it communicate its contents easily and practically?*

*Is the plan specific? Are its objectives concrete and measurable? Does it include specific actions and activities, each with specific dates of completion, specific persons responsible and specific budgets?*

*Is the plan realistic? Are the sales goals, expense budgets, and milestone dates realistic? Nothing stifles implementation like unrealistic goals.*

*Is the plan complete? Does it include all the necessary elements? Requirements of a business plan vary, depending on the context. There is no **guarantee, however, that the plan will work if it doesn't cover the main bases.***

As you can see, preparing a business plan is an organized, logical way to look at all of the important aspects of a business. First, decide what you will use the plan for, such as to:

- Define and fix objectives, and programs to achieve those objectives.
- Create regular business review and course correction.
- Define a new business.
- Support a loan application.
- Define agreements between partners.
- Set a value on a business for sale or legal purposes.
- Evaluate a new product line, promotion, or expansion.
- No time to plan? A common misconception

**“Not enough time for a plan,” business people say. “I can’t plan. I’m too busy getting things done.” A business plan now can save time and stress later.**

Too many businesses make business plans only when they have to. Unless a bank or investors want to look at a **business plan, there isn’t likely to be a plan** written. The busier you are, the more you need to plan. If you are always putting out fires, you should build fire breaks or a sprinkler system. You can lose the whole forest for too much attention to the individual trees.

#### Keys to better business plans

Use a business plan to set concrete goals, responsibilities, and deadlines to guide your business.

A good business plan assigns tasks to people or departments and sets milestones and deadlines for tracking implementation.

A practical business plan includes 10 parts implementation for every one part strategy.

As part of the implementation of a business plan, it should provide a forum for regular review and course corrections.

Good business plans are practical.

<https://articles.bplans.com/what-makes-a-good-plan/>

## РАЗДЕЛ ДЛЯ САМОСТОЯТЕЛЬНОЙ РАБОТЫ

### TEXTS ON ECONOMICS

#### TEXT 1

#### Forms of Competition

A free-market system implies competition among sellers of products and resources. Economists recognize four different degrees of competition, ranging from ideal competition to no competition at all. These are pure competition, monopolistic competition, oligopoly, and monopoly.

*Pure (or perfect) competition* is the complete form of competition. It is the market situation in which there are many buyers and sellers of a product, and no single buyer or seller is powerful enough to affect the price of that product. The above definition includes several important ideas:

- there is a demand for a single product;
- all sellers offer the same product for sale;
- all buyers and sellers know everything there is to know about the market;
- the market is not affected by the actions of any one buyer or seller.

In pure competition the sellers and buyers must accept the going price. But who or what determines the price? Actually, everyone does. The price of each product is determined by the actions of all buyers and all sellers together, through the forces of supply and demand. It is this interaction of buyers and sellers, working **for their best interest that Adam Smith referred to as the “invisible hand” of competition.**

Neither sellers nor buyers exist in a vacuum. What they do is interact within a market. And there is always one certain price at which the quantity of a product that is demanded is exactly equal to the quantity of that product that is produced. Suppose producers are willing to *supply* 2 million bushels of wheat at a price of \$5 per bushel and that buyers are willing to *purchase* 2 million bushels at a price of \$5 per bushel. In other words, supply and demand are in balance, or *in equilibrium*, at the price of \$5. This is the "going price" at which producers should sell their 2 million bushels of wheat. Economists call this price the *equilibrium price* or *market price*. Under pure competition, the market price of any product is the price at which the quantity demanded is exactly equal to the quantity supplied.

In theory and in the real world, market prices are affected by anything that affects supply and demand. The *demand* for wheat, for example, might change if researchers suddenly discovered that it had very beneficial effects on users' health. Then more wheat would be demanded at every price. The *supply* of wheat might change if new technology permitted the production of greater quantities of wheat from the same amount of acreage. In that case, producers would be willing to supply more wheat at each price. Either of these changes would result in a new market price. Other changes that can affect competitive prices are shifts in buyer tastes, the

development of new products that satisfy old needs, and fluctuations in income due to inflation or recession. For example, generic or "no-name" products are now available in supermarkets. Consumers can satisfy their needs for products ranging from food to drugs to paper products at a lower cost, with quality comparable to brand name items. Bayer was recently forced to lower the price of its very popular aspirin because of competition from generic products.

Pure competition is only a theoretical concept. Some specific markets may come close, but no real market totally exhibits perfect competition. Many real markets, however, are examples of monopolistic competition. *Monopolistic competition* is a market situation in which there are many buyers along with relatively many sellers *who differentiate their products from the products of competitors and it is very easy to enter into this market.* The various products available in a monopolistically competitive market are very similar in nature, and they are all intended to satisfy the same need. However, each seller attempts to make its product somewhat different from the others by providing unique product features — an attention-getting brand name, unique packaging, or services such as free delivery or a "lifetime" warranty.

Product differentiation is a fact of life for the producers of many consumer goods, from soaps to clothing to personal computers. Actually, monopolistic competition is characterized by fewer sellers than pure competition, but there are enough sellers to ensure a highly competitive market. By differentiating its product from all similar products, the producer obtains some limited control over the market price of its product.

An *oligopoly* is a market situation (or industry) in which there are few sellers (2-8). Generally these sellers are quite large, and sizable investments are required to enter into their market. For this reason, oligopolistic industries tend to remain oligopolistic. Examples of oligopolies are the *American automobile, industrial chemicals, and oil refining industries.*

Because there are few sellers in an oligopoly, each seller has considerable control over price. At the same time, the market actions of each seller can have a strong effect on competitors' sales. If one firm reduces its price, the other firms in the industry usually do the same to retain their market shares. If one firm raises its price, the others may wait and watch the market for a while, to see whether their lower price tag gives them a competitive advantage, and then eventually follow suit. All this wariness usually results in similar prices for similar products. In the absence of much price competition, product differentiation becomes the major competitive weapon.

A *monopoly* is a market (or industry) with only one seller. Because only one firm is the supplier of a product, it has complete control over price. However, no firm can set its price at some astronomical figure just because there is no competition; the firm would soon find that it had no sales revenue, either. Instead, the firm in a monopoly position must consider the demand for its product and set the price at the most profitable level.

The few monopolies in American business don't have even that much leeway in setting prices because they are all carefully regulated by government.

Most monopolies in America are *public utilities*, such as we find in electric power distribution. They are permitted to exist because the public interest is best served by their existence, but they operate under the scrutiny and control of various state and federal agencies.

## TEXT 2

### Principles of Management

Different scholars offer different sets of principles of management. The most famous are the following fourteen. But the main principle should be read as follows: **“There is nothing rigid or absolute in management affairs, it is all a question of proportion.”**

1. *Division of work.* Within limits, reduction in the number of tasks a worker performs or the number of responsibilities a manager has can increase skill and performance.

2. *Authority.* Authority is the right to give orders and enforce them with re-ward or penalty. Responsibility is accountability for results. The two should be balanced, neither exceeding nor being less than the other.

3. *Discipline.* Discipline is the condition of compliance and commitment that results from the network of stated or implied understandings between employees and managers. Discipline is mostly a result of the ability of leadership. It depends upon good supervisors at all levels making and keeping clear and fair agreements concerning work.

4. *Unity of command.* Each employee should receive orders from one superior only.

5. *Unity of direction.* One manager and one plan for each group of activities having the same objective is necessary to coordinate, unify and focus action.

6. *Subordination of individual interests to general interest.* Ignorance, ambition, selfishness, laziness, weakness, and all human passion tend to cause self-serving instead of organization-serving behavior on the job. Managers need to find ways to reconcile these interests by setting a good example and supervising firmly and fairly.

7. *Remuneration of personnel.* Various methods of payment may be suitable, but amounts should reflect economic conditions and be administered to reward well-directed effort.

8. *Centralization.* Like other organisms, organizations need direction and coordination from a central nervous system. But how much centralization or decentralization is appropriate depends on the situation. The degree of centralization that makes best use of the abilities of employees is the goal.

9. *Scalar chain* (line of authority). The scalar chain is the chain of command ranging from the top executive to the lowest ranks. Adhering to the chain

of command helps implement unity of direction, but sometimes the chain is too long, and better communication and better decisions can result from two or more department heads solving problems directly rather than referring them up the chain until a common superior is reached.

10. *Order.* Both equipment and people must be well chosen, well placed, and well organized for a smooth-running organization.

11. *Equity.* Kindliness and justice will encourage employees to work well and be loyal.

12. *Stability of tenure of personnel.* Changes in employee assignments will be necessary, but if they occur too frequently they can damage morale and efficiency.

13. *Initiative.* Thinking through a plan and carrying it out successfully can be deeply satisfying. Managers should set aside personal vanity and encourage employees to do this as much as possible.

14. *Teamwork.*

### TEXT 3

#### What Makes a Good Manager?

*(10 Tips for a Successful Manager by Bill Gates)*

**There isn't a magic formula for good management, of course, but if you're a manager perhaps these tips will help you be more effective.**

1. Choose a field thoughtfully. Make it one you **enjoy**. **It's hard to be productive without genuine enthusiasm.**

2. Hire carefully and be willing to fire. You need a strong team, because a mediocre team gives mediocre results, no matter how well managed it is.

3. Create a productive environment. This is a particular challenge because it requires different approaches depending on the context.

4. Define success. Make it clear to your employees what constitutes success and how they should measure up their achievements.

Goals must be realistic. Project schedules, for example, must be set up by the **people who do the work. People will accept a "bottoms-up" deadline they helped to set but they'll be cynical about a schedule imposed from the top that doesn't map to reality.** Unachievable goals undermine an organization.

5. To be a good manager, you have to like people and be good at **communicating. This is hard to fake. If you don't genuinely enjoy interacting with people, it'll be hard to manage them well.**

6. Develop your people to do their jobs better than you can. Transfer your skills to them.

7. Give people a sense of the importance of what they're **working on** – its importance to the company, its importance to the customers.

When you achieve great results, everybody involved should share in the credit and feel good about it.



8. Take on projects yourself. You need to do more than communicate. The last thing people want is a boss who just doles out stuff. From time to time prove you can be hands-on by taking on one of the less attractive tasks and using it as an example of how your employees should meet challenges.
9. **Don't make the same decision twice.** People hate indecisive leadership so you have to make choices.
10. **Let people know whom to please.** Maybe it's you, maybe it's your boss and maybe it's somebody who works for you.

#### TEXT 4

*Translate from Russian into English.*

### Семь заповедей бизнесмена

Давать обещания и не выполнять их стало у нас просто нормой жизни. В этой связи полезно вспомнить 1912 год, когда российскими предпринимателями было выработано семь основных принципов ведения дел:

**Первый принцип** – «Уважай власть». Власть – необходимое условие для эффективного ведения дел. Во всём должен быть порядок. В связи с этим проявляй уважение к блюстителям порядка в узаконенных эшелонах власти.

**Второй принцип** – «Будь честен и правдив». Это – фундамент предпринимательства, предпосылка здоровой прибыли и нормальных отношений в делах. Российский предприниматель должен быть безупречным носителем добродетелей, честности и правдивости.

**Третий принцип** – «Уважай право частной собственности». Свободное предпринимательство – основа благополучия государства. Российский предприниматель обязан в поте лица своего трудиться на благо своей отчизны. Такое рвение можно проявить только при опоре на частную собственность.

**Четвертый принцип** – «Люби и уважай человека». Любовь и уважение к человеку труда со стороны предпринимателя порождает ответную любовь и уважение. В таких условиях возникает гармония интересов, что создаёт атмосферу для развития у людей самых разнообразных способностей, побуждает их проявлять себя во всём блеске.

**Пятый принцип** – «Будь верен своему слову». Успех в деле во многом зависит от того, в какой степени окружающие доверяют тебе.

**Шестой принцип** – «Живи по средствам». Не зарывайся. Выбирай дело по плечу. Всегда оценивай свои возможности. Действуй сообразно своим средствам.

**Седьмой принцип** – «Будь целеустремленным». Всегда имей перед собой ясную цель. Предпринимателю такая цель нужна как воздух. Не отвлекайся на другие цели. Служение двум господам противоестественно.

В стремлении достичь своей заветной цели не переходи грани дозволенного. Никакая цель не может затмить моральные ценности.

## TEXT 5

### Advertising

In the eyes of the business world and of many economists, advertising serves an indispensable function. It helps consumers to choose among competing products. Also, by spurring demand for products, it extends the possibilities of mass production and thus leads to economies of scale and to lower consumer costs. Indeed, advertising is sometimes depicted as “the engine of prosperity”.

Advertising informs consumers about the existence and benefits of products and services, and attempts to persuade them to buy them. The best form of advertising is probably *word-of-mouth advertising*, which occurs when people tell their friends about the benefits of products or services that they have purchased. Yet virtually no providers of goods or services rely on this alone, but use paid advertising instead. Indeed, many organizations also use *institutional or prestige advertising*, which is designed to build up their reputation rather than to sell particular products. Advertising may be described under three headings:

1. descriptive;
2. persuasive;
3. both descriptive and persuasive together.

*Descriptive advertising* gives the most important facts about the product. It is the cheapest form of advertising and is used a lot by the small traders selling through the local paper. It usually says:

2. what the product is;
1. how much it will cost;
2. where it may be obtained.

*Persuasive advertising* tries to persuade people that the product which is being advertised has a special quality or usefulness which makes it much better than other similar products. It is used a lot in television advertising where consumers are persuaded to think that if they buy that product they will become very popular or very happy.

This is the area in which advertising is often criticized. Advertising is sometimes misleading. Although it is illegal for advertisers to make untrue statements about their goods, services or prices, they still make their wares seem unduly attractive. They pander to our egos and our vanities. They create a demand which would not otherwise exist.

**It is easy to say, “I'm not influenced by the adverts!” Everyone is influenced** to a certain extent. There was recently some research on *subliminal advertising*. The word 'coffee' flashed on the television screen. It happened so quickly that no-one was aware it had happened. For just a fraction of a second it registered on the viewers' subconscious. The result? A surprising number of people chose to make coffee at that precise moment. Of course, it could have been a coincidence but it was highly unlikely.

Any paid form of non-personal communication through the *mass media* about the product by an identified *sponsor* is advertising.

Sponsors are people or firms that pay for radio or TV programs in return for advertising. Sponsors may be a nonprofit organization, a political candidate, a company or an individual. Advertising is used when sponsors want to communicate with a number of people who cannot be reached economically and effectively through personal means.

Mass media used include magazines, direct mail, radio, television, billboards or hoardings, newspapers where advertisements are placed. Advertisement is an announcement in a newspaper, on television, or on a poster about something such as a product, event, or job. The forms *advert* and *ad* are also used. Advertisements on the radio and TV are called *commercials*. Classifieds, flyers, handbills, junk mail and spam are also forms of advertising. *Classified advertisements* (also classifieds or want ads) are small adverts placed in a newspaper by people wishing to buy or sell something, to find a job, etc. Handbills is the type of advertisements used by local traders. They are expensive in labour costs and not very effective. *Junk mail* is advertisements that you receive through the post, which you have not asked for and which you do not want. *Spam* is unwanted e-mail advertisements sent to a large number of people.

The British Code of Advertising Practice exists to protect the consumer from **being deceived and misinformed by advertisements. Their slogan is: “All advertisements should be legal, decent, honest and truthful”.**

## TEXT 6

### How Companies Advertise

Large companies could easily set up their own advertising departments, write their own advertisements, and buy media space themselves, but they tend to use the services of large advertising agencies. These are likely to have more resources, and more knowledge about all aspects of advertising and advertising media than a single company. The most talented advertising people generally prefer to work for agencies rather than individual companies as this gives them the chance to work on a variety of advertising accounts (contracts to advertise products or services). It is also easier for a dissatisfied company to give its account to another agency than it would be to fire its own advertising staff.

The client company generally gives the advertising agency an agreed budget; a statement of the objectives of the advertising campaign, known as a brief; and an overall advertising strategy concerning the message to be communicated to the target customers. The agency creates advertisements (the word is often abbreviated to adverts or ads), and develops a media plan specifying which media – newspapers, magazines, radio, television, cinema, posters, mail, etc. – will be used and in which proportions. (On television and radio, ads are often known as commercials.) Agencies often produce alternative ads or commercials that are pre-tested in

newspapers, television stations, etc. in different parts of a country before a final choice is made prior to a national campaign.

The agency's media planners have to decide what percentage of the target market they want to reach (how many people will be exposed to the ads) and the number of times they are likely to see them. Advertising people talk about frequency or 'OTS' (opportunities to see) and the threshold effect - the point at which advertising becomes effective. The choice of advertising media is generally strongly influenced by the comparative cost of reaching 1,000 members of the target audience, the cost per thousand (often abbreviated to CPM, using the Roman numeral for 1,000). The timing of advertising campaigns depends on factors such as purchasing frequency and buyer turnover (new buyers entering the market).

