

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

Л. Г. Компанієць, Г. М. Шмелькова, О. О. Убейволк

**ІНОЗЕМНА МОВА  
ПРОФЕСІЙНО-КОМУНІКАТИВНОЇ СПРЯМОВАНОСТІ**

**Практикум**

для здобувачів ступеня вищої освіти бакалавра  
спеціальності «Економіка»  
освітньо-професійної програми «Міжнародна економіка»

Затверджено  
вченою радою ЗНУ  
Протокол № \_\_ від \_\_ 2019

Запоріжжя  
2019

**УДК:811.111:81'272 (076.5)**  
**К 637**

Компанієць Л. Г., Шмелькова Г. М., Убейволк О. О. Іноземна мова професійно-комунікативної спрямованості : практикум для здобувачів ступеня вищої освіти бакалавра спеціальності «Економіка» освітньо-професійної програми «Міжнародна економіка». Запоріжжя : ЗНУ, 2019. 71 с.

Практикум з дисципліни «Іноземна мова професійно-комунікативної спрямованості» містить англomовні автентичні тексти економічного характеру та комплекс вправ для формування професійної мовленнєвої компетентності у читанні, англо-український словник, список рекомендованої літератури, посилання на корисні інформаційні джерела. Запропоновані у навчальному виданні вправи до текстів спрямовані на систематизацію та закріплення професійної лексики у галузі економіки, розвиток навичок та вмінь використання термінології у ситуаціях професійного спілкування, вдосконалення вмінь усного та писемного мовлення.

Для здобувачів ступеня вищої освіти бакалавра спеціальності «Економіка» освітньо-професійної програми «Міжнародна економіка».

**Рецензенти:**

*О. В. Юдіна*, к. пед. н., доцент кафедри ділової комунікації

*Н. С. Венгерська*, к. е. н., доцент кафедри міжнародної економіки, природних ресурсів та економіки міжнародного туризму

**Відповідальний за випуск**

*Я. С. Дибчинська*, к. філол. н., завідувач кафедри ділової комунікації

## ЗМІСТ

<b>ПЕРЕДМОВА</b> .....	4
<b>Розділ 1. Branding</b> .....	6
<b>Тема 1. Brands</b> .....	6
Text 1. Branding: A crucial defence in guarding market share.....	6
Text 2. The challenge of turning a brand into an object of love.....	9
<b>Тема 2. Air rage</b> .....	12
Text 1. Wireless Internet: Demands of a more mobile workforce.....	12
Text 2. Corporate road warriors.....	15
<b>Тема 3. Organisation</b> .....	18
Text 1. Happy staff is not the full answer.....	19
Text 2. The engineer of the humane corporation.....	22
<b>Розділ 2. Financial laws of company's life</b> .....	25
<b>Тема 4. Retailing</b> .....	25
Text 1. Shake-ups that leave us shaken but not stirred.....	25
Text 2. Coastal wealth radiates across inland China.....	28
<b>Тема 5. Money</b> .....	31
Text 1. Megane sales drive Renault to top position.....	31
Text 2. Shares fall as B SkyB plans for long-term.....	34
<b>Розділ 3. Innovation technologies in business</b> .....	37
<b>Тема 6. Advertising</b> .....	37
Text 1. The anti-ad brigade.....	36
Text 2. American dream gets a Latino beat.....	40
<b>Тема 7. Cultures</b> .....	42
Text 1. A growing opportunity to close the cultural gap.....	43
Text 2. An American leader in Europe.....	46
<b>Тема 8. Employment</b> .....	48
Text 1. The money move.....	49
Text 2. Voodoo expense.....	52
<b>Розділ 4. Modern communication technologies</b> .....	54
<b>Тема 9. Trade</b> .....	54
Text 1. Textile groups hope trade deal will guarantee future.....	55
Text 2. Globalisation needs no defense – it needs to be questioned.....	58
<b>Тема 10. Quality</b> .....	61
Text 1. Quality put into practice.....	61
Text 2. Korean cars score in quality survey.....	63
<b>Англо-український словник</b> .....	66
<b>Рекомендована література</b> .....	69

## ПЕРЕДМОВА

XXI століття характеризується відкриттям кордонів, міграцією фахівців, процесами інтернаціоналізації та глобалізації економіки. Загальні інтеграційні процеси зумовлюють необхідність підготовки майбутнього фахівця економічного профілю, здатного належно представляти країну на міжнародному рівні й захищати її інтереси в межах міжнародного співробітництва. Підготовка майбутнього фахівця з міжнародної економіки передбачає не тільки формування і розвиток різноманітних професійних навичок, а й вимагає від нього володіння іноземною мовою на професійному рівні, оскільки діяльність економіста пов'язана з інтенсивним усним і писемним іншомовним спілкуванням, з широкою мовленнєвою практикою і потребує точного вираження понять і категорій іноземною мовою у сфері фахової діяльності.

За останні роки на ринку праці спостерігається загострення конкурентної боротьби, вимоги до персоналу зростають. Відповідно до реалій сьогодення фахівці економічного профілю мають бути адаптовані до соціально-економічних перетворень. Високий рівень сформованості професійної мовної компетентності підвищує їхню конкурентоспроможність, мобільність на ринку праці та здатність налагоджувати ділові контакти з партнерами.

**Метою** викладання навчальної дисципліни «Іноземна мова професійно-комунікативної спрямованості» є формування лінгвістичної та професійно-орієнтованої мовленнєвої компетентностей, формування навичок користування широким тематичним словником функціональної лексики у галузі міжнародної економіки, розвиток навичок двостороннього перекладу.

Основними **завданнями** вивчення дисципліни «Іноземна мова професійно-комунікативної спрямованості» є:

- набуття умінь діалогічного мовлення та непідготовленого монологічного мовлення з використанням термінологічної лексики;
- розвиток умінь аудіювання англійського тексту;
- розвиток умінь читання та розуміння автентичного англійського тексту за фахом;
- набуття вмінь ведення ділового листування за фахом.

У результаті вивчення навчальної дисципліни студент повинен

**знати:**

- базову професійно-орієнтовану лексику (у тому числі і термінологію), що є необхідною в академічних і професійних сферах;
- основи ділової англійської мови за фахом;
- основні граматичні структури англійської мови, необхідні для оволодіння усними і письмовими формами професійного спілкування англійською мовою.

**вміти:**

- читати та перекладати фахові тексти англійською мовою;

- встановлювати і підтримувати контакт із співрозмовником, змінювати стратегію, мовленнєву поведінку залежно від комунікативної ситуації;
- розуміти професійно орієнтоване мовлення;
- використовувати граматичний матеріал у писемному та усному мовленні.

Згідно з вимогами освітньо-професійної програми студенти повинні досягти таких результатів навчання (компетентностей): професійної компетентності та англomовної компетентності, що передбачає володіння фаховою лексикою та термінологією відповідно до професійних потреб та інтересів студентів та вміння доцільно використовувати засоби англійської мови в практиці професійного спілкування; мовленнєвої компетентності, що передбачає засвоєння норм та правил функціонування англійської мови і їх використання у професійно-комунікативних ситуаціях.

Навчальне видання з дисципліни «Іноземна мова професійно-комунікативної спрямованості» розроблено для роботи студентів на практичних заняттях і містить навчальний матеріал з чотирьох розділів: «Branding», «Financial laws of company's life», «Innovation technologies in business», «Modern communication technologies» відповідно до робочої програми дисципліни. Запропоновані у практикумі англomовні тексти за фахом та комплекс вправ сприятимуть розвитку мовленнєвих навичок читання та вмінь роботи з текстами професійної спрямованості.

Для формування навичок читання професійно-орієнтованої літератури студентам пропонується виконати лексичні вправи на знаходження синонімів та антонімів; визначення значення слова за його дефініцією; поєднання слів англійською мовою з їх українськими еквівалентами; вправи на розуміння змісту матеріалу, викладеного в тексті, визначення основної та додаткової інформації. Розроблений комплекс вправ до текстів спрямований на засвоєння мовних одиниць, ключових термінів і понять з основних тем курсу, вироблення навичок використання мовних засобів для формування професійної мовленнєвої компетентності.

У практикумі подано англо-український словник, який допоможе закріпити та розширити знання фахової лексики; список рекомендованої літератури та посилання на корисні інформаційні джерела.

Видання розраховано на здобувачів ступеня вищої освіти бакалавра спеціальності «Економіка», освітньо-професійної програми «Міжнародна економіка» третього року навчання та розроблено з урахуванням вимог робочої програми навчальної дисципліни «Іноземна мова професійно-комунікативної спрямованості».

## Розділ 1. Branding

### Тема 1. Brands

#### Text 1

##### 1. Read and learn new words.

- end-user – кінцевий споживач
- business-to-business market – підприємницький ринок
- procurement – закупівлі
- supplies – постачання
- toughness – міцність
- consumer arena – споживча арена
- chemical industry – хімічна промисловість
- carefully designed logo – ретельно продуманий логотип

##### 2. Give English equivalents to the words and word combinations.

End-user, procurement, business-to-business market, consumer, designed logo, chemicals, market share, brand, manufacturer.

##### 3. Read the text and translate it.

#### **Branding: A crucial defense in guarding market share**

For companies whose main products will never be seen by consumers, whose skill may lie in producing anonymous grey powders, the issue of branding might seem irrelevant. What difference can a name – or a carefully designed logo – make to selling chemicals? ‘Nobody loves chemicals’, says Peter May, Global Executive for chemicals and pharmaceuticals at KPMG, the business services group, which could explain why so few chemicals products are branded to the end-user. Yet branding can be a key defense in protecting market share in markets where all products seem to be the same. Even in the business-to-business market, chemicals producers can fix their product’s identity in the client’s mind through clever use of branding, according to Mr May.

The procurement officers in large companies, who have responsibility for buying in supplies, can be as susceptible as end-users to branding that emphasizes a product’s key attributes and the manufacturer’s values. Mr May cites the example of Neoprene, an industrial material recognized for its strength and toughness, as a success in this field.

Catrin Turner, partner at KPMG’s IP services division, agrees. She notes: ‘You can’t neglect branding. If you think you have no brand, what that means is not that you really don’t have any brands, but that you are not in control of them. And research shows that people do make buying decisions on the basis of brands.’ Dow Corning, for instance, set up the Xiameter brand for its lower-priced, high volume and established products, in the commoditised end of the chemicals market.

‘We were aiming to make a clear choice for customers, characterizing the product very clearly for the market, and for our employees,’ says Mike Lanham,

Executive Director of Xiameter. 'A lot of the chemical industry does not spend time on branding. It was a foreign concept, and we've had plenty of requests from other companies to talk to them about what we did and why, as it is so unique.'

Chemicals companies can also extend their brands into the consumer arena. Ms. Turner points to the success of brands such as Lycra, Goretex, Microban and Teflon in the consumer market, as examples of how chemicals companies can appeal directly to customers even though their contribution may not be obvious in the end product. 'DuPont didn't make a success of Lycra by accident. It was a carefully executed strategy, which has paid off,' she explains.

**4. Answer the following questions, using the information from the text.**

1. Is branding important in chemical industry?
2. How do people make buying decisions?
3. What is the reason of the success of brands such as Lycra, Goretex, Microban and Teflon in the consumer market?
4. Is it necessary to spend time on branding for chemical industry?
5. Did DuPont make a success of Lycra by accident?
6. Can Chemicals companies also extend their brands into the consumer arena?
7. Can we neglect branding?
8. What brands are successful in chemicals companies?
9. Was success of Lycra accidental?
10. Does a lot of the chemical industry spend time on branding?

**5. Below are one-sentence summaries of each of the paragraphs in the text. Put the summaries in the correct order.**

- a) People who buy chemicals for companies to use are just as influenced by brands as consumers.
- b) If a chemicals company thinks it has no brands, it is mistaken.
- c) Chemicals companies' brands can be used in the consumer market.
- d) Branding may not seem important for chemicals, but it is.
- e) An executive of a chemicals company talks about the importance of branding.

**6. Match the adjectives 1 – 6 to the expressions a– f.**

- |                         |                      |
|-------------------------|----------------------|
| 1. anonymous            | a) defence           |
| 2. irrelevant           | b) Executive         |
| 3. global               | c) use of branding   |
| 4. key                  | d) grey powders      |
| 5. business-to-business | e) market            |
| 6. clever               | f) issue of branding |

**7. Match the adjectives 1 – 6 in Task 6 to their meanings a– f below.**

- a) unimportant
- b) without identity
- c) intelligent
- d) between companies, rather than to consumers
- e) extremely important
- f) covering the whole world

**8. Look at the expressions in italics as they are used in the text. True or false?**

- a) A *procurement officer* is responsible for selling a company's products.
- b) If you are *susceptible* to something, you are influenced by it.
- c) The *end-user* is a person or organization that actually uses a product, rather than someone distributing it.
- d) *Toughness* is the noun relating to 'tough', which means very strong and resistant.
- e) If you *neglect* something, you put a lot of time and effort into it.
- f) If you are *in control* of something, you can decide what happens to it.
- g) *High-volume products* are made in very small quantities.
- h) An *established* product is one that is well-known.

**9. Complete the statements with the correct form of expressions from the text.**

- a) If an idea is unknown or irrelevant to someone, it is \_\_\_\_\_ to them.
- b) If you ask for something, you make a \_\_\_\_\_ for it.
- c) If there is only one of something, it is \_\_\_\_\_.
- d) If you \_\_\_\_\_ a brand into another area, you start using it in that area.
- e) \_\_\_\_\_ is used here as another word for 'market'.
- f) If you \_\_\_\_\_ to customers in a particular way, you communicate with them and try to persuade them to buy your products in that way.
- g) A carefully \_\_\_\_\_ \_\_\_\_\_ is a series of steps that are carried out as planned.
- h) If a plan \_\_\_\_\_, it succeeds.

**10. What is the key message of the text? Choose the best alternative.**

- a) Branding is of no relevance in business-to-business marketing.
- b) Branding can be just as important in business-to-business marketing as in consumer marketing.
- c) In business-to-business marketing, branding is only important in the chemical industry.