How much to spend on advertising is always problematic. Some companies use the comparative-parity method they simply match their competitors' spending, thereby avoiding advertising wars. Others set their ad budget at a certain percentage of current sales revenue. But both these methods disregard the fact that increased ad spending or counter-cyclical advertising can increase current sales. On the other hand, excessive advertising is counter-productive because after too many exposures people tend to stop noticing ads, or begin to find them irritating. And once the most promising prospective customers have been reached, there are diminishing returns, i.e. an ever-smaller increase in sales in relation to increased advertising spending.

## TEXT 7

### Advertising techniques

1. *Repetition.* The simplest kind of advertising. A slogan is repeated so often that we begin to associate a brand name with a particular product or service.
2. *Endorsement.* A popular personality is used in the advertisement.
3. *Economical appeal.* Advertising often appeals to basics such as mother-love, sex, manliness, femininity.
4. *Scientific authority.* Sometimes the adverts show a person in a white coat i.e. **a scientist telling us about a product. More often it mentions “miracle ingredients” or “scientific testing” to persuade us.**
5. **“Keeping up with the Jones’s.”** An appeal to pure snob value. You want to appear to be richer or more successful than your neighbors.
6. *Comparison.* The advert lists the qualities of a product in direct comparison with rival products.
7. *An appeal to fear or anxiety.* This type is similar to 3, but works on our fear.
8. *Association of ideas.* Cigarette advertising, for example, should be attractive: healthy people smoking in beautiful rural situations (Usually it is **accompanied by the words “Smoking is harmful for your health”**)

9. *Information.* If a product is new, it may be enough to show it and explain what it does.
10. *Special offers/free gifts.* This is a very simple and direct appeal – **it's half price!**
11. *Anti-advertising.* This is a modern version which appeals to the British sense of humour. It makes fun of techniques of advertising.

### TEXT 8

*Translate the following text from Russian into English*

Слово реклама происходит от латинского слова *reclamo* (выкрикивать). Реклама – это информация о свойствах потребительских товаров и различных видах услуг с целью их реализации и создания спроса на них.

Современными средствами рекламы служат печать, радио, телевидение, а также витрины, упаковка, товарные знаки и т.д. Убедить покупателей выбрать тот или иной товар – это основная задача рекламы. Реклама должна быть легко различима в средствах массовой информации.

В английском языке реклама обозначается терминами *advertising* и *publicity*. Оценивая и выбирая наилучшие изделия, некоторые люди полагаются на рекламу. Убедить покупателя выбрать тот или иной товар – это основная задача рекламы. Эмоциональный отклик на рекламу может быть связан с личными надеждами, страхами и предрассудками человека.

Реклама не должна неправильно информировать или обманывать покупателя, а также дискредитировать другие изделия прямо или намеком. Рекламируя товары или услуги, необходимо соблюдать принципы честной конкуренции.

### TEXT 9

#### Foreign trade

**Foreign trade being an essential part of a nation's economy.** Governmental restrictions are sometimes necessary to protect national interests. Government actions may occur in response to the trade policies of other countries or in order to protect specific depressed industries. Since the beginnings of foreign trade, nations have tried to maintain a favourable balance of trade - that is, to export more than they import.

Products are known to be bought and sold in the international market with national currencies. Seeking to improve its balance of international payments, that is, to increase reserves of its own currency and reduce the amount held by foreigners, a country may attempt to limit imports. The aim of such policy is to control the amount of currency that leaves the country.

One method of limiting imports is simply to close the channels of entry into a country. Usually maximum allowable (**разрешенный**) import quantities known as quotas may be set for specific products. These may also be used to limit the amount

of foreign or domestic currency that is allowed to cross national borders. Having been imposed, quotas serve as the quickest means of stopping or even reversing **(зд.изменять) a negative trend in a country's balance of payments as well as of** protecting domestic industry from foreign competition.

Another common way of restricting imports is by imposing tariffs or taxes on imported goods. A tariff paid by the buyer of the imported product makes the price higher for that good in the importing country. The higher price reduces consumer demand, effectively restricting the import. The taxes collected on the imported goods also increase **revenues for the nation's government. Tariffs also serve as a subsidy** to domestic producers of the goods taxed because the higher price resulting from a tariff is an incentive for the competing domestic industry to expand production.

In recent years the use of non-tariff barriers to trade has increased. It may result in some administrative regulations that discriminate against foreign goods and in favour of domestic ones. These regulations may include various measures such as adopting special domestic tax policies or strict standards on imported goods, **delaying imports at the country's boundaries, ordering government officers to use** domestically produced goods. Direct government support of depressed domestic industries is considered as a non-tariff barrier to trade, as such support puts the aided industries at an unfair **(несправедливый)** advantage among trading nations. However, these barriers are not necessarily imposed by a government, for example **an organized public campaign "buy only American" or "don't buy beef of mad cows" may be effective as well.**

#### TEXT 10

### YOUR RIGHTS WHEN BUYING GOODS

Complaining about faulty goods or bad service is never easy. Most people dislike making a fuss. However, when you are shopping, it is important to know your rights.

When you buy something from a shop, you are making a contract. This contract means that it's up to the shop — not the manufacturer — to deal with your complaints if the goods are not satisfactory. What do we mean by satisfactory?

The goods must not be broken or damaged and must work properly. This is known as "merchantable quality". A sheet, say, which had a tear in it, or a clock that didn't go when you wound it would not pass this test.

The goods must be as described - whether on the pack or by the salesman. A hairdryer, which the box says is blue, should not turn out to be pink, a pair of shoes the salesman says is leather should not be plastic.

The goods should be fit for their purpose. This means the purpose for which most people buy those particular goods. If you wanted something for a special purpose, you must have said exactly what for. If, for instance, the shop assures you that a certain glue will mend broken china, and it doesn't you have a right to return it.

If the shop sells you faulty goods, it has broken its side of the bargain. If goods are faulty when you first inspect or use them, go back to the shop, say that you cancel the purchase and ask for a complete refund. If you prefer, you can accept a repair or

a replacement.

If the goods break down through no fault of yours, after you have used them for a time, you may still be entitled to some compensation. In some cases it would be reasonable to expect a complete refund - if, for instance, without misuse your shoes came apart after only one day's wear, or your washing machine irreparably broke down after only three wash days. But if your washing machine worked perfectly for a while and then broke you could only expect some of the purchase price back. You and the supplier must negotiate a reasonable settlement.

You need never accept a credit note for faulty goods. If you do so, then later find you do not want anything in the shop or store, you may not get your money back.

If you have to spend money as a direct result of goods being faulty, you can also claim this from the shop. You could, for example, claim the cost of using a laundry while the washing machine wasn't working. But you must keep such expenses down to a minimum. There are four golden rules:

1. Examine the goods you buy at once. If they are faulty, tell the seller quickly.
2. Keep any receipts you are given. If you have to return something the receipt will help to prove where and when you bought it.
3. Don't be afraid to complain. You are not asking a favour to have faulty goods put right. The law is on your side.
4. Be persistent (but not aggressive). If your complaint is justified, it's somebody's responsibility to put things right.

Remember:

- \_ You can't complain about defects that were pointed out to you, or that you could reasonably have been expected to notice.
- \_ Stop using the item as soon as you discover a fault.
- \_ You are not entitled to compensation if you simply change your mind about wanting the goods.

## Brands

People often wonder what makes a brand different from a product. Quite simply, in marketing terms, products aren't brands. Products are general, while brands are something quite unique. Brand identity consists of far more than the physical product itself. It includes all the psychological features that we have learnt to associate with it. Top brands form a personal relationship with consumers; they're able to make us feel more confident, more powerful, healthier, and happier. Brands are promises and people buy what they believe in.

A brand has USPs (Unique Selling Points), specific features which set it apart from its competitors. For example, Barbie was the first doll to look like a young woman, and a metal rivet was the unique feature of Levi jeans. Both brands have had numerous imitators, but generally speaking, a 'me-too' product won't achieve the success of the one it follows.

People who say you don't need to worry about your competitors couldn't be more wrong. Competent managers have to know how to position their brand in relation to the competition, in terms of factors like price and quality of the product. Managers should relate the brand's values in a meaningful way to the consumers they have targeted. With worldwide brands this may mean changing your message from country to country, or even within one market. Coca-Cola produces a version for Japan which is sweeter than the one sold in the LIS. The Japanese prefer beef with a higher fat content, so McDonald's naturally obliges. Ronald McDonald's name was even changed to Donald because the Japanese have trouble saying 'r'.

The product life cycle is a familiar one in marketing. A product is launched, developed, goes through a period of growth, enters maturity, declines, and eventually dies. A top brand should go on and on if it is well managed. A brand manager is like a doctor or plastic surgeon, who can keep the brand healthy and looking fresh down the years. Brand managers must be able to identify new segments of the market, particularly when products have become mature. Coca-Cola has introduced a large number of variants to appeal to different consumers.

So knowing what stage your branded product is at in this cycle may help you decide when to launch a line extension or go for a relaunch with improvements and 'added-value' features. Newer versions of cars, for instance, will come with air-conditioning as a standard feature, or they will have a facelift to modernize the look even though what's under the bonnet may stay the same.





## BIG LABELS SMALL PRICES

Diane is a student at a university far away from her home town. Now it's the end of term and she's buying presents to take home for her family. For her mum, she buys a Chanel handbag and a bottle of French perfume. For her brother, she buys an Adidas sports shirt and some music CDs. For her sister, she buys a Gucci bag and some DVDs. She hasn't made up her mind what to buy for her dad yet - perhaps a Rolex watch.

Is she rich? No, not at all. So how can Diane buy all these things for her family? The answer is simple - none of the things are genuine.<sup>4</sup> She doesn't buy any of these things from a shop. Some things come from the market and some things from street traders. They are all fakes. They are all counterfeit goods.



Perhaps this may seem normal to you. Perhaps you too buy counterfeit goods. It's one way of buying 'designer label' clothes. It's also a way of buying music and films without spending a lot of money. Sometimes it's very difficult to tell the difference between the real thing and a copy. If you can buy counterfeit goods cheaply, that's not a bad thing, is it? Does it matter?

Many companies are very worried, for two reasons. Firstly, the companies lose money. In Europe, about 11 per cent of clothing and footwear, and 12 per cent of toys and sportswear, may be counterfeit. In China, most films and software are believed to be fakes. Billions of dollars are lost every year from people buying counterfeit goods and downloading pirated games and software from the Internet. This means less money to develop new goods and prevent viruses. Asian software developers working for small businesses struggle to survive.

Secondly, fake goods are not as safe as genuine goods. One reason why fake goods are much cheaper is that no money is spent on checking safety. Another reason is that the goods are often made with poor-quality materials. Toys are a good example. Children like to put their toys in their mouth. If the toys have sharp parts, or are covered in a paint that is not safe, this can be a serious problem.

Another example is car parts. If the brakes are not genuine, the car may not stop in an emergency. Mothers who buy counterfeit toys cannot be sure that the toys are safe for their children. Drivers who buy fake car parts cannot be sure that their car is safe to drive. If there's a problem, there's no customer support - and you certainly won't get your money back.

Buying counterfeit goods means two things. You take money away from companies that make safe goods and you give money to counterfeiters who don't care about safety. Next time you buy a cheap designer label or download pirated software, think about where your money goes. If the product breaks, has a virus, or is unsafe, the only person you can blame is yourself.

## SELF-CONTROL TESTS

### Test 1 Management

#### 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      | <b>j. an extra amount of money added to an employee's wages, usually as a reward for doing difficult or good work</b>  |
| 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.

1. When staff worry over certain issues, a good manager should respond ..... their concerns promptly.

2. **Don't think you have to do everything yourself. Delegate** tasks ..... other people.
3. The team had to report ..... their progress ..... the manager every month.
4. They are aggressive when selling and put pressure ..... customers to purchase.
5. James was arguing ..... his manager ..... taxation.
6. Investors can participate ..... the management of the company they invest ..... , but must keep ownership at less than 50%.
7. You should be apologizing ..... your customers ..... wasting their money.
8. He may become a good manager. It depends ..... his communication skills.
9. Jane was talking ..... her boss ..... her plans to leave the company.
10. 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.

1. something belonging to an individual or a business that has value or the power to earn money \_ \_ \_ e \_
2. someone you work with, used especially by professional people and managers \_ \_ \_ \_ a \_ \_ \_
3. a date or time by which you have to do something or complete something \_ \_ \_ \_ \_ i \_ \_
4. an experienced person who gives advice to less experienced people to help them in their work \_ \_ \_ \_ o \_
5. someone who buys things in order to sell them to someone else, or who helps to arrange business deals for other people \_ \_ \_ \_ \_ e \_ \_ \_
6. 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.



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.

1. You must keep staff ....., especially when things get difficult.  
 A. generated      B. motivated      C. frustrated      D. informed

2. Try to ensure that each employee's ..... is not too great.

- A. working practice    B. work-to-rule    C. working party    D. workload

3. What can we do to improve ..... in this department?

- A. morale    B. mortality    C. moral    D. temperament

4. The merger will allow the combined company to ..... costs.

- A. fall    B. decline    C. reduce    D. gain

5. 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

sales

communications

new technology

computer systems

promotion and marketing

distribution

manage

make decisions

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) .....**

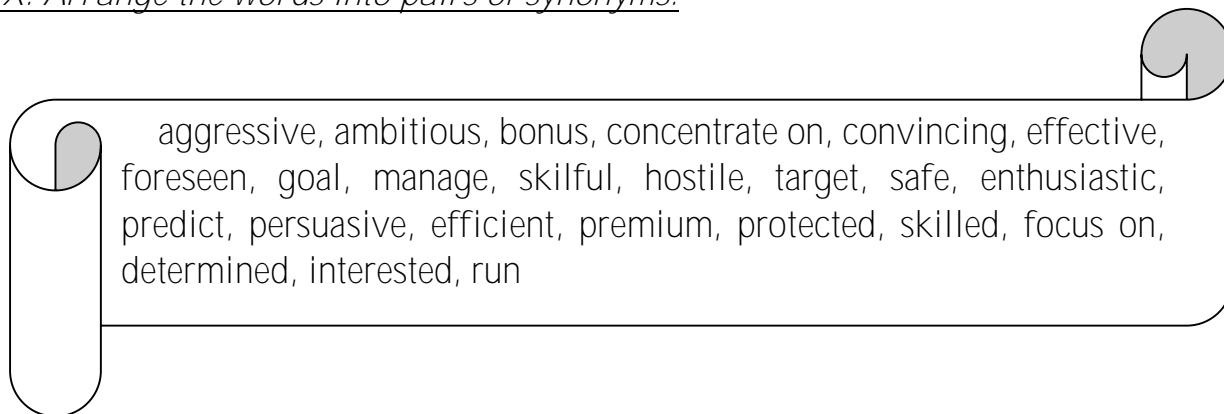
*PM:* What else?

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. Arrange the words into pairs of synonyms.



X. Report the sentences using the reported verbssaid, 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?  
.....

XI. 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.(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)

XII. 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.



## Test 2

### Conflict

#### I. Guess the meaning of the word according to its definition.

1. an amount of money that a business has to spend on something \_\_ p \_ \_ \_ \_
2. much more than is reasonable or necessary \_ \_ \_ \_ \_ s \_ \_ \_
3. the ability to remain the same in behavior, attitudes, or qualities \_ \_ \_ \_ \_  
\_ \_ \_ y
4. official discussions between groups who are trying to reach an agreement \_ \_  
\_ o \_ \_ \_ \_ \_
5. the final result of a process, meeting, activity etc. \_ \_ \_ c \_ \_ \_
6. relaxed and informal \_ \_ \_ u \_ \_
7. that needs to be dealt with immediately \_ \_ g \_ \_ \_
8. in a way that is considered right or correct \_ \_ \_ \_ \_ y
9. needing a lot of time, ability, and energy \_ \_ m \_ \_ \_ \_ \_
10. strong enough to deal successfully with difficult conditions or situations \_ \_ \_ g

#### II. Fill in the words in the correct form.

accept	counterpart	propose
address	cover (v)	resolve
agree	exceed	sales target
contribute	place (v)	tough

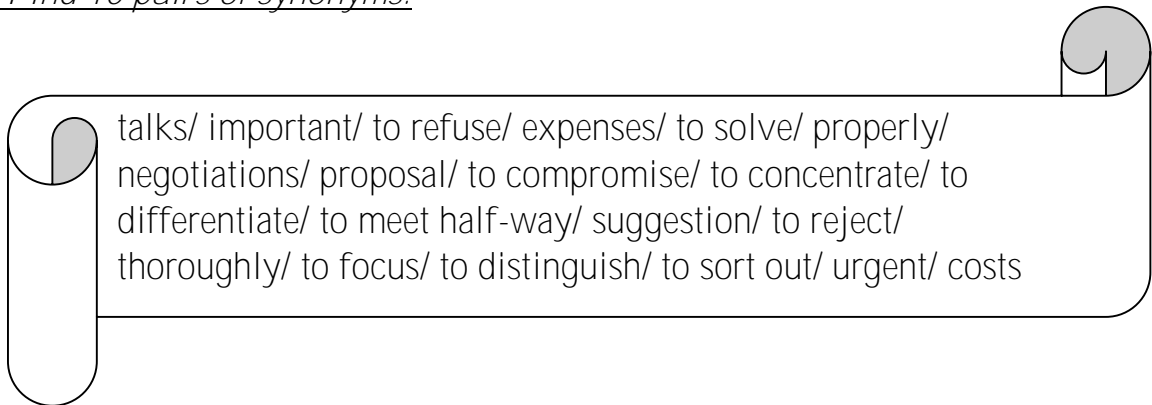
1. American chief executives are paid far more than their ..... in the UK.
2. Many companies are facing ..... competition.
3. It took a massive \$ 1.68 billion pretax charge to ..... losses from bad loans.
4. Doctors should not ..... expensive gifts from pharmaceutical companies.
5. The use of technology has enabled NatWest to ..... a problem facing many businesses across the UK.
6. Actually, I ..... with Mike on this point.
7. Lyle ..... that I become his business partner.
8. The airline has ..... a large order for jets with Boeing.
9. Most pension disputes will be ..... within a year.
10. His department ..... \$ 3.3 million towards the fund.
11. They have already reached their ..... for this year.
12. Working hours must not ..... 42 hours a week.