**11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Сьогодні брендинг відіграє велику роль у збереженні частки ринку, особливо якщо продукція на ринку схожа одна на одну. 2. Бренди хімічних компаній можуть бути використані на споживчому ринку. 3. Працівники з закупівлі, що працюють на великі компанії, отримують гідну заробітну платню. 4. Успіх великих компаній – це не випадковість, а ретельно спланована стратегія. 5. Цей бренд відомий своєю продукцією, яка є низькою за ціною та виробляється у великих обсягах. 6. Стратегія рекламної компанії вважається успішною, якщо прибуток складає 5% від продажу продукції. 7. Іноземні інвестори вкладають багато коштів у розвиток хімічної промисловості нашої країни. 8. Кінцевий споживач надає перевагу якості продукції. 9. Успіх компанії Дюпон – це ретельно спланована стратегія розвитку. 10. Ми отримали багато запитів від іноземних компаній.

**12. Project work.** Think about your company or one you would like to work for. Do its suppliers brand their products? If they use branding, what is their branding



strategy and what do their brands stand for? You could think about suppliers in these areas and any others that occur to you:

- Office furniture;
- Stationery (paper, envelopes, etc.);
- Computer equipment and IT (information technology);
- Recruitment services for office staff or for senior managers market information (market surveys);
- Raw materials, components, etc. (for manufacturing companies).

## **Text 2**

### **1. Read and learn new words.**

- competitively – конкурентоспроможно
- intensely – інтенсивно
- to attach – прикріпити
- obstacle – перешкода
- overcapacity – надмірна потужність
- spread – поширюватися
- Chief Executive – виконавчий директор
- generate – створити
- underprivileged people – малозабезпечені люди

### **2. Give English equivalents to the words and word combinations.**

Supporter, affection, competitively, owner, Chief Executive, overcapacity underprivileged people, obstacle, market segment, enthusiast.

### **3. Read the text and translate it.**

#### **The challenge of turning a brand into an object of love**

Krispy Kreme doughnuts, Poilane bread, Tide soap powder, Harley-Davidson motorcycles, Cheerios cereal. What do these things have in common? According to their supporters, they are remarkable products that are more than just brands. They provoke such affection - even love - that their owners often talk about them to the underprivileged people who have not yet tried them.

Some of them are now called 'lovemarks', a name invented by Kevin Roberts, Chief Executive of Saatchi & Saatchi Worldwide, the advertising agency (or ideal company, as it likes to be known). Mr. Roberts prefers products that are 'mysterious' or 'intimate', rather than being useful or competitively priced, and that can inspire 'loyalty beyond reason'.

But love is not a word to be used lightly. For most of us, it means exclusivity: we are not intensely attached to lot of things because we are not built that way. Companies must try either to make products that a few people love, or products that many people quite like; an attempt to do both will produce obstacles and conflicts.

Two things lie behind the craze for emotional involvement. The first is overcapacity: there are too many products in every market segment, and this means

it is hard to gain attention for anything ordinary. Seth Godin, a marketing consultant, mentions Frito Lay's launch of Stax, a rival to Procter & Gamble's Pringles potato crisps. He says that, despite a \$50m (£27m) marketing campaign, fewer than half of those people questioned by market researchers recognized the name.

Mr. Godin's solution is for companies to make only 'remarkable' things that will make consumers take notice. 'The tendency with any industrial or consumer good is to keep making it a little bit better, but that does not help one bit,' he says. A product must be revolutionary, or at least innovative, to attract attention from tired shoppers.

The second factor is the increased ability of consumers to communicate their views about products, whether good or bad. 'In the age of the Internet, goods have real-time reputations,' says Ben McConnell, co-author of *Creating Customer Evangelists: How Loyal Customers Become a Volunteer Sales Force*. He says that the Internet has increased by a factor of 10 the number of people that one consumer can influence.

A company can take advantage of this by creating a group of enthusiasts who will generate buzz about its products. One company that does so is Krispy Kreme, which puts enormous effort into store openings. To help spread the word and provoke excitement, it distributes free doughnuts to people before the launch. These openings then become theatrical events: some fans camp overnight to be first to get a doughnut.

**4. Answer the following questions, using the information from the text.**

1. What is love for you?
2. What are the two things that lie behind the craze for emotional involvement?
3. What product must be?
4. What reputations do goods have?
5. What is Krispy Kreme company?
6. Why does Krispy Kreme distribute free doughnuts to people before the launch?
7. Can a company take advantage by creating a group of enthusiasts who will generate buzz about its products?
8. What is the second factor?
9. Who is Ben McConnell?
10. What name was invented by Kevin Roberts?

**5. Read through the whole text and list the following.**

- the brands and companies
- the products
- the people

**6. Look at how the expressions in italics are used in the text. True or false?**

- *Affection* is a feeling of liking or love.
- *Underprivileged* people have the same things as everyone else.
- If something is *mysterious*, you know everything about it.
- If you are *intimate* with something, you have a very close relationship with it.
- *Loyalty* is when you don't care about your friends, your organization etc.

### **7. Find expressions in the text that mean:**

- a situations where only a few people can buy something or have access to something;
- things that prevent you from doing something;
- disagreements;
- a fashion;
- when you care about something;
- when there is too much produced in relation to demand.

### **8. Choose the best alternative to complete these statements**

1. Something remarkable is  
a) usual      b) unusual      c) boring
2. Something revolutionary  
a) completely new and different      b) the same as before      c) unremarkable
3. Something innovative  
a) traditional      b) old      c) new
4. If something happens in real time, you find out about it  
a) later      b) soon      c) immediately
5. If you influence someone, they  
a) change their opinion because of what you tell them  
b) keep the same opinions  
c) take no notice.
6. If someone generates buzz about something, they  
a) make people uninterested in it      b) make people dislike it  
c) provoke excitement about it.

### **9. What is the key message of the article? Choose the best alternative.**

- There are some brands with which people feel a particularly close relationship and marketers should try to encourage this.
- Some people are crazy about doughnuts.
- The way for marketers to increase sales is to make products better.

### **10. Translate the following sentences into English paying attention to the active vocabulary.**

1. Згідно з новим законом, ви повинні створити робочі місця для людей з обмеженими можливостями.
2. Робітники, учні, студенти – це постійні споживачі нашої продукції.
3. Для того, щоб збільшити попит та бажання купувати, компанія поширює безкоштовні рекламні буклети.
4. Прибічники нового виконавчого директора вважають нову стратегію розвитку компанії найбільш вигідною.
5. Заробітна плата на підприємствах повинна відповідати реальним технологічним потужностям виробництва.
6. Кожний сегмент ринку має занадто багато продукції – це означає, що складно привернути увагу до чогось звичайного.
7. Вона починає все більше подобатися мені своєю енергією, прихильністю до людей.
8. Ця спроба може спричинити перешкоди і конфлікти.
9. Конкурентоспроможність підприємства – це

здатність підприємства створювати, виробляти і продавати товари та послуги, цінкові та нецінові якості яких є більш привабливими, ніж в аналогічній продукції конкурентів. 10. Щоб залишатися конкурентоспроможною компанією на ринку, треба щороку залучати іноземні інвестиції.

**11. Project work** Imagine that you bought these products and services recently and that you are pleased with all of them. Which are you most likely to tell your friends about? Put them in order, from the most likely to the least likely, and explain your reasons.

- a sports car
- a clothes shop
- the company that supplies your electricity
- a novel you have read
- a language class you have been to
- an airline you have recently flown with
- a doctor you have been to see about a particular health problem
- a hairdresser

## **Тема 2. Air rage**

### **Text 1**

#### **1. Read and learn new words.**

- reckon – розраховувати
- remain competitive – залишатися конкурентоспроможним
- revenue-sharing agreements – угоди про розподіл доходів
- momentum – рушійна сила
- PDA – Personal Digital Assistant – особистий електронний секретар
- Wi-Fi hotspots – Wi-Fi точки доступу
- deployment – розгортання
- fast take-up of the new technology – швидке залучення нових технологій
- cash in – кошти
- corporate customer – корпоративний замовник
- high-speed Internet access – швидкісний доступ до Інтернету

#### **2. Give English equivalents to the words and word combinations.**

Agreements, capability, corporate customer, Wi-Fi hotspot, supplier, wireless connection, priority, revenue.

#### **3. Read the text and translate it.**

### **Wireless Internet: Demands of a more mobile workforce**

As the revolution in wireless technology gains momentum, hotels are the biggest growth area for Wi-Fi (wireless networking) hotspots. These days, the business traveller can get online anywhere from meeting and conference spaces to restaurants and bars. A recent report from Visiongain, the UK-based media company, predicted that Wi-Fi deployment in hotels was set to grow by more than

ten times over the coming years. The company believes that, in three years, about 90 percent of all corporate users' laptops will include Wi-Fi capability. It reckons that the hotel industry will experience the most widespread adoption of the commercial Wi-Fi hotspots used by laptop and PDA owners.

With such a fast take-up of the new technology it is hardly surprising that hotels are keen to cash in. Opportunities to do so can be derived both from revenue-sharing agreements with telecoms suppliers, as well as from driving more traffic into, say, an unproductive coffee area, by the introduction of Wi-Fi hotspots. However, perhaps as important a motivation for hotel chains is the need to remain competitive, as their corporate customers – ever more accustomed to working while on the move – are demanding constant and easy access to high-speed Internet connections. Chains have been quick to respond.

Marriott has installed wireless connections in more than 900 of its properties - primarily in meeting and public spaces - at leading business travel destinations such as New York, Washington, San Francisco, Chicago, London, Frankfurt, Tokyo, Singapore and Hong Kong. 'We see the priority for wireless lying in places where mobility is a premium for travellers – in the lobby or in a meeting environment – where they want to move to a break out room and don't want to have to reconnect/ says Lou Paladeau, Marriott's vice-president of technology business development. And high-speed connections certainly can boost a property's business. Since installing Cisco's high-speed Internet access for its guests, for example, the 500-room Palace Hotel in Japan has increased revenue by \$27,000 per month. 'If a guest tries our Internet service for a day, he or she never stops using it until the departure day,' says Kyohei Hirose, director of rooms at the Palace Hotel. 'Once our foreign guests experience this service, it becomes the reason for them to come back to the Palace Hotel again.'

**4. Answer the following questions, using the information from the text.**

1. Where can the business traveller get online these days?
2. What is the biggest growth area for Wi-Fi?
3. What company has installed wireless connections in more than 900 of its properties?
4. Where is mobility a premium for travellers?
5. What are leading business travel destinations in the world?
6. Why has the 500-room Palace Hotel in Japan increased revenue by \$27,000 per month?
7. What is the reason for the business travellers to come back to the Palace Hotel again.'

**5. Below there are one-sentence summaries of each of the paragraphs in the text. Put the summaries in the correct order. (Two of summaries are not used)**

- Hotels want to make money from this development.
- Installation of wireless facilities at Marriott.
- Security problems with wireless Internet access.
- Technical limitations to wireless Internet access.
- Wireless access has increased profitability at a Japanese hotel.

- Wireless Internet access in hotels is growing very fast.

**6. Find expressions in the text that mean:**

- spread up;
- an activity that is increasing in size;
- a place where you can get wireless Internet access;
- get access to the Internet;
- said that something will happen;
- installation and use (of equipment);
- ability to use;
- when someone starts to use a system or method.

**7. Look at the text. True or false?**

Marriott has installed wireless access...

- in 9,000 of its hotels.
- Mainly in hotel bedrooms.
- Mainly in areas where people want to move around with their laptops.
- In restaurants and bars as a priority.

**8. Choose the best alternative to replace the expressions in italics.**

1. High speed connections certainly can *boost* a property's busyness.  
a) rise    b) go up    c) increase
2. The Place Hotel in Japan has increased *revenue* by \$27,000 per month.  
a) sales    b) profits    c) losses
3. 'If a guest tries our Internet service for a day, he or she never stops using it until the *departure day*.'  
a) the day they come back    b) the day they leave    c) the day they arrive
4. 'Once our foreign guests *experience this service* it becomes the reason for them to come back to the Palace Hotel again.'  
a) try this service for themselves    b) talk about this service to their friends  
c) learn more about this service

**9. What is the key message of the text? Choose the best alternative.**

- a) At hotels will soon be offering wireless Internet access.
- b) When a hotel installs wireless Internet access, it must be available in all parts of the hotel.
- c) More and more hotels are offering wireless Internet access, and this can increase the money they make.

**10. Translate the following sentences into English paying attention to the active vocabulary.**

1. Великі готелі намагаються залишатися конкурентоспроможними, тому задовольняють всі потреби клієнтів. 2. Якщо Ви хоч раз скористаєтеся цією послугою, то Ви вже не зможете від неї відмовитися. 3. Дохід компаній зріс на 20 % за останні п'ять років. 4. На сьогоднішній день ділова людина може приєднатися до мережі Інтернет будь-де: в аеропорту, готелі, ресторані або барі. 5. Багато клієнтів звикли працювати, перебуваючи в русі, тому їм необхідно мати постійний доступ до WI-FI. 6. Компанія Маріот встановила бездротові з'єднання в більш ніж 900 готелях – в першу чергу, в конференц-

холах і громадських місцях. 7. Пріоритетом нашої політики є створення гідних умов праці для усіх робітників. 8. Корпоративні клієнти, що звикли працювати в дорозі, вимагають постійного і легкого доступу до високошвидкісного Інтернет-зв'язку. 9. З моменту встановлення високошвидкісного доступу до Інтернету, Сіско збільшив дохід на 27, 000 \$ на місяць. 10. Ми підписали нову торговельну угоду з країнами Азії.

**11. Project work.** Where are the ideal places in your city for wireless hotspots to be installed for business users? Why?

- Railway stations
- Bus stations
- Restaurants
- Coffee shops
- Cinemas
- Hotel lobbies
- Airport lounges
- Can you think of any other places?

## Text 2

### 1. Read and learn new words.

- technological sophistication – технологічна складність
- real impact of globalisation – реальний вплив глобалізації
- technological gadgetry – технологічні новації
- make a dent – впливати
- bond over the Internet – потоваришувати через Інтернет
- road warrior – фрілансер
- facial expressions – вираз обличчя
- eyeball-to-eyeball – віч-на-віч
- decrease – занепад, зменшення

### 2. Give English equivalents to the words and word combinations.

Road warrior, technological sophistication, gadgetry, impact, decrease, consultant, statistic, videoconference, self-confidence.

### 3. Read the text and translate it.

## Corporate road warriors

The characteristic that most distinguishes today's executives is not their technological sophistication but the amount of time they spend on the move. To observe the real impact of globalisation, you only have to walk around an international airport. Among the crowds of tourists, an army of road warriors and corporate executives march red-eyed across the world's time zones. Global markets mean constant global travel.

Management consultants are among the most frenetic frequent fliers. They routinely cross continents for a face-to-face meeting and then return home. They point to the importance of personal contact. For a profession built on rational

analysis, it seems illogical. Face-to-face meetings when one of the parties is exhausted and jet-lagged seem unlikely to benefit anyone. But most consultants act as if e-mail and satellite links had never been invented. For the masters of logic, only the face-to-face experience will do.

The question is why all the technological gadgetry has failed make a dent in the amount of business travel? The answer seems to lie with a simple statistic. More than 90 percent of human communication is non-verbal (some studies put it as high as 93 percent). Facial expressions, body language, eye contact – these are all key conduits. Without them you can't get past first base. It's tough to bond over the Internet. 'Most of us still want face-to-face contact,' says Cary Cooper, professor of organisational psychology and health at the University of Manchester Institute of Science and Technology (UMIST). 'A lot of people rely on their personalities to persuade others,' he says. 'That doesn't come out in e-mails, and video conferencing is limiting. They may also want to influence people outside of the meeting. A lot of lobbying goes on before and after meetings. That's why eyeball-to-eyeball is so important. We still don't fully trust the technology even though it's been around for a while. We prefer to talk behind closed doors.'

We also read body language to pick up the atmosphere, he says. 'We walk into a meeting and pick up the feel of what the other people are thinking. We watch how Y reacts to what X is saying. You can't do that by videoconference. Most of us don't have the self-confidence to believe we can build the sorts of relationships we need with clients and suppliers down the wire. Business travel won't decrease for that reason. It's a shame because at the moment we're burning out an awful lot of people.'

**4. Answer the following questions, using the information from the text.**

1. What is the most distinguished characteristic of today's executives?
2. Who are among the most frenetic frequent fliers?
3. What is more important: e-mail and satellite links or face-to-face experience?
4. Why has all the technological gadgetry failed make a dent in the amount of business travel?
5. How many percent of human communication is non-verbal?
6. What are main key conduits?
7. Why do we also read body language?
8. Why is eyeball-to-eyeball so important?

**5. Are these statements true or false?**

- a) Businesspeople are travelling more than ever before.
- b) Management consultants travel less than other businesspeople.
- c) Most people think that using the Internet is as good as meeting face-to-face.
- d) Body language is more important than what people actually say.
- e) Business travel will decline in the long run as people use the Internet more and more.

**6. Choose the best alternative to complete these statements.**

- 1) Sophistication is when people have a lot of  
a) ignorance about smth      b) knowledge, experience and understanding of smth



- c) interest in smth
- 2) If X has an impact on Y, it has  
 a) o influence on it      b) a connection with it      c) an affect on it
- 3) A road warrior is a kind of  
 a) soldier      b) transport employee      c) businessperson
4. A time zone is an area of  
 a) an airport where you can see the times of flights  
 b) a building where there is a public clock  
 c) the world where it is the same time in all places
5. Something that is global  
 a) is round or spherical      b) happens or involves things all over the world  
 c) is full and complete

**7. Find words in the text that are the opposites of these expressions.**

- slow and low-key
- infrequent
- irregularly and with great effort
- illogical
- rational
- fresh, rested and ready to work

**8. Choose the correct sense for the following expressions.**

- 1) The question is why all the technological gadgetry has failed make a dent in the amount of business travel?  
 a) a hollow area in a surface      b) a reduction
- 2) The answer seems to lie with a simple statistic.  
 a) not tell the truth      b) be found in
- 3) Facial expressions, body language, eye contact – these are all key conduits.  
 a) channels of communications      b) pipes
- 4) Without them you can't get past first base.  
 a) get beyond the first stage in a negotiation or discussion – an expression taken from baseball  
 b) get beyond the base of smth - an expression taken from building houses
- 5) It is tough to bond over the Internet.  
 a) use a type of financial investment      b) make close contact with someone
- 6) A lot of lobbying goes on before and after meetings.  
 a) meeting in hotel lobbies      b) attempts to influence people and their decisions

**9. Match each verb to the noun that it goes with in the text.**

- |             |                  |
|-------------|------------------|
| - read      | - the atmosphere |
| - pick up   | - relationships  |
| - walk into | - people         |
| - build     | - a meeting      |
| - burn out  | - body language  |

**10. Now match each verb with another noun that it can typically go with.**

Trust, a worker, a feeling, a lamp-post, a book.

**11. What is the key message of the text? Choose the best alternative.**

- a) Video-conferencing will eventually take over from face-to-face meetings.
- b) Business meetings will always be necessary because people prefer to meet face-to-face.
- c) Airlines face a difficult future as business travel declines.

**12. Translate the following sentences into English paying attention to the active vocabulary.**

1. Технологічні інновації – це діяльність підприємства, пов'язана із розробкою та впровадженням як технологічно нових, так і технологічно вдосконалених продуктів і процесів. 2. Ми розглянемо вашу комерційну пропозицію, але спочатку нам треба передбачити усі ризики. 3. Зустрічі віч-на-віч, коли одна із сторін виснажена, навряд чи будуть результативними. 4. Економіка багатьох країн постраждала від негативного впливу глобалізації. 5. Багато людей очікують ефективного результату від переговорів між представниками різних компаній. 6. Більшість консультантів з продажу використовують електронну пошту у роботі з потенційними клієнтами. 7. Вираз її обличчя змінився, коли вона почула, що отримала бонус за свою роботу. 8. Запланована зустріч акціонерів була перенесена у зв'язку з хворобою виконавчого директора. 9. Ця технологія обробки сировини існує вже досить давно, але на сьогодні вона все ще залишається ефективною. 10. Не кожен керівник може налагодити потрібні відносини з клієнтами та постачальниками.

**13. Project Work.** When someone says that more than 90 percent of human communication is non-verbal, what exactly do they mean? Do you agree? Why/Why not?

### Тема 3. Organisation

#### Text 1

**1. Read and learn new words.**

- customer service satisfaction – надання послуг покупцю
- maintaining service quality – забезпечення якості обслуговування
- thrive – процвітати, багатіти
- feedback – зв'язок зі споживачами
- sap the morale – послаблювати моральний стан
- keep up standards – дотримуватися стандартів
- accordingly – відповідно
- perception – сприйняття, відчуття

**2. Give English equivalents to the words and word combinations.**

Satisfaction, feedback, perception, employee, policies, staff, to sap, labour force, exhaustion, board.

### **3. Read the text and translate it.**

#### **Happy staff is not the full answer**

Business gurus have been quick to highlight studies claiming to show that customer service is related to management style. These studies claim that the way service staff deal with their customers reflects clearly how they themselves are managed. Employees express attitudes, behavior and emotions towards customers that reflect their own feelings towards their work, and these sentiments are determined by their managers. Customers then «catch» these employee attitudes. This leads to the belief that employee morale is closely, directly and positively related to customer service satisfaction.

Researchers have pointed out that even employees' own perceptions of the quality of the service they provide are related to both their personal job satisfaction and productivity. They could be wrong but the theory has three principles:

- When organizations treat their employees well, the employees treat their customers accordingly.
- When organizations and the work group have policies and practices aimed at maintaining service quality, customers will be happier with those services.
- The more a company's employees have contact with customers, more its morale and organisational policies affect customer satisfaction.

The theory holds that the customer is king and needs superb treatment by service staff. Staff at the customer interface need to be supported, trained and directed by their supervisors to ensure high-quality service. All people in the organization should be directed to this end. So the Chief Executive's job is to help, support and advise the board, whose job it is to help, support and advise senior managers. Thus all employees are support staff, attempting to support those vitally important staff who come into contact with the people who pay the salaries: customers.

All service organisations invest in trying hard to get excellent customer service. Airlines, hostels, restaurants and so on conduct serious selection and training to get the sort of person who thrives in customer service. Stable extroverts of sufficient- though not sparkling- intellect seem ideal. Managers rely on many courses, feedback and incentives to keep up standards. And they are aware of the role of demonstrating good behaviour.

But managers in the service industry also know that other factors beyond their control affect staff morale, mood and service. Irascible, demanding, downright rude customers can sap the morale of staff, no matter how well they are treated by their managers. Customer service may be emotional labour. There is the same level of exhaustion. And as customers demand more and more for less and less, the customer- facing staff bear the brunt.

#### **4. Answer the following questions, using the information from the text.**

1. Who has been quick to highlight studies claiming to show that customer service is related to management style?

2. What is the Chief Executive's job?
  3. What are three principles of the theory?
  4. Where do all service organisations invest in?
  5. Who really pays the salaries?
  6. What may be emotional labour?
  7. What do service organisations invest in?
  8. Who is the king and needs superb treatment by service staff?
- 5. Below are one-sentence summaries of each of the paragraphs in the text. Put the summaries in the correct order.**

- a) There are three key issues in employee-customer relations.
- b) Studies have shown that the way staff are managed will affect the way they are seen by customers.
- c) Some factors in customer service are beyond managers' control.
- d) Companies have lots of ways of improving service staff performance.
- e) All staff are support staff, directly or indirectly.

**6. Find expressions in the text that mean:**

- a) the different ways in which people think about something.
- b) how happy you feel about your job and your results.
- c) how much a person or a group produce in a particular time.
- d) the ways in which things are done in a particular organization.
- e) the way employees in an organisation feel at a particular time.

**7. Look at the expressions in italics. Are they true or false?**

- a) When you say *the customer is king*, you mean that the customer is more important than anyone else.
- b) *Superb* treatment is not very good.
- c) If you *come into contact* with someone, you avoid meeting them.
- d) If you conduct *serious selection* of staff, you do not care who works for you.
- e) If you *thrive* in a particular place you enjoy being there and perform well.
- f) A *stable* personality is one that is always changing.
- g) Extroverts are confident; they are interested in other people and like meeting them.
- h) Someone with *sparkling intellect* is extremely intelligent.
- i) You use *incentives* to demotivate people.
- j) *Standards* are particular, usually good, levels of quality and service.

**8. Complete these statements with the correct forms of expressions from the text.**

- a) When something happens that you cannot stop or change, it is ... ..
- b) The way that someone feels at a particular time is their ...
- c) Another word for 'angry' is ...
- d) If something destroys morale, it ... it.
- e) Farm workers and construction workers are involved in ... ..
- f) The writer compares the expression in part e) to ... .., which he says is just as tiring.
- g) Extreme tiredness is ... .

h) If you ... .. of something bad, you are the one who is most directly affected by it.

**9. What is the key message of the text? Choose the best alternative.**

a) In the end, organisations have no control over what happens between employees and customers.

b) Some studies say that the better managed employees are, the better they will interact with customers; however, there will always be situations where customers can be extremely difficult.

c) With the right policies, managers can have 100 percent over employee-customer interaction.

**10. Translate the following sentences into English paying attention to the active vocabulary.**

1. Грубі, невічливі клієнти можуть негативно вплинути на роботу персоналу. 2. Авіалінії, хостели, ресторани проводять ретельний відбір кандидатів, щоб залучити найкращий персонал, який вміє працювати з клієнтами. 3. Одне з головних завдань персоналу – довготривалі ділові відносини з клієнтами. 4. Великі компанії намагаються знайти шляхи покращення обслуговування персоналу. 5. Кожна компанія підтримує зворотній зв'язок з клієнтами з метою покращення своєї продукції. 6. Відповідно до закону кожний робітник має право на гідну заробітну плату та щорічну відпустку. 7. Відношення керівника до працівників має бути толерантним та справедливим. 8. Моральний обов'язок корпорацій – говорити в рекламі правду про свою продукцію, не вводити в оману споживачів. 9. Корпорації повинні покращувати стандарти контролю якості своєї продукції. 10. Взаємини між компаніями та споживачами визначаються ринком, який поєднує їх взаємовигідними відносинами.

**11. Project work.** Do senior managers really understand the everyday problems of low-level employees, for example the ones in direct contact with customers in service organisations? Why / why not?

**Text 2**

**1. Read and learn new words.**

- supporter – прибічник
- interdependent – взаємозалежний
- seek out – шукати
- persuade – переконати
- defensive routines – захисні шаблони
- assumption – припущення
- encapsulate – стисло висловлювати
- pursuing an agenda – дотримуючись порядку денного
- to acknowledge – визнати
- sustainability consortium – консорціум стійкості
- commitment – зобов'язання
- supply chain – ланцюг постачання

## **2. Give English synonyms-equivalents to the following words and word combinations.**

Agenda, assumption, commitment, supply chain, interdependent, pattern, teamwork, to challenge, corporate goals, shared vision.

## **3. Read the text and translate it.**

### **The engineer of the humane corporation**

Peter Senge has influence. The Fifth Discipline, which encapsulated Prof Senge's ideas about organizational change, personal development and besides, has sold close to a million copies. The Society for Organizational Learning (SOL), these days the main focus of his energies, counts BP, Shell, HP and Intel among its supporters. So, how did a business school academic – he remains a senior lecturer at the Massachusetts Institute of Technology's Sloan School of Management – end up pursuing an agenda that centres on the interdependent development of people and their organisations as responsible and effective global citizens?

Remember that my training is in engineering, not management, he says. I trained as an engineer because it was the best way of learning about systems. This field – systems – seemed to me to address the problem: the world was becoming more and more interdependent, we were creating these patterns of interdependence, and yet we didn't know how to understand that. We were simply blind.

Prof Senge's ambition remains to apply systems thinking to human systems: societies, organisations and companies. It was an urge that led him in the 1980s to seek out Chris Argyris, of Harvard Business School, and Edgar Schein of MIT Sloan – leaders of the organizational development movement. For Prof Argyris, this means persuading managers to question the politics, back-biting and defensive routines that so negatively affect corporate life. For Prof Schein, it means recognizing the importance of culture, the unspoken assumptions and established processes that dictate individual behavior in organisations.

It was from this mix of ingredients that Prof Senge produced the Fifth Discipline. The first four disciplines are:

- Personal mastery (broadly, a commitment to your own and other people's full development);
- Mental models (reflecting upon and questioning assumptions);
- Shared vision (a force in people's hearts);
- Team learning (or teamwork).

Systems thinking is the fifth discipline - a way of thinking about problems that brings together the other ingredients and allows for real organizational development.