#### III. Make up word expressions.

- |               |                     |             |                 |
|---------------|---------------------|-------------|-----------------|
| 1. to address | a) the sales target | 1. to miss  | a) a suggestion |
| 2. to arrange |                     | 2. to place | b) sb's advice  |

- |              |                       |               |                     |
|--------------|-----------------------|---------------|---------------------|
| 3. to exceed | b) a signing-on bonus | 3. to reach   | c) dramatically     |
| 4. to get    | c) an effort          | 4. to reject  | d) a meeting        |
| 5. to give   | d) to a strike        | 5. to request | e) an order         |
| 6. to lead   | e) half way           | 6. to resolve | <b>f) sb's mind</b> |
| 7. to make   | f) delivery           | 7. to rise    | g) a conflict       |
| 8. to make   | g) an issue           | 8. to show    | h) actions          |
| 9. to manage | h) to the point       | 9. to speak   | i) an agreement     |
| 10. to meet  | i) concessions        | 10. to take   | j) frustration      |
|              | j) a conflict         |               |                     |

IV. Find 10 pairs of synonyms.



V. Tick all possible prepositions.

	with	to	at	on	about	towards	in
1. to agree							
2. to argue							
3. to be angry							
4. to complain							
5. to concentrate							
6. to contribute							
7. to focus							
8. to get back							
9. to involve							
10. to lead							
11. to shout							

12. to worry							
13. to place an order							
14. with reference							

VII. Choose the correct word.

1. I'll ask my bank manager for advice/ advise about investment.
2. Lawyers here only get their fee/ wages if they win the case.
3. The income/ salary from the investment is \$ 52, 000 a year.
4. Do these cars confirm/ conform to the new safety regulations?
5. You shouldn't read confident/ confidential documents!
6. The unions criticized the government's economic/ economical policy.
7. Please send me your latest catalogue and prize/ price list.
8. We've increased produce/ productivity by 10 % in this factory.

VIII. Match the word to its definition.

- |                |   |
|----------------|---|
| 1. assertive   | a) done or given officially or publicly   |
| 2. compromise  | b) to take goods or mail to a place   |
| 3. counterpart | c) to make someone believe something is not true  |
| 4. exceed      | d) to find a satisfactory way of settling a disagreement, dispute etc.  |
| 5. formal      | e) to refuse to accept a request, suggestion, or offer  |
| 6. frustration | f) behaving in a confident way so that people listen to your opinions and ideas                                 |
| 7. deliver     | g) someone that has the same job or purpose as someone in a different place                                     |
| 8. resolve     | h) an annoyed or impatient feeling that you get when you are prevented from sth                                 |
| 9. reject      | i) to be more than a particular number or amount  |
| 10. trick      | j) an agreement between two people or groups in which both sides agree to accept less than they first asked for |

IX. Complete each sentence with the correct form of the given word.

employ

1. In an area of high ..... people are desperate to find jobs.
2. Every ..... of the firm is entitled to a 10 % discount.
3. Her ..... gets very angry if she uses the phone too much.

distribute

1. British Leyland ..... their cars throughout the world.
2. His job is to organize the ..... of money to students.

manage

1. **The unions had underestimated the employers' ability to .....**
2. He spent 14 years with IBM in sales, marketing and .....
3. To be a good ..... you need loads of energy.

know

1. We need somebody with a good working ..... of French.
2. Our company is well-..... abroad.
3. **She's obviously very** ..... as far as marketing is concerned.

contribute

1. His ..... this year include gifts to the San Francisco library and Museum of Modern Art.
2. Our department ..... \$ 2.5 million towards the fund.

X. Ask questions to the sentences.

1. New products must comply with certain standards. (*a general question*)
2. Unions took strike action to stop the production and distribution of the local newspaper. (*an alternative question*)
3. They are almost totally dependent on Western economy. (*a tag question*)
4. Chanel #5 has been the number one fragrance in the world. (*a question to the subject*)
5. Farmers in the northern Indian state grow mostly wheat and rice. (*a special question*)
6. Agriculture in this region still employs half the workforce, although it accounts for only 1 per cent of production. (*an indirect question*)

XI. Supply the correct tense form.

1. Unemployment ..... (peak) last year and since then ..... (go) down.
2. We ..... (**study**) **the effect of the fall in the dollar's value at the moment.**
3. Our research ..... (carry out) last year but I ..... (see) the results yet.
4. Turnover ..... (rise) dramatically since we ..... (be founded).
5. The marketing department ..... (recruit) two new assistants so far this year.
6. An extraordinary meeting ..... (hold) next Wednesday.
7. In the UK, price increases ..... (restrict) by the operation of Price Code.
8. **We didn't want** to see the accounts because we ..... (see) already them.
9. The office was very quiet. Everybody ..... (go) home.
10. Sales ..... (fall) since the beginning of June.

XII. Translate into English.

1. Переговоры в Америке следует вести в неформальной обстановке, чтобы участники могли расслабиться.
2. Наш менеджер – очень нетерпеливый человек и не любит, когда сотрудники опаздывают на работу.
3. Руководитель любой компании иногда должен идти на компромисс, чтобы избежать конфликтов с сотрудниками.
4. Чрезмерный зрительный контакт может привести к агрессии (злости) оппонента.
5. Наша компания делает акцент на сокращение расходов, иначе это отразится на зарплате работников.
6. Американские посредники придают мало значения званию и статусу.
7. Каждый участник должен подготовиться к переговорам должным образом.
8. Чтобы решить какую-нибудь проблему, менеджер должен выслушать мнения и предложения всех сотрудников.
9. Наш главный партнер отказался сотрудничать с нами, так как мы не поставили товар вовремя.
10. Предложение оппонента не было рассмотрено должным образом.
11. Спокойный и уверенный докладчик производит хорошее впечатление на аудиторию.
12. А ваше предприятие придает большое значение производству качественной продукции?

### Test 3

#### New business

##### I. Guess the meaning of the word according to its definition.

1. dishonestly giving money to someone to persuade them to do something to help you \_\_ i \_ \_ \_ \_
2. someone who starts a company, arranges business deals, and takes risks in order to make a profit \_ \_ \_ \_ \_ u \_
3. a company or business \_\_ t \_ \_ \_ \_ \_
4. an amount of money that is obtained and used for a particular purpose \_ u \_ \_
5. to calculate what is likely to happen in the future, using a particular method or set of figures \_ \_ \_ g \_
6. **the total value of goods and services produced in a country's economy, not including income from abroad** \_ \_ \_ s \_ \_ \_ m \_ \_ \_ \_ \_ r \_ \_ \_ \_ \_
7. an increase in the value of goods and services produced in a country or area \_ \_ \_ \_ \_ \_ \_ \_ w \_ \_
8. all people who work for a company or in a country \_\_ b \_ \_ \_ \_ \_ e
9. a promise to do something or to behave in a particular way \_ \_ \_ m \_ \_ \_ \_ \_
10. spending by a government, usually a national government \_ u \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ u \_ \_
11. an official rule or order \_ \_ \_ \_ l \_ \_ \_ \_ \_
12. money that is kept in a bank to be used later or invested, rather than spent \_ \_ \_ \_ \_ s
13. money that is paid by a government or organization to make sth such as a particular food or product cheaper to buy, use, or produce \_ \_ \_ \_ \_ d \_
14. an offer to pay less tax, given to people who do sth that the government is trying to encourage \_ \_ \_ \_ \_ e \_ \_ \_ \_ \_
15. **to use a company's good performance** as a standard by which to judge the performance of other companies of the same style \_ \_ \_ \_ \_ m \_ \_ \_

##### II. Fill in the word in the correct form.

balance	of	exchange rate	graduate (v)	monetary	stable
trade		gauge	job losses	policy	trade surplus
entrepreneur		debt	leadership	recession	transport links
enterprise				regulations	

1. The overall ..... in the UK is improving as a result of the strong currency.
2. State governments had sought to promote economic development through close links with local .....
3. The two companies plan to establish an ..... to provide computer services to the telecommunications industry.
4. If the yen-dollar ..... remains at its current level, U.S. exporters could lose \$ 5 billion in business annually.

5. The building society hopes to ..... the likely demand for each property before the auction starts.
6. The IMF has failed to find money to help write off .....
7. He ..... from The University of California with a degree in mathematics.
8. The store closings will result in ..... for about 2, 500 workers.
9. The company did well under the ..... of its founder, Haruo Suzuki.
10. The program is aimed at maintaining the exchange rate against other currencies by tightening .....
11. Many economists consider that there is a ..... when industrial production falls for six months in a row.
12. Tighter ..... are being introduced to protect the environment from car exhaust emissions.
13. Japanese enterprises operate under relatively ..... capital market conditions.
14. China has enjoyed a ..... with Japan.
15. Regions with good ..... and a high quality workforce will be at a competitive advantage in bidding for inward investment.

III. Make up word expressions.

- |                  |                |                 |                |
|------------------|----------------|-----------------|----------------|
| 1. average       | a) conditions  | 1. personal     | a) expenditure |
| 2. business      | b) investments | 2. profits      | b) currency    |
| 3. daily         | c) labour      | 3. public       | c) improvement |
| 4. economic      | d) reduction   | 4. skilled      | d) union       |
| 5. foreign       | e) arena       | 5. slight       | e) commitment  |
| 6. government    | f) campaign    | 6. weak         | f) surplus     |
| 7. intellectual  | g) salary      | 7. tax          | g) rate        |
| 8. interest rate | h) workload    | 8. unemployment | h) increase    |
| 9. marketing     | i) policy      | 9. trade        | i) staff       |
| 10. monetary     | j) grants      | 10. trade       | j) incentive   |

IV. Match the word both to its synonym and antonym.

<i>Word</i>	<i>Synonym</i>	<i>Antonym</i>
1. set up a business	a) loan (v)	a) stop a business
2. lend (money)	b) decline (v)	b) increase (v)
3. hire (staff)	c) plenty of	c) dismiss
4. decrease (v)	d) launch a company	d) loss
5. surplus	e) income	e) borrow
6. reduce	f) recruit (v)	f) deficit
7. revenue	g) lower (v)	g) go up

V. Supply the correct preposition.

1. The government was accused ..... incompetence.  
a) in                      b) of                      c) with
2. A lot of their products appeal ..... **the older consumer**.  
a) for                      b) to                      c) at
3. British Steel have benchmarked **themselves** ..... **the best operations anywhere in the world**.  
a) to                      b) in                      c) against
4. You can borrow **money** ..... **your pension fund on normal commercial terms**.  
a) from                      b) at                      c) in
5. The writer personally contributed **\$ 5000** ..... **the earthquake fund**.  
a) in                      b) for                      c) towards
6. If talks start, this package is likely to be a basis ..... **negotiation**.  
a) for                      b) to                      c) of
7. The discovery of oil acted as stimulus ..... **the local economy**.  
a) for                      b) of                      c) to

VI. Fill in the word in the correct form.

A:

1. Our top priority is to maintain customer ..... in our product. (confide)
2. I am ..... to succeed in my career. (determine)
3. Once again private ..... has not waited for government to take the initiative. (entrepreneur)
4. More ..... is also needed to develop the food-processing industry in rural areas. (invest)
5. **A large proportion of the company's** ..... **work outside the UK**. (employ)
6. He was accompanied in the trip by the chairman of the three major US auto makers and other 18 business ..... (lead)

B:

negotiate

1. The salary is ..... so how much do you think I should ask for?
  2. Unfortunately, ..... with the union have been broken down.
- profit
1. Any line which proved ..... was immediately discontinued.
  2. **Couldn't some workers be more** ..... employed in other department?
  3. Doubts have been expressed as to the ..... of the business.

grow

1. There is a ..... awareness of the need to improve productivity.
2. The government is worried about the ..... in public expenditure.

produce

1. The new model should be ..... in three months.
2. The finished ..... must leave the factory in perfect condition.



3. I'm afraid our talks with the manufacturers have been .....

VII. Match the halves of the sentences and put the verbs into the correct form.

A:

- |   |  |
|---|--|
| 1. We can't invest in that country      | a) we can close the meeting.                                 |
| 2. I'll let you know                    | b) after they (tell) us about their special discount.        |
| 3. When we ... (discuss) the contract   | c) they want us to promise better terms for future business. |
| 4. We will deal with the insurance      | d) until their economy (be) stable.                          |
| 5. Before they ... (sign) this contract | e) we (lose) a lot of money.                                 |
| 6. If the project ..... (fail),         | f) as soon as I (receive) their brochure.                    |

B:

1. We ... (make) this country great again as long as you ..... (give) us your vote.
2. If we ..... (come) to power, we will provide jobs for everybody.
3. Unless they... (be committed) to the project long-term, they ..... (not carry) it through.
4. As long as the project ..... (be financed) from outside sources, we ..... (have to) ensure a much higher rate of return.
5. While I ..... (look for) a job, I ..... (continue) to study.
6. Before she ..... (apply), she ..... (attend) different training courses.

VIII. Translate into English.

1. Обменный курс валют в нашей стране имеет нестабильное положение, что приводит к изменению экономики.
2. Хороший менеджер должен быть уверенным и решительным для того, чтобы квалифицированно руководить персоналом.
3. Каждый месяц предприятие отправляет какого-нибудь работника на обучающие курсы.
4. Для того чтобы провести хорошую рекламную кампанию, нам необходимо обратиться в рекламное агентство.
5. При основании компании можно взять заем в банке.
6. В Японии открылся центр высоких технологий, которому требуется высококвалифицированный персонал.
7. Чтобы запустить новый продукт, необходимо провести маркетинговое исследование рынка.
8. Наше предприятие остается прибыльным, несмотря на кризис в стране.
9. Наш директор решил взять отпуск, так как он работает долгое время без отдыха.
10. Иностранные инвестиции дают возможность основать компанию, модернизировать ее, а также способствуют ее выходу на мировой рынок.

## Test 4

### Products

#### I. Match the words to their definitions.

- |                  |  |
|------------------|--|
| 1. design        | a. improve the quality or value of something   |
| 2. earnings      | b. a move to a more important job or rank in a company or organization   |
| 3. economical    | c. to make changes, especially small changes, to something in order to improve it and make it more suitable or effective |
| 4. enhance       | d. something useful and intended to be sold that comes from nature or is made in a factory                               |
| 5. fashionable   | e. attractive in a fashionable way   |
| 6. modify        | f. the way in which something has been planned and made, including its appearance, how it works etc                      |
| 7. user-friendly | g. popular, especially for a short period of time  |
| 8. product       | h. the money that a person receives for the work they do in a particular period of time                                  |
| 9. promotion     | i. easy to use or operate  |
| 10. stylish      | j. using time, money, goods etc carefully and without wasting any  |

#### II. Supply the right preposition.

1. The new variety of Kiwifruit is sweeter and more attractive ..... Asian tastes.
2. Good design will never go ..... fashion.
3. Companies spend far too much ..... launching and promoting new products.
4. They claim that none of their cosmetics was tested ..... animals.
5. The European manager is not very enthusiastic ..... selling the product.
6. A CD tower system has several special features which should appeal ..... our customers.
7. There was a very strong demand ..... jeans and T-shirts over the last month.
8. I am afraid your terms ..... payment are not acceptable ..... us.
9. It is necessary to develop a new product and to invest a lot of money ..... it, as it will help our company to compete ..... other companies or another industry.
10. We specialise ..... distributing high quality goods.