The influence of the Fifth Discipline is undeniable. As well as launching the organizational learning movement, it gave new force to the argument that the most effective organisations are also the most humane. You do not need to be a true believer to acknowledge that the ideas are intriguing. They challenge managers to

think deeply not only about their own role but also about corporate goals and purpose. The question is whether the techniques laid out in the Fifth Discipline have really helped organisations become more effective.

Prof Senge points to SOL's sustainability consortium a group of companies working to take environmentally unfriendly materials out of their supply chains, as systems thinking and shared vision in action. Others are less convinced. Says Prof Schein: "It is by no means clear that making organisations more humane, making them worth being part of, will work in the larger Darwinian scheme of things".

**4. Answer the following questions, using the information from the text.**

1. What is SOL?
2. What is a way of thinking about problems that brings together the other ingredients and allows for real organizational development?
3. Can you name the first four disciplines?
4. What makes managers challenge to think deeply not only about their own role but also about corporate goals and purpose?
5. Who is Peter Senge?
6. Is the influence of the Fifth Discipline undeniable?
7. How was the Fifth Discipline produced?
8. What challenges managers to think deeply not only about their own role but also about corporate goals?

**5. Read the text to find these things and people.**

- a) A book written by Peter Senge.
- b) A foundation for the promotion of Senge's ideas.
- c) Four companies.
- d) A business school that is part of a larger institution.
- e) Two teachers at the above business school.
- f) A teacher at Harvard.

**6. Look at the expressions as they are used in the text. Are they true or false? If...**

- a) a book encapsulates someone's ideas, it expresses them in a complete way.
- b) something is the main focus of someone's energies, they do not spend much time on it.
- c) you pursue an agenda, you have particular ideas that you think are important and that you want other people to share.
- d) things are interdependent, they have no influence on each other.
- e) you address a problem, you study it and try to find a solution to it.
- f) something is repeated in a pattern, it has regular and predictable features.
- g) you are blind to a particular issue, you understand it fully.

**7. Match the words to make expressions used in the text.**

- |                  |               |
|------------------|---------------|
| - human          | - life        |
| - organisational | - systems     |
| - defensive      | - processes   |
| - corporate      | - development |
| - unspoken       | - routines    |

- established
- individual
- behaviour
- assumptions

**8. Now match these expressions to their meanings.**

- a) things we regularly do to protect our position, but that do not help the organization;
- b) things that we believe and that we never question;
- c) the things that a person does, considered as a whole;
- d) the agreed way that things should be done;
- e) societies, companies, organisations etc;
- f) the way that people in companies behave;
- g) training and learning by company employees.

**9. Find expressions in the text that mean:**

- a) impossible to deny;
- b) behaving in a way that takes into account people's feeling;
- c) someone who really believes something, usually a religious belief;
- d) fascinating;
- e) objectives;
- f) not good for the atmosphere, the oceans etc.;
- g) all the organisations and materials involved in making a product;
- h) the system in which the organisations that are the most suited to their environment survive.

**10. What is the key message of the text? Choose the best alternative. Peter Senge's ideas on systems thinking in organisations....**

- a) are the only way forward for businesses that want to be humane and environmentally friendly.
- b) have been accepted by everyone in business and business schools.
- c) are interesting but have not been accepted by everyone.

**11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Великі промислові підприємства постійно намагаються оптимізувати процес виробництва. 2. Сучасні технології мають значний вплив на розвиток суспільства. 3. Конкурентоспроможність та життєздатність підприємства залежить від засобів комунікації і кооперації з клієнтами та партнерами. 4. Не кожен керівник підтримує неординарні рішення своїх підлеглих. 5. Динамічність сучасного бізнесу та вимоги адаптації до потреб ринку вимагають швидкого вирішення проблем. 6. Ці тенденції змушують керівників змінювати стратегію своєї діяльності, розвивати та впроваджувати нові інформаційні технології. 7. Ми переконані, що потрібно дотримуватись порядку денного наших зборів. 8. Керівник примусив нас працювати понаднормово. 9. Комунікаційні технології створюють світ глобальної конкуренції, де швидкі зміни відбуваються постійно, а інновації стають важливішими, ніж масові продукти. 10. Менеджери повинні дотримуватись правил корпоративної поведінки.



**12. Project work.** Can ideas from engineering and mathematics be applied to human behavior? Why/ Why not?

## **Розділ 2. Financial laws of company's life**

### **Тема 4. Retailing**

#### **Text 1**

##### **1. Read and learn new words.**

- to resign – піти у відставку
- redundancy – звільнення
- workload – обсяг робіт
- incentive – стимул
- unforeseen consequences – непередбачувані наслідки
- obvious benefits – очевидні виплати

##### **2. Give English equivalents to the words and word combinations.**

Workload, benefit, incentive, consequence, to resign, redundancy, job specification, duties, workplace, acknowledge.

##### **3. Read the text and translate it.**

#### **Shake-ups that leave us shaken but not stirred**

John recently resigned from his job with a European airline because of the way it handled heavy redundancies in the wake of September 11. 'The whole experience was a disaster,' he says. 'I was one of the last to leave and now all the original group that I started with are gone.' John, who worked in the finance department, says the redundancies were announced in an unplanned way and the workload was redistributed without any consultation, let alone assistance or incentives. 'People were already overworked, but when they were also given duties above and beyond their job specification, they began to leave in droves,' he says. 'On top of this, the change was not communicated well. We should have been consulted.'

Workplace change has become a constant for most employees. Yet it often fails to achieve its stated objectives and has unforeseen consequences of the kind experienced in John's case. A new study by OPP, which specialises in applied business psychology, seeks to explain why. Poor communication is often to blame, as are change imposed from above and an absence of obvious benefits. The study, based on a survey of 1,001 people at all levels in large UK organisations, finds that workplace change has left 58 percent feeling demotivated and less committed. Fourteen percent have left their jobs as a result and 49 percent have considered doing so.

'There are signs that organisations may have misconceptions about their employees' motives for working and the nature of their psychological contracts' says Bernard Cooke, leader of OPP's change consultancy team. 'Employees are not asking for less change. However, they are demanding more involvement and clearer explanations of the reasons for the change and the expected benefits.'

Employees are largely impervious to changes in the mission statement or the brand or logo that so excite those at the top. What they care about most is the effect on their pay, benefits, working conditions and job role.

The survey, carried out by MyVoice Research, finds that senior managers acknowledge the need to communicate clearly the objectives and potential benefits of workplace reorganisation. Yet, in employees' eyes, they often fail to do so. Seventy-six percent of staff say that change tends to be imposed rather than discussed, 64 percent that senior managers are the only ones consulted, and 40 percent that change is communicated either not at all or only when it has been completed.

**4. Answer the following questions, using the information from the text.**

1. Has workplace change become a constant for most employees?
2. What is workplace change for most employees?
3. Were the redundancies announced in an unplanned way?
4. What do they care about?
5. Is it necessary to communicate clearly the objectives and potential benefits of workplace reorganisation?
6. May organisations have misconceptions about their employees?
7. What do senior managers acknowledge?
8. How many percent of staff say that change tends to be imposed rather than discussed?

**5. Read through the whole text and match the people and organisations with descriptions.**

1 John	a consultant at OPP
2 a European airline	the organisation that commissioned the research on change
3 OPP	the organization where John worked
4 MyVoice Research	the organisation that carried out the research on change
5 Bernard Cooke	someone talking about how a change affecting him was badly handled

**6. Find nouns from the text, or noun forms of related expressions, that mean:**

- a) when someone decides to leave their job because want to, rather than because they are told to leave.
- b) when people in an organisation lose their jobs because the company no longer needs them and they are told to leave.
- c) the amount of work that there is to do in a particular company or department.
- d) when you inform people about something and ask for their opinions.
- e) things that motivate people.
- f) another term for 'job description'.

**7. Choose the best alternatives to replace the expression in italics.**

1. Workplace change has become a constant for most employees.

- a) something that most employees have to deal with
- b) something that most employees are unfamiliar with
- 2. Yet it often... has unforeseen consequences
  - a) has unpleasant effects
  - b) has effects that were not predicted
- 3. Poor communication is often to blame...
  - a) responsible
  - b) to be criticised
- 4. ....as are change imposed from above...
  - a) decided by senior managers without consultation
  - b) decided in discussions with staff
- 5...and an absence of obvious benefits.
  - a) the fact that the change had no clear disadvantages
  - b) the fact that the change had no clear advantages
- 6. Workplace change has left 58 percent feeling demotivated and less committed.
  - a) more willing to do their job
  - b) less willing to do their job
- 8. Look at the text . Is it true or false? Employees...**
  - a) and their motivations are fully understood by employers
  - b) are not necessarily against change.
  - c) want to be consulted more about changes that affect them.
  - d) are not interested in the advantages of a change for the organisation.
  - e) are excited by changes in the company's brand and logo.
  - f) are most interested in the effects of change on their pay and on the nature of their job.

**9. Find the percentages in the text that relate to these employee opinions. This percentage think that...**

- a) they only hear about change when already happened, if then.
- b) change is decided by top managers without consultation.
- c) only top managers get to discuss change.

**10. Translate the following sentences into English paying attention to the active vocabulary.**

1. Виробник найчастіше вважає за краще замовчувати потенційну небезпеку свого продукту. 2. Під тиском громадського руху в більшості держав ухвалені закони про захист прав споживачів. 3. Компанія повинна пам'ятати про свою відповідальність перед інвесторами. 4. Працівники вимагають пояснення причин несвоечасної виплати заробітної плати. 5. Сімдесят шість відсотків персоналу фірми стверджують, що зміни в стратегії розвитку підприємства сприятимуть досягненню бажаних результатів. 6. Стійка ієрархічна організаційна структура підприємства не дає можливості адаптуватися до змін кон'юнктури ринку. 7. У всьому світі щорічно десятки людей стають жертвами маніпуляцій з інвестиціями. 8. Керівництво компанії може зловживати інвестиціями, використовуючи доходи і ресурси для особистого збагачення. 9. Корпорація повинна опікуватися економічною стабільністю локального співтовариства. 10. Специфіка діяльності будь-якої організації впливає на емоційний стан робітників.

**11. Project work.** The most important job of managers is to implement change. Do you agree? Why / why not?

## **Text 2**

### **1. Read and learn new words.**

- domestic investors – внутрішні інвестори
- overseas tourists – закордонні туристи
- hub – центр
- emerging theme – актуальна тема
- considerable pace – значний темп
- to shield – захищати

### **2. Give English equivalents to the words and words combinations.**

Hub, investor, overseas tourist, emerging theme, destination, manufacturing capacity, long-term demand, migration.

### **3. Read the text and translate it.**

## **Coastal wealth radiates across inland China**

Inland cities such as Nanchang, capital of the southern Chinese province of Jiangxi have been largely off the map for foreign and domestic investors. Only four years ago, staff at its airport still referred to overseas tourists as 'foreign guests', a term no longer used along China's industrialised east coast. But Nanchang's fortunes are changing. The construction of several motorways and railways in the past few years has made the city less remote and has attracted manufacturing industries inland from the coast.

'You can reach Shanghai in six hours, Fuzhou in six hours and Guangzhou in six hours, Li Douluo, Nanchang's mayor, said in an interview at the National People's Congress in Beijing, 'You can reach 450m people within about six hours of Nanchang. We are at a hub between the Pearl River Delta and the Yangtze River Delta.'

The story of Nanchang illustrates an important emerging theme. The rapid development of coastal China in the past two decades is starting to radiate inland at a considerable pace. The impoverished provinces of Jiangxi, Hunan and Anhui - centres of the Communist revolution in 1949 - are becoming favoured investment destinations.

The main attraction of such places is the cheap cost of the labour they can offer. The average manufacturing wage in Nanchang is about Rmb600 (\$72, €58, £39) a month, significantly less than the Rmb900-Rmb1,000 common in the Pearl River Delta, an area of concentrated manufacturing capacity in the southern province of Guangdong. Not surprisingly, it has been the industries with the thinnest profit margins that have been first to migrate. 'The first arrivals have been companies such as air-conditioner makers,' said Mr Li, naming Greencool, Midea and TCL, three large domestic manufacturers of consumer electronics. Teco

Group, a Taiwanese home appliance group, has also invested \$30m to build a plant making refrigerators, air-conditioners, humidifiers and microwave ovens.

However, in common with many areas of China, Nanchang is suffering from a shortage of electricity and the rising cost of steel, cement, aluminium and other materials required to build factories. 'We have done a deal with cement factories in our area to sign long-term, fixed-price contracts so as to shield ourselves from rising costs,' Mr Li said. He laughed at the idea that Nanchang might be suffering from too much investment, in spite of warnings at the NPC that the growth in certain industry sectors needs to be restrained. 'Our economy is not overheating. We are just starting to catch up with the coastal areas,' Mr Li said.

Structural changes such as the construction of infrastructure and new housing for an urbanising population were drivers of long-term demand. The migration of farmers to Nanchang was planned to increase its population from 1.8m to 2.5m in 2005 and 3m in 2010.

**4. Answer the following questions, using the information from the text.**

1. What cities such of the southern Chinese province of Jiangxi have been largely off the map for foreign and domestic investors?
2. What has attracted manufacturing industries inland from the coast?
3. What does the story of Nanchang illustrate?
4. Is the main attraction of such places the cheap cost of the labour?
5. Were drivers of long-term demand the construction of infrastructure and new housing for an urbanising population?
6. Is Nanchang suffering from a shortage of electricity and the rising cost of steel, cement, aluminum and other materials required to build factories?
7. What is the main attraction of such places?
8. 'What companies have been the first arrivals?
9. What is the average manufacturing wage in Nanchang?
10. What impoverished provinces are becoming favoured investment destinations?

**5. Read through the whole text and list the following.**

- a) the Chinese cities
- b) the mainland Chinese provinces, and
- c) the companies mentioned.

**6. Look at the text. Is it true or false? Give the expressions that support your answers. Nanchang...**

- a) is on the coast.
- b) was until recently not considered as a place for investment.
- c) is not staying the same.
- d) is just as difficult to reach as it always has been
- e) is becoming important as a centre for manufacturing.
- f) has good transport links in the area.

**7. Match 1-8 with a)-h) to make expressions used in the text.**

- |                 |                           |
|-----------------|---------------------------|
| 1. main         | a) province               |
| 2. average      | b) manufacturing capacity |
| 3. concentrated | c) attraction             |

- |             |                   |
|-------------|-------------------|
| 4. southern | d) arrivals       |
| 5. thinnest | e) electronics    |
| 6. first    | f) manufacturers  |
| 7. domestic | g) wage           |
| 8. consumer | h) profit margins |

**8. Now match the expressions in Exercise 3 to their meanings.**

- a part of China not in the north, east or west
- Chinese companies rather than overseas ones
- the industry that makes electrical goods for home use
- where a lot of manufacturing takes place
- most important factor
- companies that start manufacturing in a place before others do
- where the level of profit is extremely low
- the typical amount that people in an industry or area earn

**9. Choose the best alternative to replace the expressions in italics.**

1... in common with many areas of China...

- unlike
- based on
- like

2. Nanchang is suffering from a shortage of electricity and the rising cost of steel, cement, aluminum and other materials required to build factories.

- lack
- excess
- amount

3. 'We have done a deal with cement factories

- finished a project with
- signed contracts with
- given promises to

4. in our area to sign long-term, fixed-price contracts so as to shield ourselves from rising costs,' Mr Li said.

- detect
- suspect
- protect

5. He laughed at the idea that Nanchang might be suffering from too much investment, in spite of warnings at the NPC that the growth in certain industry sectors needs to be restrained.

- encouraged
- maintained
- limited

6. Our economy is not overheating. We are just starting to catch up with the coastal areas,' Mr Li said.

- growing too fast in a way that cannot be continued
- growing too slowly in a way that cannot be continued
- getting smaller in a way that cannot be continued

7. Structural changes such as the construction of infrastructure and new housing for an urbanising population...

- a population that is increasingly rural
- a population that is increasingly sophisticated
- a population that lives increasingly in towns were drivers of long-term demand.

**10. What is the key message of the article? Choose the best alternative.**

**China's rapid industrialisation...**

- is not reaching the poorest parts of the country.
- is reaching parts of the country that it has not previously reached
- has reached new parts of the country, but this trend will not last for long.

## **11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Столиця китайської провінції Цзянсі та інші міста закриті для іноземних та вітчизняних інвесторів. 2. Будівництво автомагістралей та залізниць значно вплинуло на розвиток промисловості. 3. За останні два десятиліття відбувається швидкий розвиток Китаю. 4. Провінція Наньчан страждає від дефіциту електроенергії та зростання цін на будівельні матеріали. 5. Розвиток інфраструктури та будівництво нового житла – це першочергові завдання китайського уряду. 6. Об'єднання профспілок повинні захищати права робітників. 7. Завдяки міграції фермерів населення північних провінцій збільшилось на 10%. 8. Туристи із захопленням відвідують автентичні китайські селища та намагаються допомагати на фермах. 9. Виробники товарів масового споживання виступають за збільшення квот. 10. Сільське населення Китаю страждає від бідності, тому більшість молодих людей мігрує до великих міст або інших країн.

**12. Project work 1.** Has there been a flow of people from the country to the cities in your country? If so, what have the social effects of this been?

**Project work 2.** Which areas of your country are growing fastest? What are the reasons for this?

## **Тема 5. Money**

### **Text 1**

#### **1. Read and learn new words.**

- outlook – перспективи
- margin – операційна маржа
- rival – суперник
- buoyant – бум
- to reap – пожинати
- stable operating losses – стабільні операційні втрати
- Chief Executive – Виконавчий директор

#### **2. Give English equivalents to the words and word combinations.**

Margin, losses, rival, outlook, forecast, revenue, profit, benefit, savings, product cycle.

#### **3. Read the text and translate it.**

### **Megane sales drive Renault to top position**

Renault, the French carmaker, lifted its profit outlook for this year after posting stronger growth in the first half than its European rivals. Boosted by sales of its revamped, mid-size Megane model, the group raised its forecast for operating margin by one percentage point to 5,5 percent, up from 3,7 percent in last year. Net profit rose in the first half by 29 percent to \$1,51bn. Revenues rose 12 percent to \$20,76bn.

Renault's improved outlook follows a hint from PSA Peugeot Citroen, its larger French rival, that it too could raise its profit forecasts despite a fall in

earnings, this year. Both carmakers have benefited from a rebound in the European market. Renault's shares surged 5.3 percent to \$64.45 in Wednesday morning trade in Paris, adding to an 18 percent rise since the start of the year.

"These are very good results, better than our forecasts and those of the market", said Louis Schweitzer, Chief Executive. Operating profit more than doubled to \$1.28bn, helped by results outside western Europe, which moved into profit led by explosive growth in Turkey.

Renault is reaping the benefits of a strong vehicle line-up, with consumers drawn to the distinctive shapes of its Megane models as well as its Espace people carrier. Its buoyant forecast contrasts with the glooms surrounding larger European competitors such as Volkswagen, which last week slashed its profit forecasts, and Fiat, which announced stable operating losses of \$282m at its automobile division on Monday.

Nissan, the Japanese carmaker in which Renault has a 44 percent stake, contributed the bulk of net profit with \$939m and will help cost savings at the French group in the second half through shared platforms. Mr Schweitzer is stepping down as Chief Executive next year to be replaced by the respected head of Nissan, Carlos Ghosn.

AB Volvo, the truck maker in which Renault has a 20 percent stake, contributed \$124m. Some analysts have suggested that this year could represent the high point in Renault's product cycle. But Mr Schweitzer dismissed the idea, saying he was convinced earnings would rise next year.

**4. Answer the following questions, using the information from the text.**

1. What drives Renault to top position?
2. When and how did Renault, the French carmaker, lift its profit outlook for this year?
3. What are Renault's French rivals?
4. What company contributed the bulk of net profit with \$939m and will help cost savings at the French group in the second half through shared platforms?
5. Who is Carlos Ghosn?

**5. Find figures in the text to complete this information.**

- a) Renault's operating margin last year.  
Their operating margin this year (forecast).
- b) Renault's net profit for first half of this year.  
The increase in net profit compared with last year.
- c) Revenues (sales) for first half of this year.  
The increase in revenues compared with last year.
- d) Renault's share price on Wednesday morning.  
The increase in share value between the beginning of the year and Wednesday morning.
- e) Renault's operating profit for the first half of this year.

**6. Match expressions 1-7 with their meaning a)-g).**

1. outlook
2. posting



3. boosted
4. renamed
5. rebound
6. surged
7. doubled
- a) when sales and share prices increase after a fall
- b) changed so as to be more attractive
- c) rose very fast
- d) announcing
- e) probable future
- f) increased 100 percent
- g) helped

**7. Find expressions in the text that mean:**

- a) happening extremely fast
- b) good quality and attractive
- c) attracted by
- d) unusual
- e) positive and optimistic
- f) a feeling that the future is not good
- g) describing a situation that is not getting better or worse

**8. Choose the best alternative to replace the expressions in italic.**

1. Nissan ... contributed *the bulk* of net profit...
  - a) part of the
  - b) all of the
  - c) most of the
- 2.... and will help cost saving at the French group in the second half through shared *platforms*
  - a) basic structures on which cars are built
  - b) railway stations for car deliveries
  - c) opinions of car industry leaders
- 3.... to be replaced by *the respected* head of Nissan, Carlos Ggogn
  - a) liked
  - b) feared
  - c) admired
4. Mr Schweitzer *is stepping down* as Chief Executive next year...
  - a) being forced out
  - b) retiring
  - c) being made redundant
5. Some analysts have suggested that this year could represent *the high point in Renault's product cycle*.
  - a) the point at which its current models will sell the least
  - b) the point at which its current models will sell the most
  - c) the point at which its current models will sell the same as the previous year

**9. Translate the following sentences into English paying attention to the active vocabulary.**

1. Французький автовиробник Рено збільшив прогноз прибутку на майбутній рік на 10%. 2. Ми розглянемо перспективи виходу на європейський ринок на наступних зборах акціонерів 3. Наші конкуренти скоротили виробництво легкових транспортних засобів. 4. Пан Швейцер залишає посаду головного виконавчого директора наступного року, його замінить голова компанії

Нісан, Карлос Гон. 5. Обидва автовиробники скористалися ситуацією на валютному ринку і підняли ціни на свої моделі. 6. Життєздатність підприємства залежить від використання розвинених засобів комунікації та кооперації з клієнтами та партнерами. 7. Нісан, японський автовиробник, в якому Рено має 44-відсотковий пакет акцій, вклав більшу частину чистого прибутку у розвиток гібридних транспортних засобів. 8. Це дуже хороші результати, набагато кращі, ніж прогнози. 9. Доходи великих промислових підприємств зросли на 12% до 20,76 млрд. дол. 10. Провідні компанії вкладають великі інвестиції в найсучасніші технології.

**10. Project work.** Find similar information for a company that you are interested in, perhaps by looking at its website.

## Text 2

### 1. Read and learn new words.

- short-term profitability – короткострокова рентабельність
- run out of steam – вичерпатися
- on track – на шляху
- pre-tax profit – прибуток до оподаткування
- penetration – проникнення

### 2. Give English equivalents to the words and word combinations.

Pre-tax profit, infrastructure, subscriber, profitability, short-term/long-term, to quadruple, households, technological advances.

### 3. Read the text and translate it.

#### Shares fall as BSkyB plans for long-term

British Sky Broadcasting saw more than 2bn\$ wiped off its market value on Wednesday after Europe's largest pay-television group outlined growth plans. Investors took fright at proposals to increase marketing and infrastructure investment to attract customers to the pay-TV market and the pressure this puts on the company's short-term profitability. The shares fell 19 percent, or 114p, to a two-year low of 488p.

James Murdoch, BSkyB's Chief Executive, said a 'short term fall in operating margin' was expected in 2006, with significant growth from 2007 onwards. 'There will be a reduction in terms of margin in the short term because of the increased volume of subscribers coming those years', he added.

Some analysts' fears that growth was running out of steam under the existing business model were worsened by yesterday's disappointing news that just 81.000 new subscribers were added in the final quarter of last year to 7.4m. But Mr Murdoch said BSkyB was on track to meet its target of 8m subscribers by the end of 2006. He also set out a new target of 10m subscribers by 2010. About 25m will be spent on advertising a further 450m would be invested in its infrastructure over four years.

Pre-tax profit almost quadrupled to 480m in the year to June 30, compared with 122m the previous year. Group turnover was 3.66bn, up from 3.19bn in 2003. The full year dividend was 6p, payable from earnings per share of 16.6p, up from 9.6p. BSkyB expected the penetration of pay television to reach 80 percent of UK households in the long term, compared with 43 percent at the end of this period.

It believed it would benefit from increasing take-up of pay television as younger customers arrive on the market and by technological advances. Mr Murdoch said: 'As a management team you have to be focused on the long-term, on creating real, durable value...we've only scratched the surface here. This is essentially a business that has its best years ahead'.

**4. Answer the questions, using the information from the text.**

1. When did British Sky Broadcasting see more than 2bn\$ wiped off its market value?
2. Why did investors take fright at proposals to increase marketing and infrastructure investment?
3. Why will there be a reduction in terms of margin in the short term ?
4. How did pre-tax profit almost change in the year to June 30?
5. What does management team have to be focused on ?
6. How did the shares fall?
7. Will there be a reduction in terms of margin in the short term because of the increased volume of subscribers coming those years?
8. How much money will be spent on advertising and would be invested in its infrastructure over four years?

**5. Are these statements true or false?**

1. Its market value – the total current value of BSkyB's shares – is now 2 billion.
2. BSkyB's share price has risen.
3. There were under 100.000 new subscribers in the last quarter of last term.
4. James Murdoch thinks the numbers of new subscribers will continue to rise in the long term.
5. BSkyB will spend more than 20 million on advertising in the next few years.
6. For the last full business year to June 30, profits increased by almost 400 percent.
7. The group had turnover of below 3 billion.
8. BSkyB already reaches 80 percent of UK homes.

**6. Replace the expressions in italics in this extract of the text with items a-f.**

- a) were made nervous by
- b) gave information about
- c) a very big increase
- d) spending on facilities and equipment
- e) profits over the next one or two years
- f) operating profits

British Sky Broadcasting saw more than 2bn wiped off its market value on Wednesday after Europe's largest pay-television group *outlined* growth plans.

Investors *took fright at* proposals to increase marketing and *infrastructure investment* to customers to the pay TV market and the pressure this puts on the company's short-term profitability. The shares fell 19 percent, or 114p, to a two-year low of 488p.

James Murdoch, BSkyB's Chief Executive said a 'short-term fall in operating margin' was expected in 2006, with significant growth from 2007 onwards. There will be a reduction in terms of margin in the short term because of the increased volume of subscribers coming in those years.

**7. Correct these statements about expressions used in the text.**

- a) If an activity runs out of smoke, it slows down.
- b) If you set off a target, you decide what it will be.
- c) Infrastructure is buildings, equipment and facilities.
- d) The amount paid to shareholders for a particular period is the divide for that period.
- e) A company's sales in relation to total sales in a particular market is its obstruction of that market.
- f) The take-in of a service or product is the number of people who buy it.
- g) If you have only scratched the skin of something, you have only just started on it.

**8. Translate the following sentences into English paying attention to the active vocabulary.**

1. Цікавим є той факт, що стратегії розвитку компаній змінювались разом з економічними циклами. 2. Інвестори не були задоволені такими пропозиціями, як збільшення інвестицій в маркетинг та інфраструктуру для залучення нових клієнтів. 3. У короткостроковій перспективі відбудеться збільшення обсягу абонентів. 4. Протягом чотирьох років на рекламу буде витрачено близько 25 мільйонів. 5. Минулого року прибуток до оподаткування компанії склав 5.4%. 6. Термін дії цієї торгівельної угоди закінчується у першому кварталі наступного року. 7. Деякі провідні компанії вживали спільні заходи зі своїми партнерами для встановлення сучасних технічних стандартів. 8. Керівництво компанії BSkyB прогнозує, що платне телебачення охопить 80% домогосподарств Великобританії. 9. Рентабельність – це відношення суми чистого доходу домогосподарства до виробничих затрат. 10. Розвиток логістичної інфраструктури країн Азії досить стрімкий.

**9. Project work.** What is the situation with cable and satellite TV in your country? Is the take-up continuing to grow, or is the market now mature, with low or no growth?