#### III. Complete the text by writing one appropriate word in each gap.

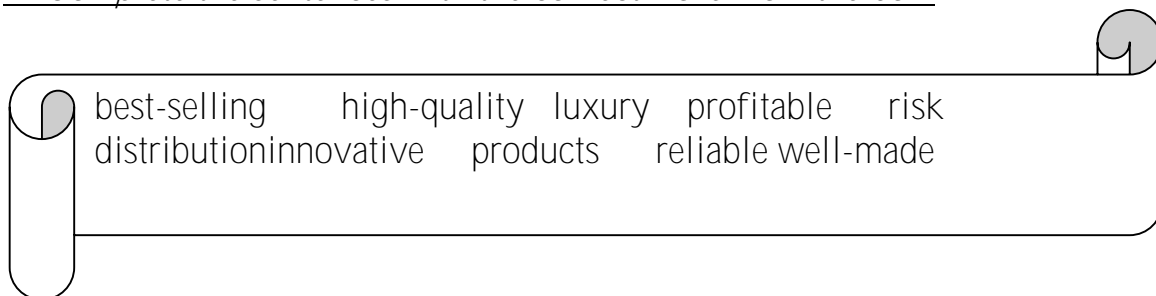
If you want to ..... success with a new product, there are a number of steps you have to get right. First, you should identify a ..... in the market: a need for a **product that doesn't exist yet**. Then you can either ..... a **completely new product** idea, or modify an existing product idea. It is important to ..... market research to check if your idea will have a market, and to be able to target the right ..... .Next,

you must decide how to ..... the product, for example by developing an effective advertising campaign.

IV. Put the question to each sentence.

1. The board has already signed contracts with the four largest kiwifruit cooperatives in Italy. (alternative question)
2. Multinational companies which manufacture products in developing countries help the world economy. (general question)
3. Goods will be dispatched within 24 hours of your order. (special question)
4. The kiwifruit Marketing Board has retained all marketing and selling rights for Europe and overseas for the trademarked variety. (indirect question)
5. The fake goods reduce the **company's own sales.** (to the noun)
6. Most of the best ideas are discovered by accident. (tag question)

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



1. Consumers want ..... products, but they want them at bargain prices.
2. Valentino chocolates are recognized as ..... products with a delicious and unique taste.
3. We supply goods to customers who want ..... design.
4. **Toshiba's consumer electronics** ..... **were** previously marketed in Italy through a distributor.
5. The system will significantly improve communications and be more ..... than the current equipment.
6. There is always some ..... with any kind of investment.
7. Samsonite sells practical and ..... bags and suitcases.
8. **Nestle makes many of the world's** ..... **food products.**
9. The company plans to establish a network of central warehouses to make product ..... more efficient.
10. Electric reported annual earnings that make it the most ..... company in the US.

VI. Read the email from the chief executive to a product manager at a company. Choose the best word A-D to fill each space.

Dear Alice,

**I'm getting concerned about the state of our plans for the 1) \_\_\_\_\_ of the new XZ6 product in September next year. The product has been tested extensively, and 2)**

\_\_\_\_\_ will start in May as planned, but we have had no concrete plans from our agency about the advertising campaign. 3) \_\_\_\_\_ must be informed in plenty of time for the launch, so that they can build up stocks in their shops, but we have done nothing on this front yet. A special website must be developed for the model, but none of our website 4) \_\_\_\_\_ are aware of what they have to do. In all these areas, the 5) \_\_\_\_\_ are becoming critical.

Please let me know what you plan to do about the situation as soon as possible.

Vanessa Leyton

Chief Executive

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| 1. A commence   | B launch        | C start         | D begin         |
| 2. A production | B making        | C manufactured  | D working       |
| 3. A Consumers  | B Manufacturers | C Shoppers      | D Retailers     |
| 4. A developers | B software      | C screenwriters | D hackers       |
| 5. A latenesses | B delays        | C absences      | D cancellations |

VII. Guess the word according to its definition.

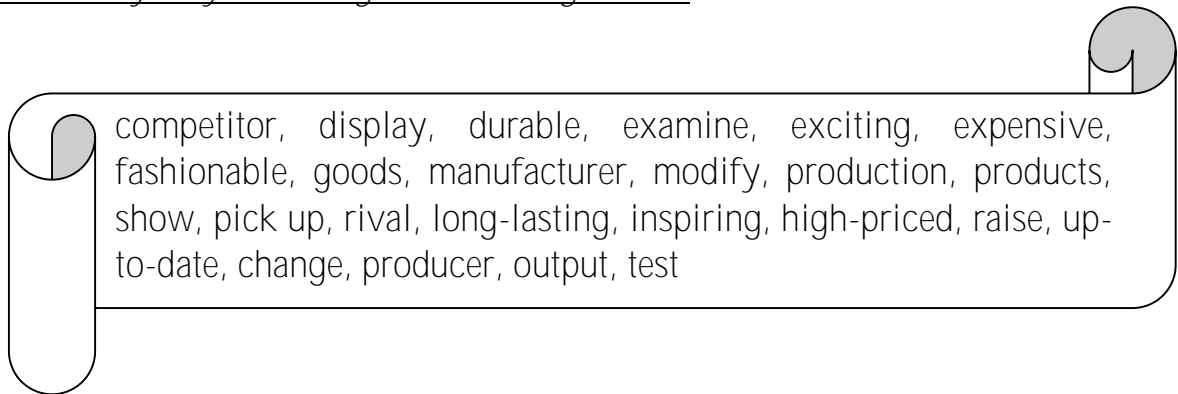
1. a set of similar products made by a particular company or sold in a particular shop  
\_ a \_ \_ \_
2. to show or make a new product available for sale for the first time \_ \_ \_ \_ c \_
3. the employees who decide what to purchase, and who to make the purchases of finished goods or components to be made into goods, are the \_ u \_ \_ \_ \_
4. to keep something or to continue to have it \_ \_ \_ a \_ \_
5. goods that are produced in order to be sold, especially goods that are sold in a store \_ \_ r \_ \_ \_ \_ \_ i \_ \_
6. to produce large quantities of goods to be sold, using machinery \_ \_ \_ u \_ \_ \_ \_ \_ r \_
7. a person or business responsible for making goods available to customers after they have been produced, either one that sells directly to the public or one that sells to the shops etc \_ i \_ \_ \_ \_ \_ u \_ \_ \_ \_
8. a large building for storing items before they are sold, used or sent out to shops, or a large shop selling a large number of a particular items at a cheap rate \_ \_ \_ e \_ \_ \_ \_ \_
9. used to describe situations and behaviour in which businesses are trying very hard to be more successful than others, for example by selling their goods or services more cheaply than others \_ o \_ \_ \_ \_ \_ i \_ \_ \_ \_ \_
10. a name, sign, or design on a product to show that it is made by a particular company \_ \_ a \_ \_ \_ \_ \_ \_

VIII. Choose a verb from the box to complete each sentence and write it in the correct form, active or passive.

distribute	modify	produce
have	manufacture	promote
launch	look at	offer

The very first step in the launch of a new product is when the Research department ..... 1) an idea. In the next step, the Marketing department ..... 2) it, and decides if they think it will sell. Sometimes, the Research department ..... 3) the design a little. Next, a prototype ..... 4) to see if it works. Then maybe it ..... 5) to a small number of customers on a trial basis. If everything looks OK, the new product ..... 6) on a large scale. The marketing department ..... 7) the product through an advertising campaign, and then it ..... 8) onto the market. Large quantities of the product ..... 9) to sales outlets all over the world.

IX. Find synonyms among the following words.



competitor, display, durable, examine, exciting, expensive, fashionable, goods, manufacturer, modify, production, products, show, pick up, rival, long-lasting, inspiring, high-priced, raise, up-to-date, change, producer, output, test

X. Change the active sentences into the passive.

1. National Westminster Bank has launched a commercial insurance service for small businesses.  
.....
2. Workers in France produce these Renault cars.  
.....
3. Their department is developing a new soft drink.  
.....
4. Kodak will develop some innovative products in electronic imaging.  
.....
5. We should test this new product immediately.  
.....
6. They were still researching into the effects of Alkaphen.  
.....
- 7. A fashion designer created the 'little black dress'.**  
.....
8. The company displays the model at famous motor exhibitions like Geneva.  
.....
9. We will open a new subsidiary in Spain soon.  
.....
10. A Korean entrepreneur expressed interest in the new product.  
.....

*XI. Translate the sentences into English.*

1. Если вы не доставите товар к концу этой недели, мы будем вынуждены отменить заказ.
2. Новая продукция защищает окружающую среду и соответствует требованиям покупателей.
3. Я предпочитаю покупать прочную и надежную обувь, сделанную из натуральной кожи.
4. Для успешного запуска продукта очень важно найти нужных людей, которые могут помочь с проведением рекламной кампании.
5. Инновационное изобретение было успешно испытано и скоро будет выпущено на рынок.
6. Наша компания сфокусировала свое внимание на дизайне и качестве своей продукции.
7. Они хотят привлечь потребителей высококачественными и экономичными товарами.
8. На какой сегмент рынка вы нацеливаете ваш новый продукт?
9. При покупке бытовых электроприборов следует убедиться в том, что на них есть гарантия.
10. Этот магазин предлагает широкий ассортимент товаров и продает их по разумным ценам.

## **РАЗДЕЛ КОНТРОЛЯ ЗНАНИЙ**

### **1 семестр**

#### **ТРЕБОВАНИЯ К ЗАЧЕТУ**

1. Чтение со словарем оригинального текста по специальности объемом 1300 п.зн. Передача краткого содержания текста на английском языке
2. Перевод отрывка текста, содержащего активную лексику по пройденным темам, с английского на русский язык.
3. Беседа или диалоги по пройденным устным темам и речевым ситуациям.

### **2 семестр**

#### **ТРЕБОВАНИЯ К ЭКЗАМЕНУ**

1. Чтение без словаря оригинального текста по специальности объемом 1500 п.зн. Передача краткого содержания текста на английском языке.
2. Перевод с листа фрагмента данного текста объемом 400 п.зн.
3. Перевод предложений, содержащих активную лексику по пройденным темам, с русского на английский язык.
3. Беседа или диалоги по пройденным устным темам и речевым ситуациям.

## LEXICAL – GRAMMAR TESTS

### Контрольные тесты

#### Unit 1

#### “Jobs and Careers”

#### I. Match English words with their Russian equivalents.

- |                              |   |
|------------------------------|---|
| 1. application form          | a. филиал, дочернее предприятие         |
| 2. short-term                | b. работать сверхурочно                 |
| 3. to get ahead              | c. обратная связь                       |
| 4. current job               | d. главный исполнительный директор      |
| 5. subsidiary                | e. рано уйти на пенсию, в отставку      |
| 6. staff turnover            | f. заявление                            |
| 7. the CEO                   | g. соединять по телефону                |
| 8. put smb. through          | h. краткосрочный                        |
| 9. feedback                  | i. текучесть кадров                     |
| 10. challenge                | j. вызов, сложное ответственное задание |
| 11. to take early retirement | k. настоящая работа                     |
| 12. to work overtime         | l. продвигаться по карьерной лестнице   |

#### II. Replace the underlined words with their synonyms in the correct tense form, given in the chart.

to get the sack, career opportunities, the company, staff, sales revenue, to take a career break, to recruit, vacant position, to have linguistic ability, to get ahead in a career, salary, to make a fortune

1. It's very difficult to climb a career ladder for the person who has just applied for a job.
2. He was fired because he had been constantly late.
3. The personal assistant took time off work to look after her baby.
4. This company offers excellent career prospects, so that every employee has a chance to be promoted.



5. Some people save money all their lives and by the time they are old, they becomewealthy.
6. This company motivates its staff with the help of high payment.
7. The successful candidate for the position of a sales manager should speak at least twoforeign languages.
8. The new contract will enable us to employ about 50 extra people.
9. Fast-Track advertised the post only inside the firm as it believes in offering career opportunities to its personnel.
10. The company announced that its annual profit was 25% below target and very few sales contracts had been made.

III. Fill in the gaps with the correct preposition where necessary.

1. **While selecting an applicant, you should pay attention ... his level of education, experience and the ability to work in a team.**
2. – **Good morning. Could I speak ... Mr. Brown, please?**  
**Hold ... . I will put you ... .**
3. Having worked in Human Resources for 10 years, Mr. Smith got a promotion and **now he is ... charge ...this department.**
4. **Newly-employed people often face ... problems because of the lack of experience.**
5. **My current job involves frequent travel ... the region.**
6. **The profitability of a company depends ... many factors, such as the performance of its employees, its advertising campaign, its strategy, etc.**
7. **All the applicants are expected to fill ... an application form and to send it to the company not later than the 3<sup>rd</sup> of July.**
8. **I feel I am well qualified ...the position because I have a good knowledge of computing, numeracy skills and the ability to handle administration.**
9. **Many teenagers often find it difficult to decide ... a career plan while they are still at school.**
10. **One of the keys to your success is the ability to get ... well with people.**

IV. Paraphrase the following word combinations and use them in sentences of your own.

1. a person who applies for a job
2. **a person's place or rank in employment**
3. act of choosing
4. a person who employs others
5. a person who is employed
6. those who are without jobs
7. something successfully finished or gained, esp. through skill and hard work

8. using a type of computer program that allows figures to be shown in groups on a screen so that quick calculations can be made
9. a manager of a higher rank
10. a person who can work effectively in a group of people

V. Complete the sentences using can, could, was/were able to, would.

1. .... the new photocopier print out a whole book in less than five minutes?
2. After six hours of negotiation, we .... make some progress.
3. He was a brilliant linguist and .... speak over a dozen languages fluently.
4. “..... you mind going on a training course?” “Not at all, as long as it’s next month.”
5. “..... you show me your application form?” “ Certainly. Here you are.”
6. “..... I take a career break?” “Sure, as long as you haven’t had it for 3 years.”
7. I think he .... get a promotion soon. He is so talented and hard-working.
8. Emily .... find a good job despite her lack of formal qualifications.
9. “..... I use your mobile phone?” “Sure, you .... – go ahead.”
10. .... you do me a favour? Check my E-mail, please.

VI. Put the question to each sentence.

1. Businesses continually need to hire good personnel to take the place of workers who retire.  
( indirect question)
2. Most large companies have special departments which are responsible for employer-employee relations. (general question)
3. I think that the first impression people have of you is the right impression.  
(alternative question)
4. Mike has succeeded in getting the contract signed. (to the subject)
5. Mr. Jewel is trying to raise some more money at the moment because he is going to set up a small business in 5 months. (special question)
6. The job description will tell the applicant exactly what to do if he is interested in the position. (indirect question)
7. Some people think working in a bank is boring. (tag question)
8. This company provides generous fringe benefits for its employees, including insurance and medical payment. (special question)
9. Not many people manage to make a living as a successful artist. (general question)
10. A portfolio worker is a professional person who works for many different companies or individuals. (alternative question)
11. The job market is getting more and more competitive and the idea of a “job for life” has already become old-fashioned. (tag question)
12. Yesterday I had an interview for a holiday job at a summer camp for children.  
(to the subject)

VII. Fill in the gaps with one of the words given below in the correct form.

interview, well-paid, to dismiss, to hire, to specialize in, to fire, to get a promotion, to fill in, enthusiastic, unemployed, to apply for, fast-learner, skilled, applicants

At the moment I have a very good, 1) ... job that I enjoy doing, but it hasn't always been like this.

Several years ago I used to work as a salesman for a small company that 2) ... producing items of furniture. It was the sort of job where you had to be 3) ... , you had to believe in your product and do everything possible to sell it. But times were hard, and a lot of companies had to 4) ... a lot of their employees, so our company also started to 5) ... the number of people it 6) ... in order to save money – fortunately I wasn't one of them – but in the end it had to close down, and I found myself 7) ... for the first time in my life. I 8) ... several jobs in similar companies, but I wasn't successful – every one of them turned me down.

Then one day I was looking through the paper and I came across an advertisement for courses that specialized in journalism. I 9) ... an application form, sent it off, was accepted onto the course, studied hard, was a ... 10) ..., passed my exams, and became a 11) ... journalist. I then wrote to a small magazine, attended an 12) ... with dozens of other 13) ... and, to my surprise, I got the job. The magazine grew in size and popularity, I 14) ... this year and now I'm the editor, so I suppose, I have been lucky, really.

VIII. Give the opposite to the following words.

1. a badly-paid job .....
2. to have a full-time job .....
3. to spend money .....
4. to become poor .....
5. to stand still in a company .....
6. to work for a company .....
7. to be hired .....
8. to fail .....
9. the line is free .....
10. short-term .....