## **Розділ 3. Innovation technologies in business**

### **Тема 6. Advertising**

#### **Text 1**

##### **1. Read and learn new words.**

- consumer association – об'єднання споживачів
- clear-cut evidences – чіткі докази
- counterpart – колега
- to censure – осудити
- commercial – рекламний ролик
- debate – дебати

##### **2. Give English equivalents to the words and words combinations.**

Consumer group, evidence, counterpart commercial, debate, loophole, advertising campaign.

##### **3. Read the text and translate it.**

#### **The anti-ad brigade**

Sweden's powerful consumer association, Sveriges Konsumentråd (SK), is stepping up its fight against television advertising aimed at children. The association, a coalition of trade unions and other influential organizations, wants Sweden's ban extended to the entire European Union. Europe's food and toy industries have long fought against the ban, but SK's actions will delight consumer groups that regard Sweden as a pioneer in protecting children's rights.

Sweden is often used by both sides of the debate in the UK over the role of TV advertising of food brands in encouraging obesity among children. There is a lack of clear-cut evidence that, since the ban came into force in 1991, Swedish children have enjoyed exceptionally low levels of obesity. And some surveys show that Swedish kids are more overweight than their neighbours in Denmark, where there is no ban. Despite this, the supporters of a ban in Sweden are strongly vocal. "Children have the right not to be exposed to television advertising, and it is heart-warming that so many Swedish MEPs share our view", says Sveriges Konsumentråd spokeswoman Emelie Lothgren.

While it only applies to television – not other children's media such as magazines, outdoor or radio – the ban forbids the broadcasting of television commercials aimed at children under the age of 12 at times when those children are likely to be watching. As these rules effectively turn children's slots in advertising-free zones, anybody trying to sell goods to children can only aim a television campaign at parents or other relatives watching television after 9 p.m., when most Swedes (a nation of early-risers) are already in bed.

Yet despite the best efforts of the authorities to protect them from commercialisation, Swedish children are just as familiar as their counterparts from the rest of Europe with the latest advertising jingles for snacks and breakfast cereals. This is because of a loophole in the law – it applies only to television stations based in Sweden and not to foreign-based cable and satellite channels.

Penetration of cable and satellite is high in Sweden, as in most of Scandinavia, and large, multinational broadcasters such as Viacom's Nickelodeon and Time Warner's Cartoon Network can all be viewed in the country. What's more, Swedish-language networks TV3 and Kanal 5 are also at liberty to broadcast as much child-directed advertising as they like without fear of censure, as they broadcast from the UK via satellite.

**4. Answer the following questions, using the information from the text.**

1. What does Sweden's powerful consumer association, Sveriges Konsumentråd, fight against? Why?
2. Is there a clear-cut evidence that Swedish children have low levels of obesity?
3. What did the surveys show?
4. Can the authorities protect children from commercialization?
5. What was the influence of cable and satellite TV in Sweden?

**5. Read through the whole text and find the names of:**

- a Swedish organization that protects consumers' rights.
- a spokeswoman for this organization.
- two international broadcasting companies.
- two Swedish-language broadcasting companies.

**6. Are these statements true or false? Give the expressions that support your answers. Sveriges Konsumentråd...**

- a) is stopping its fight against advertising to children.
- b) doesn't speak on behalf of other organizations.
- c) wants the ban on advertising to children to operate in the whole of the European Union.
- d) wants the ban to apply only to food products.
- e) will make consumer groups happy by what it is doing.

**7. Choose the best alternatives to complete these statements.**

1. A *debate* is kind of
  - a) TV programme
  - b) discussion
  - c) meal
2. *Obesity* is when people are too
  - a) thin
  - b) short
  - c) fat
3. *Clear-cut evidence* proves that something is
  - a) uncertain
  - b) certain
  - c) unsure
4. A *survey* is a kind of
  - a) map
  - b) opinion
  - c) research study
5. A *ban* on something means that it is
  - a) encourages
  - b) forbidden
  - c) ignored
6. A *vocal* supporter of something
  - a) expresses their support in a strong way
  - b) does not express their support
  - c) expresses their support in a weak way
7. If someone is *exposed* to advertising, they
  - a) are influenced by it
  - b) see it
  - c) dislike it

### 8. Find expressions in the text that mean:

- a) Newspapers, magazines, TV, radio, etc. considered together.
- b) TV advertisements.
- c) Particular times of day for TV or radio programmes.
- d) To direct something at a group of people.
- e) A series of advertisements for a particular product.
- f) People who get up early.

### 9. What is the key message of the text? Choose the best alternative.

- It is clear that Swedish children are more obese, despite the ban on TV advertising of food products to children.
- The effects of the ban on TV advertising to children in Sweden are not clear, and, in any case, not all broadcasting companies have to follow it.
- Sweden will eventually be able to ban TV advertising to children in the whole of the European Union.

### 10. Translate the following sentences into English paying attention to the active vocabulary.

1. Об'єднання споживачів та коаліція торговельних союзів вимагають заборонити телевізійні рекламні ролики, в яких беруть участь діти. 2. Реклама газованих напоїв та снєків є причиною збільшення ожиріння серед підлітків. 3. Головні теми в засобах масової інформації – це захист прав дітей. 4. Наша агенція розробила зовсім нову рекламну компанію для нового бренду дитячого одягу. 5. Супутникове телебачення транслює багато передач, які заборонені для показу на національному телебаченні. 6. Ми маємо чіткі докази вашої участі у цих дебатах. 7. Які засоби та рекламні техніки найбільш популярні сьогодні? – Ми використовуємо брошури, листівки та різні акції. 8. Місцева влада намагається підтримувати обдаровану молодь. 9. Впливові міжнародні організації вимагають збільшення кількості робочих місць для переселенців.

**11. Project work.** Is it right that international broadcasting companies can ignore national laws? What can be done to prevent this?

### Text 2

#### 1. Read and learn new words.

- to woo – домогатися, умовляти
- to distinguish – розрізняти
- detergent's smell – запах миючого засобу
- to quantify – давати кількісну оцінку
- to seduce – спокушати
- commercials – рекламні ролики
- purchasing decisions – рішення про закупівлю
- appealing target – приваблива мета

#### 2. Give English equivalents to the words and word combinations.

To woo, to distinguish, target, purchasing decisions, to quantify, advertisers, emotional connection, racial group, community, to be aware.

### **3. Read the text and translate it.**

#### **American dream gets a Latino beat**

Next month Procter & Gamble, which has for some time been reaching Hispanic consumers through brands such as Gain, the laundry detergent, will go a step further in its efforts to woo Latinos. When Tide Tropical clean hits the shelves, it will be promoted with the usual multi-media advertising campaigns. However, what distinguishes this new product from others is the fact that the product itself has been shaped with the Latino market in mind. An important element of this is the detergent's smell. Fifty-seven percent of Hispanics describe themselves as active scent seekers, says Mauricio Troncoso, marketing director of P&G's multicultural business development unit. And this is just the hard data. When you try to quantify what it means you would be surprised how strong a scent needs to be considered as really strong.

Unilever Bestfoods also hopes to seduce Latino consumers encouraging them to enamorelos con Ragu (fall in love with Ragu) through the pasta sauce brand's first television ad campaign, launched last month, aimed at US Hispanics. Shot in Argentina, the ads tell the story of how a family falls in love with Ragu.

With a Hispanics population rapidly heading towards 40m, the increase in numbers is matched by a sharp rise in Latino spending power. In addition, it seems that Latinos may be more responsive to advertising than other groups. A Nielsen Media Research study released this month found that Spanish-language television viewers pay more attention to commercials and are more likely to base their purchasing decisions on advertisements than other US consumers.

But while the Hispanic community may represent an appealing target for advertisers, it is by no means a uniform one. American Latinos represent a highly diverse population – the word Hispanic is an ethnic category, rather than a racial group, that can refer to people whose origins range from Mexican and Puerto Rican to Cuban and Argentinian.

Marketers also need to take into account differences between first-generation and second-generation Hispanics. As an advertiser, it is important to be aware and sensitive to these differences and what they mean from a strategy and communications perspective, says Susan Wayne. Recognition of this fact was what last November prompted Old Navy to create its first Spanish-language TV campaign. We know from our research that we had a stronger emotional connection with our Hispanic consumers who were very integrated in American culture. But we also found out that we were not speaking to Hispanics who are predominantly Spanish-speaking and who are more comfortable with Hispanic culture, says Ms Wayne.

#### **4. Answer the following questions, using the information from the text.**

1. How many consumers describe themselves as active scent seekers? Why?
2. Spanish-language television viewers pay more attention to commercials, don't they?



3. What do they base their purchasing decisions on?
4. The Hispanic community may represent an appealing target for advertisers. Why?
5. What do marketers need to take into account creating marketing strategies?
6. Is it important that TV advertisements are shot in authentic locations?

**5. Put the headings in the correct order.**

- a) US Hispanics and their reaction to advertising;
- b) Differences between generations of US Hispanics;
- c) The non-uniformity of US Hispanics
- d) Hispanics and the campaign for Ragu pasta sauce;
- e) Hispanics and the campaign for Tide Tropical clean.

**6. Choose the best alternative to replace the expressions in italics.**

1) Next month Procter & Gamble, which has for some time been *reaching* Hispanic consumers through brands such as Gain, the laundry detergent, ...

- a) talking to      b) selling to      c) arriving with

2) ...will go a step further in its efforts *to woo* Latinos.

- a) attract      b) put off      c) find

3) When Tide Tropical clean *hits the shelves*...

- a) becomes unavailable
- b) becomes successful
- c) becomes available

4) ...*what distinguishes this new product from others*....

- a) makes this new product the same as others
- b) makes this new product different from others
- c) makes this new product better than others

5) the product itself has been *shaped* with the Latino market in mind.

- a) sold      b) developed      c) formed

6) Fifty-seven percent of Hispanics describe themselves as *active scent seekers*...

- a) people who really love pleasant smells
- b) people who really hate unpleasant smells
- c) people who are not interested in pleasant smells

7) When you try *to quantify* what it means...

- a) meter      b) metrics      c) measure

**7. Are these statements used in the text true or false?**

1. Seduce means more or less the same as "woo".
2. If you encourage someone to do something, you try to persuade them not to do it.
3. if a film is shot in a particular place, it is filmed in that place.
4. If a figure is heading towards a particular level, it is moving towards that level.
5. If you are responsive to something, you take no notice of it.
6. If you pay attention to something, you dislike it.
7. Another expression for purchasing decisions is buying decisions.

### 8. Match the words to make expressions used in the text.

- |                     |              |
|---------------------|--------------|
| - Hispanic          | - group      |
| - appealing         | - Hispanics  |
| - diverse           | - connection |
| - racial            | - population |
| - second-generation | - retailer   |
| - clothing          | - target     |
| - emotional         | - community  |

### 9. Match the expressions from Ex.8 to their meanings.

- 1) relating to clothes
- 2) relating to the emotions
- 3) relating to race
- 4) varied
- 5) relating to people from Latin America
- 6) relating to children of immigrants
- 7) attractive

### 10. Translate the following sentences into English paying attention to the active vocabulary.

1. Більшість покупців обирають миючий засіб, звертаючи увагу на його запах. 2. Рекламні ролики спокушають людей купувати товар, який вони не будуть використовувати в повсякденному житті. 3. Саме запах відрізняє наш соус від багатьох інших. 4. 50% покупців вважають себе прихильниками цього бренду. 5. Сильні емоції впливають на вибір товару. 6. Створюючи телевізійну рекламу, фахівці повинні звертати увагу на автентичні особливості регіону. 7. Рекламна кампанія нового миючого засобу стартувала минулого тижня. 8. Останнім часом зріс попит на дитячі товари. 9. Перш ніж купити товар багато покупців порівнюють ціни в мережі Інтернет. 10. Дати кількісну оцінку рекламному ролику можливо тільки після його перегляду.

**11. Project work.** Are you influenced by TV advertising for the things that you buy? Why/ Why not?

## Тема 7. Cultures

### Text 1

#### 1. Read and learn new words.

- outsourcing company – аутсорсингова компанія
- skilled graduate – кваліфікований випускник
- to deal with – мати справу з
- cultural gap – культурний розрив
- significant – значний
- consultancy – консультування
- contractor – підрядник

#### 2. Give English equivalents to the words and word combinations.

Outsourcing company, skilled graduate, contractor, consultancy, to deal with, services markets, providers, employee, staff, emerging markets.

### **3. Read the text and translate it.**

#### **A growing opportunity to close the cultural gap**

Indian outsourcing companies now have a large share of the US IT (information technology) services markets, but Indian and Asian companies have found it harder to make headway in northern and central Europe. The reasons are as likely to be cultural as technical. Indian IT services companies can provide large numbers of skilled graduates with good English. However, far fewer Indian graduates speak good German, and Indian businesses are less experienced in the culture and business practices of mainland Europe.

“If you look at outsourcing companies in India or Malaysia, they have gained their experience from dealing with UK or US businesses,” suggests Simon Evans, a managing consultant in the IT group at PA Consulting in London. “US companies operate in a really very different way to the way German companies operate. There is a huge cultural learning curve for the Indian or Malaysian company to go through, even if they can learn the language.”

This cultural gap and growing pressure on companies in Germany in particular to cut costs, presents an opportunity for eastern European contractors. When it comes to IT skills in depth, India still has the edge, and IT services companies in Poland, Hungary and the Czech Republic cannot compete on cost along with India, Malaysia or China. However, the high standard of general education in eastern Europe, and a healthy supply of graduates with both languages and business experience, means that the region is attracting interest both among the large outsourcing providers, and among their customers.

In Latvia, for example, there is a significant pool of experienced IT professionals – particularly in research institutes – and IT graduates, says Valdis Lokenbahs, President of DATI Group, the country’s largest IT services provider to the western market. Latvia’s location is an advantage in itself and an opportunity to combine eastern and western business cultures, he says. Its IT experts can also work in several European languages. “In the European market, language skills are an issue, in particular in tasks where employees deal directly with customers,” agrees Marty Cole, global head of outsourcing at Accenture, the IT consultancy. “Business process outsourcing – the outsourcing of administrative and IT tasks – is growing fast.” Accenture has a business process outsourcing centre in Prague, in the Czech Republic, where staff work in multiple languages to support customers.

Such multilingual call centers and support locations are not new: IT companies have run centralised helpdesks in Europe for at least a decade. In addition to locations such as Ireland and the Netherlands, there are now new support locations in eastern Europe. These new offices have more than just a cost advantage: they provide business continuity services that enable a business to continue its operations as normal even if it suffers problems such as a big computer system crash. These offices are well placed to serve the emerging eastern markets, including Ukraine. This is important, as acting as a lower cost alternative to Irish

or Dutch operations will not be enough to establish countries such as Hungary or the Czech Republic as significant players in IT services.

**4. Answer the following questions, using the information from the text.**

1. What share of the US IT (information technology) services markets do Indian outsourcing companies have? Was it difficult? Why?
2. Do Indian graduates speak good German or English?
3. Is there a difference in operating of US and German companies?
4. What does the cultural gap and growing pressure on companies in Germany mean for eastern European contractors?
5. What advantage does Latvia have for IT professionals?
6. What do new offices in Europe provide for business companies?

**5. Read through the whole text and list:**

- the 11 countries and areas mentioned that provide outsourcing services.
- the four countries and areas mentioned that require outsourcing services.

**6. Complete these statements with the correct forms of expressions from the text.**

- a) If you make progress in a particular area, you make ... .
- b) If companies supply something, they ... it.
- c) If you have the ability and knowledge to do a particular job or task, you are ....
- d) If you get experience, you ... it.
- e) If company A does business with company B, it ..... company B.
- f) Another word for the verb "function" is ... .
- h) The process of finding out about something and being able to do it better is the...

**7. Choose the best alternatives to replace the expressions in italics.**

1. This cultural gap and *growing* pressure on companies in Germany in particular ...  
a) falling            b) steadying            c) increasing
- 2.... to cut costs, *presents* an opportunity ...  
a) loses            b) provides            c) misses
3. for eastern European *contractors*.  
a) suppliers            b) customers            c) lawyers
4. *When it comes* to IT skills in depth, ...  
a) Around            b) Concerning            c) About
- 5.... India still has the *edge*, ...  
a) advantage            b) advance            c) advice
6. IT services companies in Poland, Hungary and the Czech Republic cannot compete on *cost alone* with India, Malaysia or China.  
a) just on cost            b) without cost            c) on cost among other things
7. However, the high *standard* of general education in eastern Europe, ...  
a) quantity            b) quality            c) amount
- 8.... and a *healthy supply* of graduates with both languages and business experience.  
a) small number            b) average number            c) good number

9... means that the region is *attracting* interest both among the large outsourcing providers and among their customers.

a) arousing                      b) resisting                      c) declining

**8. Find expressions in the text that mean:**

- a large amount
- places where particular subjects are studied at an advanced level.
- people with a qualification from a university.
- a place, particularly one for a building or activity.
- people who know a lot about a particular subject.
- when a company subcontracts some of its activities to another company.

**9. Translate the following sentences into English paying attention to the active vocabulary.**

1. Аутсортингові компанії Індії отримали значний досвід від співпраці з компаніями США. 2. Азіатським компаніям складніше зробити прорив на світовий ринок, ніж компаніям Європи. 3. На сході Європи є значний попит на випускників вищих навчальних закладів з мовними навичками і досвідом роботи. 4. Кваліфікованим випускникам складно знайти роботу у великих транснаціональних компаніях. 5. Підрядник зобов'язаний виконати умови контракту у визначений термін. 6. На європейському ринку мовні навички є проблемою, особливо коли мова йде про співпрацю співробітників з клієнтами. 7. Нові лінії допомоги завжди на зв'язку з ІТ компаніями по всьому світу. 8. Високі стандарти Європейської освіти викликають інтерес з боку роботодавців. 9. Кваліфіковані випускники ціняться на ринку праці. 10. Культурний розрив між представниками різних країн можна подолати шляхом толерантного та шанобливого ставлення до культури інших народів.

**10. What is the key message of the text? Choose the best alternative.**

- a) Not many Indian IT specialists speak good German, but in Latvia they all do, because of the high quality of language training there.
- b) There are a number of factors that companies should consider in using eastern Europe as a base for outsourcing and customer support activities in relation to areas.
- c) Ukraine is extremely important as an emerging market for IT services, and this will influence outsourcing activities in eastern Europe.

**11. Project work.** Give some other examples of outsourcing that you have heard about.

**Text 2**

**1. Read and learn new words.**

- legitimate criticism – законна критика
- business community – бізнес-спільнота
- accountancy – бухгалтерський облік
- restructuring perspective – перспектива реструктуризації
- a bottom-line approach – основний підхід
- subtle – витончений

## **2. Give English equivalents to the words and word combinations.**

Business community, accountancy, bottom-line approach, subtle, outsider/ insider, chairman, tax, to achieve, tough, approach.

## **3. Read the text and translate it.**

### **An American leader in Europe**

Since Nancy McKinstry moved from New York to Europe a year ago to run Wolters Kluwer, the specialist publishing group, she has had plenty of experience of national and cultural differences in business. She has rarity value as an American woman at the head of a Dutch company, an issue she feels strongly about. "In Holland, there aren't a lot of woman in senior management. That is a legitimate criticism of the business community," says Ms McKinstry.

"It's changing, but very slowly. Often the schools don't have any lunchtime programme so the children are expected to go home for lunch. If you're a working parent, whether you're male or female, that's pretty tough to accommodate as well as work. In the US, you have more day care and more opportunities for woman to balance working with having a family."

Although an outsider by nationality, she is a corporate insider, having spent 13 years with the publisher, which produces journals and electronic information services for professionals in medicine, the law, tax, accountancy and education, and reported sales of €3.4bn (\$4.2bn) last year.

"The benefits of being an outsider are that I'm able to do things in Europe from a restructuring perspective that would be much more difficult if the chairman was a European." This includes cutting 1,600 jobs, or 8 percent of the workforce, as part of the three-year recovery strategy she announced last October. "People expect that Americans come in and have more of a bottom-line approach."

But she admits it can be heavy going, even when the boss is American. "In certain geographies in Europe it can take you a year or two to reduce 100 positions. That was described to me as a board member. I understand now how these things work in a very different way. One of the things I've learned in my time here is that in Europe there isn't one approach," she says. "If you have a product or a customer problem in France, there might be an approach that works extremely well. But if you took that same approach and tried to solve the exact same problem in Holland, you might fail."

She points to differences in communication style. "The Americans tend to be pretty direct, but optimistic. In other geographies, the communication is more subtle. You have to really listen not only to what people are saying but what they're not saying. In southern Europe, there's far more nuance to what people are saying. You often find they don't want to say "No" to you, especially as the chairman, but in fact they may not be able to achieve what you've asked them. I try to listen really hard, and to say: "How are you going to meet this goal?"

**4. Answer the following questions, using the information from the text.**

1. What problem has Nancy McKinstry had since she moved from New York to Europe a year ago to run Wolters Kluwer?
2. What is she?
3. What opportunities do working woman have in the US?
4. The things work in a very different way in Europe, don't they?
5. Are there the differences in communication style in US and Europe? What are they?
6. What do you know about the communication style in Ukraine?

**5. Read through the whole text. Which of these international issues are mentioned and which are not?**

- a) woman in top management
- b) levels of child care
- c) punctuality at meetings
- d) the degree of difficulty involved in firing employees
- e) the etiquette of exchanging business cards
- f) problem solving
- g) communication styles
- h) use of first names

**6. Complete the expressions with words from the text.**

... experienced, nation ..., culture ....., ..... rare, seniority ..., legitimacy ...

**7. Now use the adjectives to complete these statements.**

- a) If there is not much of something, it is .....
- b) Many years of working in a job make you .....
- c) The top people in an organization are the most .....
- d)... issues are ones relating to the way people think and behave in a particular organization or country.
- e) If a criticism is correct, it is .....
- f)..... issues are ones relating to a particular country.

**8. Are these statements true or false? Give the expressions that support your answers.**

- In Dutch schools, lunch is often not provided.
- It is easy for parents in Holland to deal with the lunchtime arrangements for their children.
- Work-life balance is harder to achieve for women in the US than in Holland.
- Nancy McKinstry recently joined Wolters Kluwer from another company.
- Wolters Kluwer made a profit of €3.4 billion last year.
- It is easier for an American manager to do certain things in Europe than it would be for a European manager.

**9. Find expressions in the article that mean:**

- a) difficult;
- b) areas or countries;
- c) jobs;
- d) a senior company director;

- e) a way of dealing with something;
- f) a way of talking to people, giving them information, etc;
- h) an objective.

**10. Translate the following sentences into English paying attention to the active vocabulary.**

1. Існує велика різниця в національному та культурному досвіді багатьох бізнес-спільнот світу. 2. Якщо ви бажаєте отримати цю посаду, ви повинні мати досвід роботи та гарні рекомендації. 3. Основним підходом до вирішення багатьох проблем нашої компанії ми вважаємо своєчасну комунікацію. 4. Ваша основна мета, як керівника, дбати про імідж компанії на ринку. 5. Керівник повинен звертати увагу на пропозиції підлеглих. 6. Мені дуже важко пристосуватись до нового розкладу роботи. 7. Під час обідньої перерви ви можете трохи перепочити або завершити невідкладні справи. 8. Ринок постійно змінюється, тому компаніям дуже важко залишатися конкурентоспроможними. 9. Деякі працівники поведуться неадекватно у критичних ситуаціях. 10. Щоб досягти своєї мети, ви повинні багато працювати.

**11. What is the key message of the text? Choose the best alternative.**

- a) There are differences between the way that Americans and European managers work, and this allows American managers to do things that would be more difficult for their European colleagues. However, there are differences within Europe that Americans must not ignore.
- b) It is surprising that lunch arrangements for Dutch children are not more suited to working women, but the government is going to change this situation so as to give Dutch families a better work-life balance.
- c) Southern Europeans may find it more difficult to say “No” to their boss, but companies should encourage these people to say what they really think by giving them appropriate intercultural training.

**12. Project work.** “You often find they don’t want to say “No” to you, especially as the chairman...” In your country, is it acceptable to say “No” to senior managers? If so, in what situations is it possible?

## **Тема 8. Employment**

### **Text 1**

**1. Read and learn new words.**

- raise – підйом
- interchange – обмін
- co-workers – співробітники
- prospect – перспектива
- mortgage – іпотека
- cost-cutter – скорочення витрат
- counselor – радник
- to underpay – недоплатити



- plunge – занурення

## **2. Give English equivalents to the words and word combinations.**

Co-workers, prospect, counselor, cost-cutter, rumours, executive coach, to enhance, morale, productivity, at random.

## **3. Read the text and translate it.**

### **The money move**

You want a raise. You deserve a raise. But how do you ask for a it? Experts say there are several ways to make the interchange less stressful and more successful.

The first sign her co-workers noticed was the empty candy bowl. Lisa, an accountant at a construction company, was a cheerful woman who had always kept a dish of goodies on her desk. When she started removing the pictures and the plants from her office, rumours began to circulate. She did not explain her behavior to anyone. Then the candy dish disappeared. “She had been promised a raise\* for a long while,” recounts Linda Talley, an executive coach based in Houston. Removing things from her office was a subtle way of letting her employers know she wouldn’t wait any longer, but it worked. A few months later her salary was boosted by \$5,000. There are many ways to ask for a raise, and Lisa’s method is not for everyone. But experts say there are some basic ways to enhance your prospects for success.

### **Adding value**

The golden rule is to offer value, based on qualifications and achievements. Forget about your years of hard work, your experience, your personal needs and expenses, your mortgage, your ailing grandmother and your Great Dane’s dog food bills. The “dumbest case you can possibly present is one based on pity,” warns Howard Figler, a career counselor and author of *The Complete Job-search Handbook*.

In the private sector, your contribution probably falls within certain categories. You may be a key person who attracts new customers or one who is skilled at retaining the present relationships. You may be a cost-cutter, who improves the company’s bottom line. Less quantifiable, but no less important, your reputation might enhance that of your employer or you could be one of those sunny personalities who boosts the morale of all around them, enhancing productivity.

### **R&D**

It stands for “research and documentation”, which is your responsibility. You must pinpoint your worth in the marketplace before entering into any salary negotiation. Although specific salaries are a taboo topic and rarely discussed among co-workers, you can find comparative information on career-related websites and through professional organisations.

Brad Marks, CEO of an executive search firm specializing in the entertainment industry, recalls a cable TV company division head who wanted a 30 percent raise as a good example. When Mr Marks asked him to make a case for the huge jump, the executive returned armed with details of his contributions over the years and the statistics to show he was underpaid compared to peers in the

company and the industry. “However, some people just give a number at random,” according to Mr Marks.

### **Taking the plunge**

Now that you have done your homework, it is time to prepare yourself mentally for the big day. Few people enjoy the idea of confronting their boss and risking refusal (which is one reason so many companies have built in a structured system of regular reviews and promotions), but it is important to remain calm. Lastly, even if your palms are sweating, don't forget to smile.

#### **4. Answer the following questions, using the information from the text.**

1. Why did Lisa start removing the pictures and plants from her desk?
2. Are salaries often discussed among the colleagues?
3. Which information from career-related websites can help you to get a raise?
4. What is the most important when you are asking for a raise?
5. What should you pinpoint before entering a salary negotiation?
6. Would you ask for promotion directly or in a subtle way?

#### **5. Read through the text. Who are these people?**

- a) Brad Marks
- b) Howard Figler
- c) Linda Talley
- d) Lisa

#### **6. Find expressions in the text that mean:**

- a) colleagues;
- b) American English for “sweets”;
- c) information that you hear unofficially, that may or may not be true;
- d) the things that someone does or says considered as a whole;
- e) someone whose job is to “train” and advise senior businesspeople about their careers;
- f) increased.

#### **7. Match the verbs 1-8 with the expressions a)-h) from the text.**

- |           |                               |
|-----------|-------------------------------|
| 1 offer   | a) your experience            |
| 2 forget  | b) your employer's reputation |
| 3 present | c) value                      |
| 4 attract | d) present relationships      |
| 5 retain  | e) new customers              |
| 6 improve | f) morale                     |
| 7 enhance | g) the company's bottom line  |
| 8 boost   | h) a dumb case                |

#### **8. Now match the expressions in question with their meanings.**

- a) keep on good terms with current customers and suppliers;
- b) use weak or stupid arguments;
- c) improve the way people feel;
- d) improve the opinions that people have about your company;
- e) obtain new clients;
- f) add to profit because of your qualifications and experience;

- g) don't talk about what you have done;
- h) contribute to the company's profitability.