IX. Match the words to make word partnerships.

- |                   |                             |
|-------------------|-----------------------------|
| 1. to apply       | a. tasks                    |
| 2. to run         | b. challenge                |
| 3. to deal        | <b>c. one's best</b>        |
| 4. to make        | d. with a problem           |
| 5. to do          | e. a vacant position        |
| 6. to study       | f. a fortune                |
| 7. to fill        | g. progress                 |
| 8. to evaluate    | h. for a job                |
| 9. to delegate    | i. for extra qualifications |
| 10. to broaden    | j. a business               |
| 11. strengths and | <b>k. one's skills</b>      |
| 12. to accept     | l. weakness                 |

X. Translate the sentences into English.

1. Главный исполнительный директор несет ответственность за эффективную работу фирмы.
2. Если вы работаете сверхурочно, компания выплачивает вам в двойном размере.
3. Она отказалась от ненормированного рабочего графика, потому что она хотела проводить больше времени со своей семьей.
4. Уверенный кандидат всегда имеет преимущества перед своими конкурентами.
5. Для того чтобы иметь успех в работе ты должен поставить несколько важных целей.
6. Для успешного продвижения по карьерной лестнице вам необходимо время от времени проходить курсы повышения квалификации.
7. Директору компании требуется надежный, быстро обучаемый молодой человек на должность личного консультанта.
8. – Мистер Смит, Вам звонит Мистер Джуэл по поводу дочернего предприятия. Вас соединить?  
- Нет, скажите, что я перезвоню ему позднее.
9. Если вы знаете 2 языка, то вам будет намного проще найти хорошую работу.
10. Моя сестра хотела бы найти работу в отделе маркетинга, а для меня нет работы лучше, чем в отделе кадров.

## Unit 2

### “Trade”

#### 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. We ..... (try) to reach an agreement on a joint venture all day.
5. DirectSun ..... (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.
9. Lifetime Holidays ..... (have) many high street shops and a large catalogue of holidays.
10. We ..... (try) to reach an agreement on a joint venture all day.

#### 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. Fill in with the most suitable Modal verb.

1. Online retailers ..... offer secure online ordering.
2. In many companies employees ..... wear jeans.
3. You ..... queue up when you buy online.
4. High Street retailers ..... present goods attractively to get people to buy.
5. .... I make a phone call?
6. This deal is too important to lose, so we ..... make a mistake.
7. A CV ..... be printed on good quality notepaper.
8. Customers ..... be confident that their credit card details are secure.
9. **I think we're all in agreement, so we ..... discuss it any further.**
10. **You ..... advertise these goods online, it's prohibited.**

IV. 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.

V. 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-commerce                      D e-business

**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

VI. 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..... .....

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.....

VII. 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.

VIII. 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.(to the subject)
3. The key to selling online is to understand or recognise what the customer wants **when they're on your website and try and 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)

IX. Arrange the words into pairs of synonyms.

achieve, buyer, complicated, confident, deal, delivery, demand, estimate, extend, query, reduce, urgent, transaction, require, reach, question, difficult, convinced, immediate, dispatch, expand, purchaser, decrease, assess

X. 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.

### Unit 3

#### “Businesses”

##### 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. Match the words to make word combinations.

- |                 |                |
|-----------------|----------------|
| 1.competitive   | a. asset       |
| 2.excellent     | b. performance |
| 3.parent        | c. points      |
| 4.share         | d. price       |
| 5. to summarize | e. customers   |

- |                   |                         |
|-------------------|-------------------------|
| 6. valuable       | f. commitment           |
| 7. offer to       | g. a competitive salary |
| 8. to deal with   | h. share                |
| 9. to demonstrate | i. company              |
| 10. to meet       | j. business             |
| 11. to raise      | k. priorities           |
| 12. market        | l. prices               |

III. 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.

IV. Find synonyms.

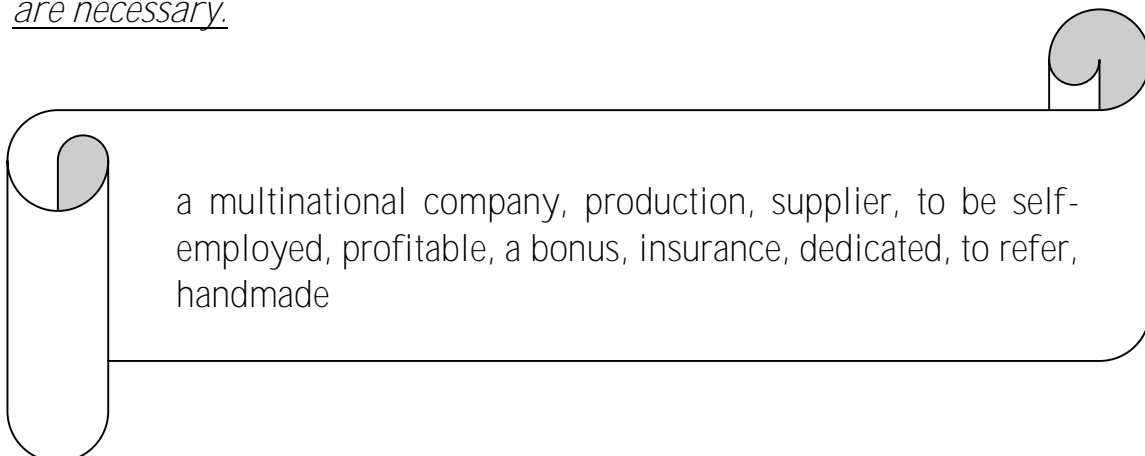
- |                  |                        |
|------------------|------------------------|
| 1. headquarters  | a. to include          |
| 2. staff         | b. rival               |
| 3. customer      | c. outside the company |
| 4. competitor    | d. consumer            |
| 5. to grow       | e.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

V. 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.

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



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

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 .....

VII. 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 ..... ?

VIII. 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.

*IX. 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)

*X. 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.



## Unit 4

### “Innovations”

#### I. Match a word or a word combination to its definition.

- |                             |   |
|-----------------------------|---|
| 1. to make a breakthrough   | a. to do or provide something that is necessary   |
| 2. R&D                      | b. a new idea, method or invention  |
| 3. brainstorming sessions   | c. to make a new product available for sale for the first time  |
| 4. innovation               | d. to make an important discovery or change   |
| 5. to launch                | e. an official document giving you permission to own or do smth for a period of time                                |
| 6. creativity               | f. to make, design or produce smth new by chance  |
| 7. licensing agreement      | g. continuing for a long time   |
| 8. long-lasting             | h. the act of producing or using new and effective ideas  |
| 9. to meet a need           | i. the department of a company concerned with studying new ideas and planning new products                          |
| 10. to discover by accident | j. the act of meeting with a group of people in order to try to develop ideas and think of ways of solving problems |

#### II. Form the right part of speech from the words “patent”, “invent”, “develop”.

patent

1. **When does the ..... expire?**
2. **No doubt that this idea is ..... because first of all, it is creative and innovative and secondly, it has great sales potential.**
3. **We have decided to ..... our new drug because we are afraid that another competitors might steal our idea.**
4. **Many ..... complain that it is getting more and more difficult to apply for a patent.**

invent

1. **King Gillette ..... the disposable razor blade and founded the Gillette company at the beginning of the twentieth century.**
2. **The ..... of the computer has revolutionized the business world.**

3. Jose Ladislao Biro was a Hungarian ..... , a writer, and a painter. He made the first ball-point pen.

4. One of the most essential conditions that must be fulfilled if you want to patent your idea is that there must be “an ..... step”.

develop

1. Scientists ..... new drugs to treat arthritis now.

2. One of the basic needs in many ..... countries is water.

3. There have been significant computer ..... during the last decade.

III. Supply the right preposition.

1. Many goods are developed ..... response ..... customers’ needs.

2. There is an opinion, that the majority of the best ideas are discovered ..... accident.

3. Let’s move ..... another item on our agenda.

4. Our Board of Directors agreed to spend more money ..... R&D.

5. I don’t think that our idea could be patented since it’s similar ..... our rivals.

6. If your idea is creative and innovative you can apply ..... a patent.

7. Plans for a tunnel were rejected ..... favour ..... the bridge mainly because of the increased costs.

8. It’s time to get rid ..... our old-fashioned work practices.

9. He won an award ..... developing a new model of digital camera.

10. Our model is technically advanced so we are sure it will be ..... great demand

IV. Make up word partnerships.

- |                 |                    |
|-----------------|--------------------|
| 1. product      | a. demand          |
| 2. customer     | b. advantage       |
| 3. to encourage | c. competitiveness |
| 4. long-term    | d. image           |
| 5. to take      | e. correspondence  |
| 6. upmarket     | f. an opportunity  |
| 7. customer     | g. range           |
| 8. to deal with | h. scientists      |
| 9. to raise     | i. money           |
| 10. to miss     | j. research        |

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

to discover by accident, to launch, to make a breakthrough,  
licensing agreement, brainstorming sessions, selling points,  
Research and Development, innovation, creativity, long-lasting

1. The scientists ..... a major ..... in the treatment of cancer.
2. She's planning to ..... a company to make electronic toys.
3. An education system that lets children use their ..... was introduced by Mr. Rogers.
4. If our industries avoid ..... , we will never compete successfully with other countries.
5. Scientists ..... that this disease is carried by rats.
6. The method of ..... is widely spread in the USA.
7. Many people believe that it's very important for big companies to invest in ..... .
8. In 2005 Burberry decided to renew Sanyo's Japanese ..... for 10 years.
9. According to scientific research, the consumption of this harmful product can have a ..... negative effect on people's health.
10. What are the unique ..... of your product?

VI. Translate the italicized parts of the sentences into English.

1. I didn't follow my friend's advice who said, "The best way to *уничтожить идею* is to take it to the meeting".
2. If we carry out research and find out what customers need we will be able to *удовлетворить их спрос*.
3. To protect the environment companies all over the world need to *снизить отходы производства*.
4. In order to turn our ideas into commercial opportunities we should *взаимодействовать с* many overseas universities.
5. Promoting our innovative idea we fully relied on its *освещение средствами массовой информации*.
6. One of the most important components of a successful meeting is when everyone *говорит по очереди*.
7. How have you managed to *заполнить пробел на рынке*?
8. Our new products *представляют собой выгодную возможность*.
9. We have decided to *выставить* our new models of tractors in Moscow.
10. Our latest innovative design is aimed at *увеличение продаж*.

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

1. He ..... (not to wish) to interrupt because the Head of Research and Development ..... (to speak).
2. Pierre and Marie Curie ..... (to discover) radium in 1902.
3. They ..... (to solve) the problem connected with turning a new idea into commercial opportunity all week long.
4. “ ..... you (to read) the contract?” “Yes, and I ..... (to send) it back to the legal department.”
5. When George Eastman ..... (to introduce) the first Kodak camera in 1888, he ..... (to want) to supply the tools of photography at the lowest possible price to the greatest number of people.
6. While the secretary ..... (to deal with) business correspondence, her boss ..... (to look through) licensing agreement.
7. Some years later Julia Wyman ..... ( to do) research into types of company organization when another interesting idea ..... (to come) to her.
8. During the late 1990s companies ..... (to get) ready for the Y2K bug.
9. Eventually he ..... (to set up) his own label and ..... (to become) a millionaire.
10. When I ..... (to be) at business school we often ..... (to work) on case studies.

VIII. Put the question to each sentence.

1. When innovators go to large companies with new designs for their products, they face many problems. (special question)
2. Business benefits from the creativity only if it can develop great ideas and bring them to market. (tag question)
3. Eric von Hippel, a professor of management of innovation has spent three decades studying the role played by customers in shaping new products. (to the subject)
4. A Microsoft research project resulted in an invention. (general question)
5. The results of his research will be published in a scientific magazine next week. (indirect question)
6. We were forced to withdraw the model because customers were complaining. (special question)
7. Sometimes small firms succeed when they copy the products of giant corporations. (alternative question)
8. The Japanese began conquering international markets by copying American products and selling the results at lower prices. (tag question)
9. Imitation is less expensive than innovation. (indirect question)
10. Information technology has changed not just the nature of markets and competition; it has also broken down the barriers of geography and time. (general question)

IX. Match the antonyms.

- |                         |                                  |
|-------------------------|----------------------------------|
| 1. to miss ( a chance ) | a. to be against                 |
| 2. to save              | b. to waste                      |
| 3. a breakthrough       | c. to decrease                   |
| 4. to increase          | d. to cancel a meeting           |
| 5. to launch            | e. a failure                     |
| 6. to be in favour of   | f. to lower                      |
| 7. to hold a meeting    | g. a copy                        |
| 8. to spend money on    | h. to save on, to economize on   |
| 9. to raise             | i. to exploit ( an opportunity ) |
| 10. an original idea    | j. to withdraw                   |

X. Translate into English.

1. Для того чтобы заполнить нишу на рынке своим товаром, компания должна использовать все свои возможности, в том числе и расширять ассортимент.
2. Компания подвела итоги за этот год и решила, что необходимо снизить затраты на производство.
3. Изобретатель должен запатентовать свое открытие для защиты от копирования.
4. Один из наших молодых ученых разработал новую идею и сейчас ищет частных инвесторов. Он собирается просмотреть базу их данных.
5. Этот продукт имеет огромный потенциал продаж, т.к. он привлекательный и инновационный.
6. Наша компания представила новую идею на рынке и получила награду.
7. Роберт Томсон работал в компании IT General, когда они запустили новую рекламную компанию и удвоили свои продажи.
8. Мы обсуждали лицензирование инновационного продукта, когда глава исследовательского отдела спросил, сможем ли мы реализовать (превратить) эту инновационную идею в коммерческую возможность.
9. Все компании должны уменьшить отходы, только так мы сможем защитить окружающую среду.
10. Этот товар отвечал потребностям покупателей, он повышал их статус и защищал окружающую среду.

## Unit 5

### “Challenges”

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

1. a date or time before which something must be done or completed – d.....
2. a very busy and competitive way of life (2 words) – r.... r.....
3. **conditions in one’s work, one’s style of living, etc. that cause anxiety and difficulty** – p.....
4. some special methods which help people to deal with stress (2 words) – c.....  
s.....
5. to try to find out more information about something – i.....
6. a policy which bans smoking in public places, at work, etc. (2 words) – n.....  
p.....
7. **a kind of service that employees can have if they’re stressed** (2 words) – c.....  
s.....
8. the practice of training the mind and body to become more positive – m.....
9. **a general medical examination, usually taken regularly, to test one’s state of health** (2 words) – m..... c.....
10. a person who likes to work too hard – w.....

II. Match the words from each column to make word partnerships.

- |                           |                        |
|---------------------------|------------------------|
| 1. to reduce              | a. redundancies        |
| 2. stress- <b>related</b> | <b>b. one’s work</b>   |
| 3. to cope with           | c. the workforce       |
| 4. to appear              | d. a work-life balance |
| 5. to achieve             | e. illnesses           |
| 6. fear of                | f. workload            |
| 7. to increase            | g. vulnerable          |
| 8. to cut                 | h. pressure            |
| 9. unreasonable           | i. job satisfaction    |

10. to focus on

j. stress levels

*III. Supply the right preposition where necessary.*

1. One of the most difficult things for any employee is to ask a boss ... a pay rise.
2. He started to worry ... the increasingly poor quality of his work.
3. People in business may suffer ... stress for many different reasons: if they're overworked, if they have to work ... tight deadlines, if they always feel ... pressure.
4. He had to give ... his studies because of lack of money.
5. Lately she has had a heavy workload, which led to poor health and she made up her mind to take time ... work.
6. She felt she had no control ... the situation, so she decided to leave everything as it was.
7. My brother always suffers ... emotional strain when he has a medical check-up.
8. As some staff are under a lot of stress, I suppose it will be reasonable to set ... a counseling service.
9. Various factors have contributed ... his resignation.
10. Nowadays plenty of employees who work in the offices spend too much time ... paperwork.

*IV. Paraphrase the underlined words using the words from the box.*

sad	lack of	focus on	reason	gossip	sort out
staff cuts	important	authority	making better		

1. Today a well-known expert is lecturing on the ways of decreasing stress levels.
2. She is stressed after having negotiated a valuable contract with overseas partners.
3. There is an opinion that women pay more attention to details than men.
4. Having not enough time leads to depression.
5. As a result of economic crisis redundancies have become a common thing.
6. He didn't show any cause for dismissing his deputy.

7. What are the ways of improving the staff's health and fitness from your point of view?
8. It is very depressing if you are not involved in decision-making.
9. **There's a rumour** circulating that the factory is going to shut down.
10. What should the management do to solve the staff problems?

V. Match the words with their opposites.

- |               |                   |
|---------------|-------------------|
| 1. valuable   | a. mild, soft     |
| 2. to appoint | b. badly paid job |
| 3. steady     | c. impatient      |
| 4. severe     | d. unhealthy      |
| 5. to give up | e. to increase    |
| 6. healthy    | f. to discourage  |
| 8. to reduce  | h. unreliable     |
| 9. to support | i. to dismiss     |
| 10. patient   | j. to start       |

VI. Guess the words given in brackets.

1. **Many people** ..... (i/c/p/o/n/m/a/l) **that their bosses don't give** them any freedom or independence.
2. **My stress counselor has advised me to change my** ..... (e/i/s/l/t/l/f/y/e) **otherwise I might have a nervous breakdown.**
3. **Very often the employees of our company have to** ..... (r/e/r/o/w/k/v/o) **as our latest model has been in great demand over the past two years.**
4. **No doubt that** ..... (s/e/g/s/a/a/m) **is one of the most effective ways to deal with stress.**
5. **Our teacher has asked us to speak about the most** ..... (f/r/s/t/s/e/s/l/u) **situations we have ever faced.**
6. **Most staff have started to panic since their** ..... (o/u/j/s/y/i/b/e/r/c/t) **(2 words) is low.**



7. The Board of Directors took new measures aimed at ..... (g/k/l/t/a/i/c/n) low morale level of our employees.
8. When I have to make a speech, I'm always nervous, I can't learn how to ..... (d/a/h/n/e/l) my emotions.
9. It goes without saying that putting forward the idea of ..... (x/b/y/f/e/i/l/i/i/t/l) helps a company to improve its productivity and to increase staff motivation.
10. One of the disadvantages of his job is that he has **too much** ..... (r/a/r/p/p/w/e/o/k) and the boss that is difficult to deal with.

VII. Supply the right tense form either Past Simple or Present Perfect.

1. - You ever ..... (to work) in an open-plan office?  
- Never. The idea of such an office horrifies me!
2. - I'm worried about my husband!  
- Oh, what's wrong?  
- I believe he has difficult time at work. You see, he ..... (to start) to forget family birthdays and yesterday he even ..... (to forget) where he had parked his car!
3. I ..... (to find out) that massage, meditation and exercise help to reduce stress but there's nothing like shopping for me!
4. Recently he ..... (to suffer) emotional strain and last week he was taken to hospital.
5. Last year our company ..... (to do) everything possible to persuade employees to eat better and to take more exercise.
6. He ..... (to overwork) last month and as a result the management of the company ..... (to praise) him and he ..... (to get) a promotion.
7. When I ..... (to study) at the University it ..... (to be) difficult for me to meet tight deadlines.
8. The company ..... (to decide) to fire him because he ..... (cannot) take any decisions. Moreover, two months ago he ..... (to miss) a valuable contract.
9. You ..... (to learn) the way men and women cope with stress?
10. At first, meditation ..... (to be) a hobby but in the end it ..... (to become) a career.

VIII. Put the question to each sentence.

1. It's very important how people choose to organize their lives. (tag question)

2. Employees have to deal with a lot of time limits for finishing work. (general question)
3. Working under pressure leads to the lack of creativity. (alternative question)
4. Oxford University published the list of the most stressful jobs yesterday. (special question)
5. My dear friend has joined a meditation group in India. (to the subject)
6. Less stress leads to increased job satisfaction and means more productivity. (indirect question)
7. **Students' absenteeism is one of the major problems at our University.** (to the subject)
8. The unions have said that they will recommend strike action in case of further redundancies. (special question)
9. More and more people want to get away from what they call the rat race. (tag question)
10. People are looking for a better quality of life and a healthier work-life balance. (alternative question)

X. Translate the sentences into English.

1. Он **увеличил** систему **поощрения** работников, чтобы **снизить** количество **стрессовых** ситуаций.
2. Софи – **трудоголик**, поэтому ей **нравится** ездить в командировки и ходить на курсы **повышения** квалификации.
3. После **слияния** компаний **давление** на работников **увеличилось**, а возможности **продвижения** **уменьшились**.
4. Меня **сильно** раздражает, когда я **долго** стою в очереди.
5. Я **ненавижу** свою работу: **постоянные** пробки по утрам, **давление** со стороны начальника. И вы еще спрашиваете **каковы** причины моего стресса?
6. **Всю** прошлую неделю она **ничего** не делала, а сейчас она **работает** над отчетом **ночью**, чтобы **управиться** в срок.
7. **Через** увольнения – **сильный** стресс для работников компании, поэтому компании **приходится** нанимать психологов.

8. Массаж, медитация, свободное выражение эмоций, умение улаживать любую ситуацию – все думают, что это лучшее средство против стресса. Чепуха! Мое лучшее средство против стресса - просто не работать!

9. Наемные рабочие обратились к боссу с вопросом о повышении заработной платы.

10. Каждую неделю мой брат ведет переговоры с зарубежными партнерами. Это хорошая возможность для карьерного роста.

11. Бесплатное медицинское обследование – это хорошее поощрение наших сотрудников.

12. Я бросил работу, где я зарабатывал хорошие деньги из-за высокого уровня стресса.

## Unit 6

### “Negotiations”

#### I. Match a word or word combination to its definition.

- |                           |   |
|---------------------------|---|
| 1. priority               | a. the place where something is arranged to happen  |
| 2. corporate entertaining | b. an arrangement or system that makes a particular activity possible   |
| 3. venue                  | c. a struggle or fight to gain control or advantage   |
| 4. dessert                | d. to refuse a request or offer or the person that makes it   |
| 5. tip                    | e. something that needs attention, consideration, service, etc., before others  |
| 6. facility               | f. a plan how to spend money, esp. during a certain period or for a particular purpose, taking account of what one will earn or receive and of what one will probably have to spend |
| 7. hone                   | g. a state of anxiety about something bad that might happen   |
| 8. socializing            | h. sweet food served after the main part of a meal  |
| 9. to turn down           | i. the act of entertaining aimed at obtaining sales, keeping old clients and attracting new ones.   |
| 10. trepidation           | j. a person who takes part or has a share in an activity or event   |
| 11. participant           | k. much better than most others, very good  |
| 12. budget                | <b>l. to arrive, to make one’s appearance</b>   |
| 13. to turn up            | m. a small amount of money given as a gratitude for a small service performed   |
| 14. outstanding           | n. spending time with others in a friendly way  |
| 15. contest               | o. to improve, to make perfect  |

#### II. Find synonyms.

- |              |                         |
|--------------|-------------------------|
| 1. awareness | a. to reject            |
| 2. spacious  | b. objective            |
| 3. tasty     | c. meeting point        |
| 4. cosy      | <b>d. hors d’oeuvre</b> |

- |                       |                           |
|-----------------------|---------------------------|
| 5. to book            | e. knowledge              |
| 6. venue              | f. delicious              |
| 7. to look forward to | g. member                 |
| 8. to take part in    | h. to reserve             |
| 9. to turn down       | i. having a lot of room   |
| 10. to put off        | j. pleasant, comfortable  |
| 11. participant       | k. to wait for, to expect |
| 12. aim               | l. to participate         |
| 13. starter           | m. to postpone            |

*III. Complete the sentences with one of the words from the box in its correct form.*

to recommend    accessible    tournament    health spas    to take  
out    hospitality    thrilling    to look around    golf    wine tasting

1. .... is a national feature of Belarusian people.
2. When you go to France, you are likely to be invited to a .....
3. A game in which people hit small white balls into holes in the ground with a set of special sticks is called .....
4. What a ..... game! The winner was in doubt until the last minute.
5. As a corporate entertaining our company has decided to organize a chess .....
6. Let's give our guests more time ..... the sights of our city.
7. France, Italy and the Check Republic are well-known for their ..... where people come for cures.
8. I'd like ..... you to visit "the big six" events as I call them in Great Britain.
9. Our senior managers ..... our Japanese guests to the theatre tonight.
10. The island we have chosen for our conference is ..... only by boat.

*IV. Match the words with their opposites.*

- |                   |            |
|-------------------|------------|
| 1. cost-effective | a. to save |
|-------------------|------------|

- |                                |                              |
|--------------------------------|------------------------------|
| 2. to greet                    | b. to exclude                |
| 3. advantage                   | c. to increase               |
| 4. to attract public attention | d. unprofitable              |
| 5. overseas                    | e. disadvantage              |
| 6. to allow                    | f. to say good-bye           |
| 7. to spend money              | g. to neglect                |
| 8. to cut down                 | h. to distract               |
| 9. to look after               | i. to ban, to prohibit       |
| 10. to include                 | j. local, national, domestic |

V. Match the halves of the sentences.

- |   |   |
|---|---|
| 1. Corporate entertaining contributes to the interaction between people and                 | a. <b>they hadn't managed to go</b> sightseeing.        |
| 2. How do you feel about inviting our guests to one of the most stylish restaurants         | b. which will be held in Leeds, England.                |
| 3. Alice is responsible for hotel booking and   | c. meeting their new Chief Executive.                   |
| 4. They were late for the conference because  | d. meeting guests at the airport.                       |
| 5. This year our company has decided to cut down  | e. this hotel offers outstanding conference facilities. |
| <b>6. On behalf of our company, I'd like to invite you to attend this year's conference</b> | <b>f. "There is no such thing as free lunch".</b>       |
| 7. I certainly look forward to  | g. budget on corporate entertaining.                    |
| <b>8. I'm in favour of choosing Hotel Moda in Prague because</b>                            | h. where they serve an exclusive Japanese food.         |
| 9. There is a saying,   | i. their flight had been delayed.                       |
| 10. Our guests were disappointed because  | j. helps to know each other better.                     |

VI. Form the right part of speech from the words "entertain", "socialize", "negotiate".

entertain

1. We ..... our foreign guests this evening.
2. Our company has invited a popular television ..... for its 10<sup>th</sup> anniversary.
3. The law applies to theatres, cinemas, and other places of public .....

socialize

1. I enjoy ..... with my colleagues after work.
2. We talked about various ..... questions, such as unemployment and education.
3. Being ..... helps you to climb a career ladder.

negotiate

1. The trade union ..... a new contract with the management this week.
2. The treaty was the result of long .....
3. As he often goes on training courses he must be a really skillful .....

VII. Match the columns to make word combinations.

- |                     |                                 |
|---------------------|---------------------------------|
| 1. to book          | a. to know each other           |
| 2. to look after    | b. the old town                 |
| 3. overseas         | c. the meeting                  |
| 4. to return        | d. at extra cost                |
| 5. to get           | e. subsidiaries                 |
| 6. to become        | f. a table                      |
| 7. to put off       | g. clients                      |
| 8. a personal       | h. a strong international team  |
| 9. to walk round    | i. your kindness and generosity |
| 10. to be available | j. preference                   |

VIII. Supply the right preposition where necessary.

1. When they asked the waiter ... the bill, they were speechless because it was enormous.
2. What holiday destinations can you recommend us apart ... Egypt and Turkey.
3. One of the main aims of organizing corporate entertaining for overseas partners is to break ... cultural barriers.
4. The delegation of foreign partners set ... on Friday early in the morning.
5. As she is one of my best friends I couldn't but take ... the invitation.
6. Leave me alone! Don't involve me ... your dirty business!
7. We recommended ... our business partners to attend the Wimbledon tournament and the Chelsea Flower Show!
8. My friend is a creative personality. She always comes ... .. new and exciting ideas that's why she is considered a valuable asset for the company she work in.
9. Do you know why she is so hard-working? All her efforts are aimed ... getting more profit!
10. "Help yourself ... some wine, please," said Mrs. Brown.

*IX. Put the questions to the sentences.*

1. The pharmaceutical industry has to follow a tough new code of practice. (special question)
2. Many companies have realized that it can cost 4 or 5 times as much to gain a new client as it is to keep an old one. (tag question)
3. Corporate entertaining is a barometer of the economy. (general question)
4. The marketing team has sent out a questionnaire to find out what type of venue the participants preferred. (alternative question)
5. The Grand Hotel in England best meets the requirements of the conference. (alternative question)
6. The budget of our company for corporate entertaining makes \$ 2 000 per participant. (indirect question)
7. The chart shows the popularity of certain forms of entertainment with executives while they're abroad on business. (special question)
8. In Italy they often had pasta as a first course. (tag question)
9. Corporate entertaining is considered to be the main benefit of the sponsorship. (to the subject)



10. He is going to participate in the contest which will give him a chance to run over a car with the tank. (indirectquestion)

X. Translate into English.

1. Согласно этикету, в ресторане необходимо оставить чаевые.
2. Только взаимный интерес заставил этих бизнесменов пойти на вечеринку.
3. Директор сообщил, что он уезжает за границу по делу: налаживать внешние связи.
4. По приезде в Стокгольм, наша делегация решила, в первую очередь, осмотреть достопримечательности и попробовать национальную кухню.
5. Белорусы славятся гостеприимством, они готовы потратить много денег на развлечение своих гостей.
6. Общественный опрос показал, что наблюдается тенденция к сокращению трат на развлечения.
7. Если вы едете на конференцию, вам следует забронировать место в отеле рядом с местом ее проведения.
8. Хорошая кухня, немного вина – это все, что необходимо для заключения удачного контракта.
9. Мы подумываем о том, чтобы наши гости остановились в Grand Hotel, так как он предлагает прекрасные возможности.
10. На собрании было проинформировано – бюджет на новую маркетинговую компанию должен быть урезан в два раза.

Unit 7

**“Marketing”**

I. Guess the word according to the definition given.

1. to try hard to sell a product or service by advertising it widely, reducing its price  
\_ \_ \_ m \_ \_ \_
2. the business activity of making sure that people know about a new product, a film etc. \_ u \_ \_ \_ \_ \_ \_ \_
3. to take money out of a bank account \_ \_ \_ \_ \_ \_ w
4. when people hear about something from their friends, people they work with etc.  
\_ \_ \_ \_ \_ \_ \_ \_ u \_ \_
5. to sell goods in small quantities to members of the public, usually in a shop \_ \_ \_  
\_ i \_
6. a set of similar products made by a particular company or available in a particular shop \_ \_ n \_ \_
7. an occasion at which a new product is shown or made available for sale or use for the first time \_ \_ u \_ \_ \_
8. to send something or someone to a place \_ \_ \_ \_ \_ t \_ \_
9. for or by each person \_ \_ \_ \_ \_ p \_ \_ \_
10. the amount of money something is worth \_ \_ \_ u \_

II. Make up expressions with the words given.

- |              |          |             |          |
|--------------|----------|-------------|----------|
| agency       | figures  | life cycle  | range    |
| availability | forecast | mix         | research |
| behavior     | goods    | niche       | segment  |
| budget       | launch   | orientation | share    |
| campaign     | loyalty  | profile     | target   |
| campaign     |          |             |          |

Market	Marketing	Advertising	Customer	Consumer	Product	Sales
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

III. Complete the letter with the words given.

analysis                      free                      mix                      research  
demand                      goods                      plan                      trends

Dear Sam,

Thank you for your letter about your plans to market our products in the South Pacific Region. As you know, we want to sell our (1) ..... in every (2) ..... market in the world, so naturally we are interested in your region. Obviously we have to do some (3) .....

For now, I have four questions:

1. How is the present supply and (4) ..... for our kind of products?
2. What kind of marketing (5) ..... do you think we should develop in our marketing (6) .....
3. What are the market (7) ..... in this sector?
4. Can you recommend someone to carry out a detailed market (8) ..... for us?

I look forward to hearing from you as soon as possible.

Yours sincerely,

Peter Smith

IV. Tick all possible prepositions.

	to	with	on	from	in	at
agree						
appeal						
associate						
belong						

concentrate						
distinguish						
rely						
result						
submit						
spend						
target						

V. Make up word partnerships.

- |               |                            |
|---------------|----------------------------|
| 1. carry out  | a) money                   |
| 2. conduct    | b) sales target            |
| 3. associate  | c) with the demand         |
| 4. launch     | d) market research         |
| 5. meet       | e) a failure               |
| 6. request    | f) a consumer survey       |
| 7. run out of | g) a new product           |
| 8. target     | h) an advertising campaign |
| 9. keep up    | i) the range               |
| 10. be        | <b>j) one's support</b>    |

VI. Put the question to each sentence.

1. In order to regain the top spot, Chanel launched a new ad campaign. (*a general question*)
2. Companies carry out market research to get information about what buyers need and want. (*a special question*)
3. Good marketing should increase the volume of sales. (*a tag question*)
4. World leaders hope to achieve a major breakthrough at the conference on environmental issues. (*a question to the subject*)

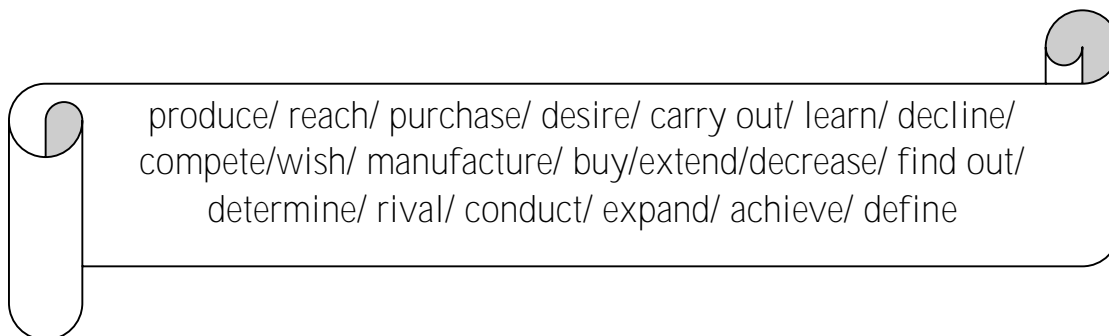
5. Zirkon already made good profits when it introduced its new digital camera in 2000. (*an alternative question*)

6. Anita Roddick, founder of the Body Shop, was born in England in 1942. (*an indirect question*)

VII. Match the word to its definition.

- |                          |   |
|--------------------------|---|
| 1. brand                 | a) when sales, profits, production etc. become less   |
| 2. budget                | b) to aim products, programs of work, etc. at a particular area or group of people  |
| 3. competitive advantage | c) a set of questions given to a group of people to find out about their opinions or behavior   |
| 4. customer profile      | d) the total amount of something  |
| 5. customer loyalty      | e) a name given to a product by a company so that the product can be easily recognized by its name or design  |
| 6. decline               | f) an advantage that makes a company more able to succeed in competing with others  |
| 7. market niche          | g) a detailed plan made by an organization about how much it will receive as income over a particular period of time, and how much it will spend            |
| 8. market segment        | h) a description of a typical customer likely to be interested in a particular product  |
| 9. product life cycle    | i) the fact that people choose to use a particular shop and buy one particular product, rather than use other shops or buy products made by other companies |
| 10. survey               | j) a market for a product or service, perhaps an expensive or <b>unusual one, that doesn't have many buyers, but that may make good profits</b>             |
| 11. target               | k) the four stages in the existence of a product  |
| 12. volume               | l) a group of customers that share similar characteristics, such as age, income, interests, and social class  |

VIII. Make up 10 pairs of synonyms.



IX. Fill in the missing words. Make changes if necessary.

amount	customer loyalty	failure
available	consumer goods	niche market
benefit	competitive advantage	product launch
budget		

1. Each year business managers draw up a ..... and suggest a series of financial targets.
2. Marco offered regular customers at his bakery and restaurant special meals in order to build .....
3. The system offers real ..... to the consumer.
4. Savings are needed to finance new .....
5. This small pharmaceuticals company has targeted specialty cancer treatment as its .....
- 6. America's lead in aerospace is one of its most important .....**
7. Rising incomes have brought higher demand for cars and other western .....
8. Figures show a big rise in the ..... of money in the economy.
9. They plan to make the product widely ..... in vending machines.
10. The CEO recommended a detailed investigation into the reasons for the **company's** .....

X. Translate into English.

1. Для успешного маркетинга компания должна иметь хороший лозунг.

2. После дискуссии на конференции все члены рекламной компании были удовлетворены результатами продаж.
3. Я считаю, что компания MaxFactor должна увеличить рекламный бюджет.
4. Каждый месяц менеджер составляет отчет о доходах компании.
5. Маркетинговый отдел занимается прогнозированием рынка сбыта и поиском новых способов продвижения товара.
6. Очередная PR акция направлена на увеличение объема продаж.
7. Жизненный цикл товара начинается с выпуска пробных образцов и заканчивается его продажей.
8. Менеджеру необходимо провести рыночное исследование и изучить поведение покупателя.
9. Ваша продукция соответствует спросу потребителя?
10. Эта рекламная кампания потерпела неудачу, и продажи резко снизились.

*Unit 8*  
“Arrangements”

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. Match the words to make word partnerships.

- |                   |                      |
|-------------------|----------------------|
| 1. to stick       | a. sales             |
| 2. to consider    | b. research          |
| 3. to plan smth.  | c. to date           |
| 4. to write       | d. from an early age |
| 5. to forecast    | e. to the plan       |
| 6. to keep within | f. the plan          |
| 7. to set         | g. the relocation    |
| 8. mission        | h. a schedule        |
| 9. to refine      | i. information       |
| 10. to undertake  | j. statement         |
| 11. to move       | k. forward           |
| 12. to update     | l. the budget        |
| 13. to keep up    | m. business plans    |
| 14. to collect    | n. a deadline        |
| 15. to discuss    | o. options           |

VI. 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.

VII. 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.

VIII. Match the halves of the sentences.

- |  |   |
|--|---|
| 1. One of our main aims is                                 | a. otherwise our competitors will win the race.                             |
| 2. <b>We'll never finish this meeting</b>                  | b. plans are nothing, planning is everything.                               |
| 3. I have short memory.                                    | <b>c. to define clients' needs.</b>   |
| 4. <b>We're expected to produce high quality products,</b> | d. we can relocate to a new office either in Rome or in Florence.           |
| 5. <b>Let's consider two options:</b>                      | e. if people don't stick to the point.                                      |
| 6. We are planning to open a new Complex                   | <b>f. that's why every time he goes shopping he makes a list of things.</b> |
| 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                             | <b>i. that's why our management has reduced costs.</b>                      |
| 10. Nobody can deny that                                   | j. it is necessary to take into accounts all the details.                   |

IX. 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)

X. 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 трущоб, очень выгодно.
8. Перед нами стоит очень важная задача: составить план развития сети магазинов одежды.



- 1) Either                      2) Two                      3) Both                      4) Every
15. I hope that ... enjoyed visiting The British Museum.
- 1) nobody                      2) everybody                      3) all they                      4) the whole
16. ... they got home they were very tired.
- 1) When                      2) While                      3) For                      4) So
17. Mum, I will call you on Sunday ... usual. Ok?
- 1) how                      2) like                      3) as                      4) since
18. The Greens ... see the lake from their bedroom window.
- 1) ought                      2) may to                      3) must to                      4) could
19. His Dad ... this company a year ago.
- 1) had left                      2) leaves                      3) has left                      4) left
20. Tomorrow at five the boys ... basketball with a team from Germany.
- 1) are played                      2) will be playing                      3) will have played                      4) were playing
21. My car ... at the wrong place and I was fined.
- 1) parked                      2) is parked                      3) was parked                      4) parks
22. This problem ... recently with the help of foreign investments.
- 1) has solved                      2) has been solved                      3) is solving                      4) solved
23. The weather is too boiling ... **on the beach. Let's go to the** shade.
- 1) stay                      2) staying                      3) to stay                      4) to staying
24. Doctors make us ... carrots. They say it is useful.
- 1) eat                      2) to eat                      3) to eating                      4) eating

**Укажите номер подчеркнутого фрагмента, в котором допущена ошибка.**

25. Can I(1)help you(2)with(3) this heavily(4) basket?
26. She speaks(1) two foreign(2)tongues(3)fluently (4).

**Выберите ответную реплику, подходящую по смыслу к предложенной реплике-стимулу.**

27. What is that man?
- 1) He is Jim.                      2) He is tall.                      3) He is a manager.                      4) He is very kind.
28. Where is the nearest supermarket?
- 1) **Don't bother.**                      2) Never mind.                      3) Have a good time.                      4) Just over there.

**Прочитайте предложения. Выберите один из предложенных вариантов ответа.**

29. Our office is situated on the tenth ... .

- 1) store                      2) floor                      3) block                      4) platform

30. Harry has ... experience to become a director.

- 1) enough                      2) very                      3) many                      4) a lot

31. I was offered a ... in the city center.

- 1) work                      2) activity                      3) vacancy                      4) job

32. Try to support her. She is very weak and ... .

- 1) sensible                      2) sensor                      3) suitable                      4) sensitive

***Переведите на английский язык фрагмент предложения, данный в скобках.***

33. (**Такие**) programs teach us to be more kind to homeless animals.

34. It was (**последний**) train to Manchester on that day.

***Прочитайте текст и заполните каждый из пропусков только одним словом, подходящим по смыслу. Слово должно содержать не более 15 символов.***

Three days (**35**) ... Kevin went for a job interview. The manager (**36**) ... him a lot of questions.

***Заполните пропуск словом, образованным от указанного в скобках.***

37. Reading develops a child's ...(imagine) at an early age.

38. The picture is very ... (value). It will be sold at the auction.

***Найдите в каждом предложении одно лишнее слово и выпишите его.***

39. There was a traffic jam on the road so that we were late.

40. He knows a lot of about Japan.

## TEST 2

***Выберите один из предложенных вариантов ответа***

1. What ... smart dress! Has she bought it in France?

- 1) a                      2) an                      3) the                      4) -



2. Will you open ... window? It is rather hot here.  
 1) a                                      2) -                                      3) the                                      4) an
3. There is one part of ... Atlantic Ocean that has a very strange history.  
 1) the                                      2) -                                      3) an                                      4) a
4. Please turn ... the light before you leave home.  
 1) at                                      2) off                                      3) up                                      4) on
5. Helen is fond ... driving a car.  
 1) in                                      2) to                                      3) at                                      4) of
6. We are leaving ... Spain next week. There we will take part in business talks.  
 1) of                                      2) upon                                      3) for                                      4) by
7. I met them long ago, may be in the mid ... .  
 1) ninety                                      2) nineties                                      3) ninetieth                                      **4) nineties'**
8. ... studentstook part in that flash mob.  
 1) Three hundred                      2) Three hundreds                      3) Three hundred of                      **4) Three hundred's**
9. Nancy studies at ... course  
 1) a second                                      2) the second                                      3) the two                                      4) a twoth
10. **Don't eat your breakfast so** ... . It is not good for your stomache.  
 1) quicky                                      2) quick                                      3) quickly                                      4) quicklier
11. This supermarket is situated ... **than the "Prostore"**.  
 1) more further                      2) more farther                      3) far                                      4) much farther
12. Rex is ... dog I have ever seen.  
 1) angrier                                      2) the angriest                                      3) more angrier                                      4) the most angriest
13. **There isn't** ... interesting to do here. **Let's go home.**  
 1) anything                                      2) something                                      3) nothing                                      4) everything
14. The laptop ... is on the table belongs to Fred.  
 1) where                                      2) what                                      3) which                                      4) whose
15. We went on a cheap excursion. **It didn't cost** ... .  
 1) much                                      2) many                                      3) few                                      4) lot of
16. ... we were passing the cafe I saw Tom sitting inside.  
 1) So                                      2) Why                                      3) Although                                      4) As
17. ... her age Mrs. Ann can easily swim across the river.  
 1) Because                                      2) Inspite                                      3) Despite                                      4) Since
18. They ... repair their bedroom window.  
 1) ought                                      2) may to                                      3) must to                                      4) should

19. Ada ... asleep when she ... television.

1) fell, was watching    2) falls, was watching    3) fall, watched    4) fell, watches

20. Mrs.Potter ... a walk now. She likes to walk in sunny weather.

1) is having    2) will be having    3) had    4) have had

21. The computer ... the day before yesterday.

1) has repaired    2) is repaired    3) repaired    4) was repaired

22.I ... to the wedding which will take place on Saturday.

1) invited    2) have been invited    3) is invited    4) will invited

23. The weather is lovely enough ... outdoors!

1) to stay    2) staying    3) stay    4) to staying

24. My Dad made me ... him in the garage.

1) to help    2) help    3) to helping    4) helping

**Укажите номер подчеркнутого фрагмента, в котором допущена ошибка.**

25. I haven't told(1) them(2) about that incident(3) yesterday and saved(4) the situation.

26. When(1) I looked at(2) my watch, I couldn't believe(3) that it is so late (4).

**Выберите ответную реплику, подходящую по смыслу к предложенной реплике-стимулу.**

27. Could you give me your pencil, please?

1) You are welcome.    2) Here you are.    3) That's really    4) I could.  
nothing.

28. I'm sorry, I'm late.

1) You are welcome.    2) That's very well.    3) Good luck.    4) That's OK.

**Прочитайте предложения. Выберите один из предложенных вариантов ответа.**

29. Pet food is a ... business in many countries.

1) valuable    2) useful    3) profitable    4) expensive

30. By the time he was 16, Dan had made up his ... to become a pilot.

1) mind    2) decision    3) brain    4) memory

31. If you happen to like a famous actor or a sportsman, you can ... a fan club.

1) begin    2) join    3) belong    4) serve

32. People often report good family and social relations as a ... for their happiness.

1) result    2) proof    3) reason    4) solution



6. The telephone and the door bell rang ... the same time.

- 1) at                                      2) to                                      3) from                                      4) after

7. Henry is still a handsome man in his late ... .

- 1) fiftys                                      2) **fifti's**                                      3) fiftyth                                      4) fifties

8. They could read this information in ... .

- 1) a section seven                      2) seventh section                      3) section seven                      4) the section seven

9. This blogger has about 6 ... subscribers.

- 1) millions                                      2) million                                      3) millionth of                                      4) millions of

10. You will get your salary a little bit ... . Unfortunately we have financial problems.

- 1) later                                      2) more later                                      3) the last                                      4) the latest

11. This motorbike is ... thing I have ever bought in my life.

- 1) expensively                                      2) the expensivest                                      3) more expensive                                      4) the most expensive

12. ... of all I would like to go to work on Saturday.

- 1) Less                                      2) Least                                      3) Little                                      4) Last

13. What ... suggestions can you make?

- 1) else                                      2) another                                      3) other                                      4) others

14. Nick has got ... a wonderful voice and is going to be a singer.

- 1) such a                                      2) so                                      3) a such                                      4) such

15. Unfortunately there was ... hope for the victory on that day.

- 1) a lot                                      2) many                                      3) few                                      4) little

16. **We won't go to the circus** ... I get my salary.

- 1) while                                      2) unless                                      3) so                                      4) **that's why**

17. At first she was completely against it ... in the end she agreed.

- 1) but                                      2) if                                      3) because                                      4) since

18. ... I rewrite this sentence? - No, you ... .

- 1) Can, must                                      2) May, should                                      3) **Should, needn't**                                      4) May, can

19. I ... to the dentist since last summer.

- 1) **haven't been**                                      2) **wasn't**                                      3) **won't be**                                      4) **hadn't been**

20. The coat ... **awful so I didn't buy it.**

- 1) has looked                                      2) looks                                      3) was looking                                      4) looked

21. The fresh cakes ... in no time.

- 1) is sold                                      2) were sold                                      3) were been sold                                      4) has been sold

22. The road will ... in two days.

- 1) is reconstructed                      2) be reconstructed                      3) been reconstructed                      4) to be reconstructed

23. We couldn't ... any place at the car parking in the downtown.

- 1) to finding                      2) to find                      3) finding                      4) find

24. Clean your teeth before ... to bed.

- 1) to go                      2) go                      3) going                      4) to going

**Укажите номер подчеркнутого фрагмента, в котором допущена ошибка.**

25. Is it (1) still rained (2) outside? We can't go (3) out for a walk (4).

26. Darts are (1) often played (2) in pubs in Ireland (3) and in other countries (4).

**Выберите ответную реплику, подходящую по смыслу к предложенной реплике стимулу.**

27. Why not go to the disco club?

- 1) I'm very sorry.                      2) I'm all for it.                      3) It's a pity.                      4) I don't think I do.

28. Mark doesn't like pizza.

- 1) Doesn't he?                      2) Yes, he does.                      3) Rather doesn't.                      4) Does he really?

**Прочитайте предложения. Выберите один из предложенных вариантов ответа.**

29. In ... I'm satisfied with my working conditions.

- 1) normal                      2) common                      3) average                      4) general

30. Every day I use underground to ... to work.

- 1) travel                      2) ride                      3) tour                      4) move

31. I look ... to seeing my friend whom I haven't met for five years.

- 1) ahead                      2) front                      3) forward                      4) advance

32. It was a small beautiful village ... by fields.

- 1) surrounded                      2) occupied                      3) crowded                      4) covered

**Переведите на английский язык фрагмент предложения, данный в скобках.**

33. What is (последние) news for today?

34. We spent the (весь) day in the forest.

**Прочитайте текст и заполните каждый из пропусков только одним словом, подходящим по смыслу. Слово должно содержать не более 15 символов.**

I love listening (35) ... English pop music and sing songs. But my biggest problem (36) ... pronunciation.

**Заполните пропуск словом, образованным от указанного в скобках.**

37. As for me, I prefer ... **(comfort)** clothes.

38. We have got into debts because we have ... **(finance)** problems at the moment.

**Найдите в каждом предложении одно лишнее слово и выпишите его.**

39. There was silence in the room. Nobody said to anything.

40. Hurry up or we are will be late for the plane.

#### TEST 4

**Выберите один из предложенных вариантов ответа**

1. Rob decided to go to ... Madrid for the weekend.

1) an                                      2) the                                      3) a                                      4) –

2. Dan prefers ... rock music to ... pop music.

1) a, a                                      2) –, –                                      3) the, the                                      4) an, the

3. What ... big tree!

1) the                                      2) an                                      3) –                                      4) a

4. My birthday is ... the 5<sup>th</sup> of March.

1) in                                      2) on                                      3) at                                      4) with

5. The railway station was far ... the village.

1) at                                      2) before                                      3) of                                      4) from

6. Hurry up or we will be late ... the train.

1) for                                      2) on                                      3) with                                      4) by

7. The economic situation in ... was rather difficult.

1) nineties                                      2) **ninety's**                                      3) the nineties                                      4) the ninetyth

8. ... refrigerators were exported to Russia last month.

1) Four hundreds                                      2) Four hundred                                      3) Four hundred of                                      4) Four hundreds of

9. ... will take you to **Victory square so you won't lose your way.**

1) Bus two                                      2) Bus second                                      3) Second bus                                      4) The bus two

10. She sings ... . I hope she will become famous.

- 1) woderfullest            2) wonderfuller            3) wonderful            4) wonderfully
11. **Nick's grades in physics are ... than Sam's.**
- 1) the highest            2) many higher            3) more higher            4) much higher
12. The weather was getting ... .
- 1) more and more bad    2) badder and badder    3) worse and worse    4) worse and worst
13. This copy book is ... . She left it here yesterday.
- 1) herself            2) hers            3) her            4) shes
14. ... car has just been evacuated by the police?
- 1) Whose            **2) Who's**            3) Whom            4) Whos
15. **He doesn't know Jim's adress. I don't know ... .**
- 1) too            2) so            3) either            4) neither
16. ... **of some mistakes in the test he was given an "eight".**
- 1) But            2) Nevertheless            3) Despite            4) Inspite
17. My car is rather old. ... it never lets me down.
- 1) Because            2) However            3) Since            **4) That's why**
18. Tomorrow I will ... to come to work a little bit earlier.
- 1) may            2) must            3) can            4) have
19. The whole day last Sunday we ... at our dacha.
- 1) were working            2) work            3) have worked            4) have been working
20. Your kittens ... much since I saw them last.
- 1) are growing            2) have grown            3) has grown            4) grew
21. If you leave your wallet there it ... .
- 1) is steal            2) was stolen            3) will be stolen            4) will be stealed
22. This watch can ... away because it is broken.
- 1) is thrown            2) was thrown            3) to be thrown            4) be thrown
23. This phone is worth ... because it has many modern applications.
- 1) buying            2) to buy            3) buy            4) to buying
24. She had better ... before her mother.
- 1) to apologizing            2) to apologize            3) apologize            4) apologizing

**Укажите номер подчеркнутого фрагмента, в котором допущена ошибка.**

25. How much(1) of these tasks(2) have you done(3) yet (4)?

26. Their(1) street will be(2) renames(3) next year (4).

**Выберите ответную реплику, подходящую по смыслу к предложенной реплике-стимулу.**

27. Have a nice weekend!

1) I really will have.    2) Here you are.    3) Haven't you?    4) The same to you.

28. Thank you for inviting me to your party.

1) It is my pleasure.    2) That's O.K.    3) You are welcome.    4) Don't say so.

**Прочитайте предложения. Выберите один из предложенных вариантов ответа.**

29. The conference will ... place in a month.

1) be                            2) take                            3) make                            4) have

30. To my ... there should be more parks in megapolices.

1) opinion                            2) mind                            3) sight                            4) thought

31. ... me know when you come back.

1) Permit                            2) Allow                            3) Let                            4) Cause

32. I like to ... fun with my friends during our holidays.

1) take                            2) do                            3) get                            4) have

**Переведите на английский язык фрагмент предложения, данный в скобках.**

33. The first task was difficult but the second was (намного легче).

34. She plays (ни) the piano (ни) the guitar.

**Заполните пропуск словом, образованным от указанного в скобках.**

35. I tried to find ... (suit) words to explain that phenomenon.

36. I wish you much health and ... (happy)!

**Найдите в каждом предложении одно лишнее слово и выпишите его.**

37. The room was filled with much people and there was rather noisy.

38. Look! The man is trying on to steal food from the shop.



## ПРИЛОЖЕНИЯ

### Приложение 1 Abbreviations of International Trade Organizations

Abbreviation	Full Form	Meaning
APEC	Asia Pacific Economic Co-operation	Азиатско-тихоокеанское экономическое сотрудничество
ASEAN	Association of Southeast Asian Nations	Ассоциация стран Юго-Восточной Азии
BIS	Bank for International Settlements	Банк для международных расчетов
CAP	Common Agricultural Policy	Общая сельскохозяйственная политика
Comecon	Council for Mutual Economic Assistance	Совет по взаимной экономической помощи
EBRD	European Bank for Reconstruction and Development	Европейский банк реконструкции и развития
ECB	European Central Bank	Европейский Центральный банк
EEC	European Economic Community	Европейское экономическое сообщество
EFTA	European Free Trade Association	Европейская ассоциация свободной торговли
EU	European Union	Европейский союз
Euratom	European Atomic Energy Community	Европейское сообщество атомной энергии
GATT	General Agreement on Tariffs and Trade	Генеральное соглашение по таможенным тарифам и торговле (стран Атлантического союза)
IADB	Inter-American Development Bank	Межамериканский банк развития

IBRD	International Bank for Reconstruction and Development	Международный банк реконструкции и развития
ILO	International Labour Organization	Международная организация труда
IMF	International Monetary Fund	Международный валютный фонд
ISO	International Standardization Organization	Международная организация стандартизации
ITO	International Trade Organization	Международная организация торговли (ООН)
ITU	International Telecommunications Union	Международный телекоммуникационный союз
LAFTA	Latin American Free Trade Organization	Латиноамериканская организация свободной торговли
NAFTA	North American Free Trade Organization	Североамериканская организация свободной торговли
OAS	Organization of American States	Организация американских государств
OAU / AEC	Organization of African Unity / African Economic Community	Организация африканского единства / Африканское экономическое сообщество
OECD	Organization for Economic Co-operation and Development	Организация для экономического сотрудничества и развития
OEEC	Organization for European Economic Cooperation	Организация для европейского экономического сотрудничества
OPEC	Organization of the Petroleum Exporting Countries	Организация стран-экспортеров нефти
UN	United Nations	Организация Объединенных Наций

UNCTAD	United Nations Conference on Trade and Development	Конференция организации объединенных наций по торговле и развитию
WCO	World Customs Organization	Всемирная таможенная организация
WTO	World Trade Organization	Всемирная торговая организация

**Приложение 2** Abbreviations commonly used in business context

Abbreviation	Full Form	Meaning
@	at	коммерческое
A/C, a/c	account	счет
adds	addressed	адресовано
adse	addressee	адресат, получатель
ad (ads)	advertisement (s)	рекламное объявление (мн. ч)
A.G.M.	annual general meeting	ежегодное общее собрание
A.O.B.	any other business	разное
A/P, a/p	account paid	счет оплачен
app.	appendix	приложение
approx.	approximately	приблизительно
Attn.	attention	вниманию (кого-либо)
A.W.B.	air way bill	авиагрузовая накладная
B/E., B.E., b.e.	bill of exchange	переводной вексель, тратта
B/L.	bill of lading	коносамент (транспортная накладная)
c.a.d., CAD	cash against documents	платеж наличными против грузовых документов
CA	current account	текущий счет
с	cents	цент
c.c., cc., cc	copies to	указание на адресатов копий письма
СС.	cash credit	(банковский кредит) наличными деньгами

C.E.O.	Chief Executive Officer	исполнительный директор
cfmd	confirmed	подтвержденный
cge.	carriage	вагон
CIF, c.i.f.	cost, insurance and freight	стоимость, страхование и фрахт
c. and f.	cost and freight	стоимость и фрахт
C/N	credit note	кредит-нота
c/o	care of	забота о
Co.	company	компания
C.O.D.	cash on delivery	уплата при доставке; наложенный платеж
contr.	contract	контракт
Corp.	corporation	корпор
cur.	currency, current	валюта, текущий
CV	curriculum vitae	краткая биография
C.W.O.	cash with order	наличный расчет при выдаче заказа
D/A	documents against acceptance	документы против акцепта
D/C	documents against cash	документы против наличных денег
dd	dated, delivered	датированный, доставленный
dept	department	отдел
Div.	Division	подразделение
D/N	debit note	дебет-нота
doc. (docs.)	document, (documents)	документ (ты)
doz., dz.	dozen	дюжена
D/P	documents against payment	документы против платежа (документы за наличный расчет)
EAON, eaon	except as otherwise noted	исключая те случаи, когда указано иначе
EC	European Community	Европейское сообщество
E.&OE.	errors and omissions	ошибки и пропуски
excepted		исключены, исключая ошибки и пропуски
e.g.	example	например
E.G.M.	extraordinary general meeting	экстраординарное общее собрание

Enc., encl.	enclosure, enclosed	прилагаемый, приложение (к письму и т.п.)
exc., excl.	except, excluding, exception	исключая, исключение
expn	expiration	истечение (срока)
fig.	figure	цифра, рисунок, схема
FOB, f.o.b.	free on board	франко-борт, ФОБ
FY	fiscal year	финансовый год
G.D.P.	gross domestic product	валовой внутренний продукт
G.N.P.	gross national product	валовой национальный продукт
gr. wt.	gross weight	вес брутто
h.a.	<b>hoc anno (лат)</b>	в текущем году
hf.	half	половина
1	2	3
H.P.	hire purchase	покупка в рассрочку
H.Q., HQ, h,q.	headquarters	главное управление (компании, организации)
id.		тот же
i.e., ie		то есть
inc., incl.	including	включая
Inc.	Incorporated	зарегистрированный как юридическое лицо (корпорация)
info	information	информация
inv.	invoice	счет-фактура
I.O.U.	I owe you	я вам должен (форма долговой расписки)
j.i.t.	just in time	как раз вовремя
Jnr. Jr	junior	младший
K	a thousand (in job advertisements, £25 K means £25,000)	тысяча
lb	pound (weight)	фунт (вес)
L/C, l.c., l/c	letter of credit	аккредитив
LLC	limited liability company	компания с ограниченной ответственностью
LOC	letter of commitment	гарантийное письмо

Ltd., ltd.	Limited	с ограниченной ответственностью
mdse	merchandise	товары
memo	memorandum	записка
M.O., m.o.	mail order, money order	почтовый перевод, денежный перевод, платежное поручение
mnggr.	manager	менеджер
mo, mth.	month	месяц
<b>M.T.</b>	metric ton	метрическая тонна
MV	merchant (motor) vessel	торговое (моторное) судно
N/A	not applicable	неприменимый, не применимо
N.B.	<b>nota bene, лат.</b>	важное замечание, обрати внимание
NC, N.C., n/c	no charge	бесплатно
o/l	our letter	(ссылаясь на) наше письмо
o.n.o., o.b.o.	or nearest offer, or best offer	или самое близкое предложение, или наилучшее предложение
oz	ounce (weight)	унция (вес)
p	pence	пенс
P.A.	Personal Assistant	личный помощник
PA	power of attorney	доверенность
p.a.	per annum	в год
par.	paragraph	абзац, параграф, пункт
pd	paid	уплачено, оплаченный
P/E ratio (or P.E.R.)	price earnings ratio	ценовое отношение дохода
per pro (pp), p.p.	for and on behalf of	от имени и по поручению
plc	public limited company	открытая акционерная компания с ограниченной ответственностью
PO	post office	почтовое отделение
pp.	pages	страницы
P.R.	public relations	связи с общественностью

Pte.	private limited company	частная компания с ограниченной ответственностью
P.T.O.	please turn over	пожалуйста, переверните
Pty.	proprietary company	частная компания
p.w.	per week	в неделю
qty.	quantity	количество
qv	<b>quod vide</b> , лат	смотри (там-то)
R&D	research and development	научно-исследовательские и опытно-конструкторские работы
rect	receipt	расписка, квитанция
rept.	report	отчет, доклад
re	regarding	относительно
ref.	reference	ссылка
RMS	root-mean-square	среднеквадратический
R.O.I.	return on investment	возврат на инвестициях
R.S.V.P.	<b>répondez s'il vous plait</b> -fr. for please reply	пожалуйста, ответьте
s.a.e.	stamped addressed envelope	отпечатанный обращенный конверт
shipt	shipment	отгрузка, отправка
sig.	signature	подпись
sp.ex	special export price	специальная экспортная цена
tn.	Ton	тонна
urgt	urgent	срочный
v., vs	<b>versus</b> , лат.	против
v.s.	<b>vide supra</b> , лат.	см. выше
V.A.T.	value added tax (UK)	НДС
VIP	very important person	особо важное лицо
viz	namely	а именно
v.v.	<b>vice versa</b> , лат.	наоборот
w, w/out	with, without	с, без

### Приложение 3 Речевые клише

Set expressions	Перевод
I think ...	Я думаю...
It seems to me ...	Мне кажется ...
(Personally,) I believe ...	Лично я думаю...
From my point of view / viewpoint ...	С моей точки зрения ...

(Personally,) I feel...	Конкретно я думаю ...
In my view / opinion ...	С моей точки зрения ...
As I see it, ...	Насколько я знаю, ...
For all i know, ...	Насколько я знаю,...
As far as I can see, ...	Насколько я знаю,...
To my knowledge, ...	Насколько я знаю, ...
I guess ...	Я считаю...
At my best guess, ...	По моему мнению, ...
To my way of thinking, ...	По моему мнению, ...
Small wonder that ...	Неувидивительно, что ...
It is not surprising that ...	Неувидивительно, что ...
It goes without saying that ...	Само собой разумеется, что
<b>It's self-evident</b> that ...	Само собой понятно, что ...
It stand to reason that ...	Само собой разумеется, что
To put it in a nutshell, ...	Одним словом, ...
Moreover, ...	Более того, ...
<b>What's more,</b> ...	Более того, ...
Furhtermore, ...	Кроме того, ...
Besides, ...	Кроме того, ...
To add to it, ...	Вдобавок, ...
In addition, ...	К тому же, ...
In a word, ...	Одним словом, ...
In a nutshell, ...	Одним словом, ...
In short, ...	Короче, ...
To make a long story short, ...	Короче говоря, ...
Summing it up, ...	Подводя итог, ...
So, to sum it up, ...	Итак, подводя итог, ...
In conclusion, ...	В заключение, ...
As for ...,	Что касается ...,
<b>As to ...,</b>	Что касается ...,
As far as ... is concerned,	Что касается ...,
Concerning ...,	Что касается ...,
As a matter of fact,...	Что касается ...,
Actually, ...	Фактически, ...
The fact is ...,	Дело в том, что ...
As regard to ...	Что касается ...
Speaking of ...	Говоря о...
In regard to ...	В отношении ...
Regarding ...,	Относительно ...,
The thing is ...	Дело в том, что ...



The trouble is ...	Проблема в том, что ...
The point is ...	Суть в том, что ...
It comes as no surprise that ...	Неудивительно, что ...
Small wonder that ...	Неудивительно, что ...
To crown it all, ...	В довершении всего, ...
It is important to note that ...	Важно отметить, что ...
What counts here is ...	Представляется важным. ...
What matters here is ...	Представляется важным ...
It is vital to note that...	Стоит отметить, что...
<b>It's important to keep in mind that ...</b>	Важно иметь в виду, что ...
<b>It's important to remember that ...</b>	Важно помнить, что ...
An important point is that ...	Важным является то, что ...
<b>What's worse, ...</b>	Что хуже, ...
It turned out / appeared that ...	Случилось так, что ...
It is no great surprise that ...	Неудивительно, что ...
On the one hand, ..., on the other hand, ...	С одной стороны, ..., с другой стороны, ...
Luckily / Fortunately / Unfortunately, ...	К счастью / К счастью / К сожалению, ...
This plays a key / vital / prominent / important / major role in ...	Это играет ключевую / жизненную / видную / важную / главную роль в ...
This play a key / vital / prominent / important / major role in ...	Это играет ключевую / жизненную / видную / важную / главную роль в
This aspect is of fundamental / great / vital importance for ...	Этот аспект имеет фундаментальную / большую / жизненную важность для ...
We have every reason to believe that	Можно полагать, что ...
We can safely assume that ...	Можно смело предположить, что ...
There is ample / abundant evidence that...	Вполне достаточным / очевидным свидетельством является ...
This problem has to do with / relates to / is associated with / is connected with ...	Это проблема имеет отношение к / касается / связана с ...
<b>It's common knowledge that ...</b>	Общеизвестно, что ...
It's well know that ...	Известно, что ...
It has long been know that ...	Давным-давно известно, что ...
So (as) far as is known, ...	Насколько известно, ...
To the best of our knowledge, ...	Насколько нам известно, ...
So far as we know, ...	Насколько нам известно, ...

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