**9. Look at the expressions in italics. Are they true or false?**

- a) *R&D* here means "Research and Development".
- b) If you *pinpoint* something, you identify it.
- c) It is generally acceptable to talk about *a taboo topic*.
- d) If you are *armed with* information, you have it with you and use it to your advantage.
- e) Your *peers* are the people above and below you in your organization.

**10. Choose the best alternative to replace the expressions in italics.**

1. *Taking the plunge*

- a) diving into a pool    b) falling in value    c) doing something after a period of preparation or hesitation

2. ... prepare yourself *mentally*

- a) in your mind    b) in your body    c) in your work

3. Few people enjoy the idea of *confronting their boss*.

- a) taking to their boss in a roundabout way
- b) facing their boss directly to talk about a difficult subject
- c) attacking their boss

4.... structured system of regular *reviews*.

- a) appraisals    b) criticisms    c) shows

5. ... and *promotions*

- a) when employees keep the same job in an organization
- b) when employees move to another organization
- c) when employees get a more senior job in an organization

6.... even if your palms are *sweating*, don't forget to smile

- a) transpiring    b) expiring    c) perspiring

**11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Якщо збільшується додана вартість продукції, то темпи економічного зростання країни більш високі. 2. Банк завжди перевіряє сукупний дохід родини перед тим, як давати кредит. 3. Найголовніша перевага іпотеки – можливість отримати власну квартиру за декілька днів. 4. В деяких випадках лише психолог здатний допомогти менеджеру більш ефективно працювати х підлеглими. 5. Навіть невелика помилка в роботі бухгалтера може спричинити великі проблеми для компанії. 6. Під час економічної кризи ми витрачали майже всі гроші, щоб оплатити рахунки. 7. Вона не зможе вибрати нову професію без допомоги консультанта з професійної діяльності. 8. Сучасний ринок дуже швидко змінюється під впливом технологічного прогресу. 9. Якщо співробітники дізнаються, що їм недоплачують, вони можуть піти до конкурентів. 10. Конкурентна компанія знизил витрати на виробництво і ми вимушені були об'явити банкрутство.

**12. Project work.** Is it better in an organization to have an established system of pay scales and promotion, or is it better to deal on a case-by-case basis with people who ask for a raise?

## **Text 2**

### **1. Read and learn new words.**

- to bash – критикувати
- software – програмне забезпечення
- miscellaneous supplies – різні поставки
- contestant – учасник
- to reimburse – відшкодувати
- deed – справа
- entitlement – право

### **2. Give English equivalents to the words and word combinations.**

To bash, to reimburse, deed, entitlement, contest, bureaucracy, personal gain, expenses, to predict, to hire.

### **3. Read the text and translate it.**

#### **Voodoo expense**

David Wolff was walking down Bourbon Street, in the famed French Quarter of New Orleans, complaining to a co-worker about a Wall Street analyst who “always bashed us in his newsletter”. Inspired by the numerous voodoo shops around, Mr Wolff thought that a voodoo doll would be just the thing to calm the behaviour of the Wall Street analyst. His co-worker, who was a vice-president at the software company that they both worked for, not only “loved the idea,” but also prompted Mr Wolff to put the voodoo doll on the trip’s expense report, under “miscellaneous supplies”. Faced with vice-presidential approval, the accounting department paid up.

This is “a wonderful blend of unusual spending and bad intentions,” reckoned Scott Adams, the creator of the ultimate anti-management hero, Dilbert, the cartoon strip character. Mr Adams found out about the story in his role as judge for the California-based Freeworks.com’s Laughing at Your Expense contest. And he liked the voodoo story better than any other entry in the contest, so Mr Wolff will be named as the official grand prize winner of the contest later this week.

By the deadline for submitting entries, Freeworks.com had received over 200 stories of employees who had tried – and succeeded, in most cases – to “gain an advantage over their company”, according to Tapan Bhat, the company’s co-founder and vice-president of marketing. Entries could be submitted via the company’s website.

One contestant submitted an expense report for a trip to Chicago, where he tried to cook some home-made food in his hotel room while showering and accidentally burned the whole set of curtains in the room. His company duly reimbursed him for \$2,788 paid for the damaged hotel room, as well as for the \$0.75 can of camp fire fuel intended to cook only the food and not the curtains.

Other entries pointed out the very strange rules relating to bureaucracy and expense reports. One contestant reported having submitted a report that included the price of donkeys hired to carry supplies up a mountain, as well as “beers and expensive dinners”. The manager responsible for approving the expenses criticized him for an unexpected error made filling out the form, related to the donkeys and not the beers: “He said donkeys are NOT equipment, they’re transportation”.

“What’s most interesting is that most people who cheat on their expense reports do it just for the excitement of it and not for some personal gain. The more unethical the deed, the better, but I looked for unusual things that were hard to explain. I expect David Wolff to go far in management,” Scott Adams predicts. For now, Mr Wolff, an Oregon resident, will go to San Francisco to meet Dilbert’s creator as an entitlement that came with his prize. This time the trip will not be on expenses.

**4. Answer the following questions, using the information from the text.**

1. Why was David Wolff complaining about a Wall Street analyst?
2. What did his co-worker prompt to do? Why?
3. Who will be named as the official grand prize winner of the contest? Why?
4. How many stories had Freeworks.com received?
5. What strange reports were submitted by contestants?
6. Why did Scott Adams read all these expense reports?

**5. Choose the best alternatives to replace the expressions in italics.**

- 1)... a Wall Street analyst who “*always bashed* us in his newsletter”  
a) praised    b) mentioned    c) criticized
- 2) *Inspired* by the numerous voodoo shops ...  
a) Encourages    b) Discouraged    c) Ignored
- 3) His co-worker ... also *prompted Mr Wolff* to put the voodoo doll on the trip’s expense report  
a) discouraged Mr Wolff from putting  
b) suggested that Mr Wolff should put  
c) regretted that Mr Wolff had put
- 4) under “*miscellaneous supplies*” ...  
a) supplies that do not come under another heading  
b) supplies that might not be approved  
c) unnecessary supplies
- 5) Faced with *vice-presidential approval*, ...  
a) the disagreement of the vice-president  
b) the uncertainty of the vice-president  
c) the agreement of the vice-president
- 6)... the accounting department *paid up*.  
a) refused to refund the expenses  
b) refunded the expenses  
c) delayed refunding the expenses

**6. Look at how the expressions in italics are used in the text. Are they true or false?**

1. A *blend* is a kind of mix or combination of things.
2. A *contest* is a kind of competition.
3. A *deadline* is the earliest date that you can do something or finish something.
4. If you *submit* something like an expense claim or an entry to a competition, you give it to someone to be checked or approved.
5. If you are *reimbursed* for expenses, you do not get back the money you paid.

**7. Read the text. Are these statements true or false, according to Scott Adams?**

- a) Most people who cheat on their expense reports do it for the money.
- b) The contest organizers told him what to look for in the entries to the competition.
- c) In the end, David Wolff will not lose his job for what he did.

**8. Translate the following sentences into English paying attention to the active vocabulary.**

1. Ринкові аналітики вважають, що ця компанія займає перше місце на ринку кондитерських виробів.
2. Щомісячний інформаційний бюлетень був представлений на зборах акціонерів.
3. На кінець року бухгалтер готує річний звіт з витрат.
4. Використання сучасних наукових методів та формування ефективної співпраці – не менш важливі аспекти модернізації.
5. Управління не повинно здійснюватися тільки для досягнення особистої вигоди.
6. Треба мінімізувати витрати відділів компанії, щоб залишатися конкурентоспроможними.
7. Посада віце-президента дуже відповідальна і вимагає знання іноземних мов та економіки.
8. Ви маєте право на безкоштовну медичну допомогу.
9. Міжнародний музичний конкурс Євробачення відбувається весною кожного року.
10. Ви повинні скоротити витрати, якщо бажаєте придбати новий дім.

**9. Project work.** Company employees are often told to treat the company's money as if it were their own. Is this always possible and realistic?

## **Розділ 4. Modern communication technologies**

### **Тема 9. Trade**

#### **Text 1**

**1. Read and learn new words.**

- trade deal – торговельна угода
- incentive – стимулюючий
- tax package – податковий пакет
- average income – середній дохід
- foreign supplier – іноземний постачальник
- value-added tax – податок на додану вартість
- officials – чиновники
- garment production – виробництво одягу

## **2. Give English equivalents to the words and word combinations.**

Trade deal, tax package, officials, income, garment production, quota, re-export, duty-free, cluster, recognition, manufacture.

## **3. Read the text and translate it.**

### **Textile groups hope trade deal will guarantee future**

Few countries rely on their textiles industry more than Honduras. The original "Banana Republic", it is one of the poorest countries in the Americas, with an average per capita income of about \$800 (€660, £435) per year. But in the last decade, imaginative government incentives have combined with canny exploitation of trade concessions and the international quota system to create a large cluster of textile companies.

There are many industrial parks around San Pedro Sula, the economic capital. They were set up under the maquiladora model, first used in Mexico, whereby foreign suppliers could import components duty-free, for subsequent untaxed re-export. Apart from cheap labour, Honduras offered a generous tax package - no income tax, value-added tax or duties to be paid.

It also offered a relatively stable political background, unlike its neighbours El Salvador, Guatemala and Nicaragua, which all suffered from civil wars during the 1980s. It could also offer convenience. A good highway allows access in barely 30 minutes to Puerto Cortés, Central America's biggest port, which was developed to transport pineapples and bananas. From here, it is 22 hours to Miami.

International labour rights groups complain there are barriers to union recognition, to which Honduran officials reply that the sector's average wage of about \$3,500 per year is more than four times the national average. The "value added" by plants covered by the maquiladora scheme reached 6.5 per cent of Honduran gross domestic product in 2003.

The sector employs 114,000 people, or 30 percent of the country's total formal industrial employment. The problem is the ending later this year of the Multi-Fibre Arrangement governing world quotas. Employment has stayed steady during the first three phases of the lifting of quotas. However, about 80 percent of Honduran garment production is simple products such as T-shirts, which are hardest to protect against low-cost producers, while 20 percent of the industry's employment comes from Asian companies who first located there because of the quotas.

Honduras' response is the Central American Free Trade Agreement (Cafta), initialled by the US and five Central American countries this year. However, it faces what could be difficult progress through the US Congress. Further, the maquiladora concept is changing. Nine companies, accounting for 20 percent of employment in the sector, now produce their own materials, rather than buying them in. For example, Elcatex, a Honduran-owned textile producer in San Pedro Sula, manufactures textiles and uses computer-aided design to cut the cloth –

before sending it to be stitched into shirts for brands such as Jockey, Ralph Lauren and Nautica, at a factory five minutes away.

**4. Answer the following questions, using the information from the text.**

1. What have government incentives combined to create a large cluster of textile companies?
2. What does the maquiladora model present?
3. What do International labour rights groups complain for?
4. How many people are employed in this sector?
5. What type of products takes the biggest part of Honduran garment production?
6. Why is the maquiladora concept changing?

**5. Match the words to make expressions from the text.**

- |               |               |
|---------------|---------------|
| - per capita  | - model       |
| - trade       | - capital     |
| - quota       | - income      |
| - industrial  | - labour      |
| - economic    | - parks       |
| - maquiladora | - concessions |
| - cheap       | - system      |

**6. Now match the expressions in Ex. 5 to their meanings.**

- a) When companies import parts and materials tax-free to make them into products that are re-exported;
- b) The average amount earned by each person in a particular country;
- c) An area in or outside a city where there a lot of factories;
- d) The most important city in a country for business and industry;
- e) When imports are limited to a particular level;
- f) When one country has particular advantages in trading with others;
- g) When it does not cost much to pay employees.

**7. Find expressions in the text that mean:**

- a) Steady and unlikely to change;
- b) A main road;
- c) The ease with which you can get to a place;
- d) Obstacles;
- e) When workers are given the right to form organisations to ask for better pay and condition;
- f) The difference between the price for which a product is sold and the cost of producing it.

**8. Are these statements true or false? Give the expressions that support your answers.**

In the Honduran textile industry...

- there are about 11400 workers.
- the number of jobs has fallen because quotas are ending, in three stages.
- companies make high value-added clothing.
- companies are not in a good position to compete with other low-cost producers.
- companies are all Honduran-owned.



**9. Correct these statements about expressions used in the text.**

- a) If you react in a particular way to a situation, this is your *respond*.
- b) Another word for 'idea' is *conception*.
- c) If a company makes materials, it *products* them.
- d) A company that makes something is a *producer*.
- e) Using computers to design something is *computer-helping design*.
- f) When two pieces of cloth are joined together, they are *stacked*.

**10. What is the key message of the text? Choose the best alternative.**

Honduras is...

- A stable country for textile manufacturing and conditions there are not changing.
- A good place for textile manufacturing, but the industry is changing.
- At risk of becoming too expensive for textile manufacturing.

**11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Президент США повідомив конгрес про свій намір скасувати торгівельні пільги для країн Азії. 2. Автоматизовані системи управління транспортом використовуються з метою комплексного моніторингу та управління засобами пересування. 3. Керівник має право відмінити стимулюючи путівки для працівників у якості покарання за погані результати праці. 4. Виробництво одягу вимагає кваліфікованої праці робітників. 5. Середній дохід українця зріс на 10% протягом минулого року. 6. Зараз наша компанія намагається укласти найбільш вигідну торговельну угоду. 7. Іноземні постачальники запропонували привабливі ціни на тканини. 8. Вартість робочої сили у країнах Азії дуже низька, тому великі компанії розташовують виробництво саме там. 9. Приватні підприємці повинні платити податки кожного місяця. 10. Окрім дешевої робочої сили, Гондурас запропонував щедрий податковий пакет – ні податку на прибуток, ні податку на додану вартість, ніяких інших сплат податків.

**12. Project work.** Is there a textile industry in your country? If so, where is it based? What types of clothes does it produce?

**Text 2**

**1. Read and learn new words.**

- living standards – життєві стандарти
- supporter – прихильник
- financial instability – фінансова нестабільність
- to diminish – зменшуватися
- to heighten – підвищувати
- unsustainable demands – нестійкі вимоги
- elimination – усунення
- cataloguing – каталогізація

**2. Give English equivalents to the words and words combinations.**

Living standards, supporter, instability, to diminish, elimination, opponents, enthusiasts, environmental damage, globalization, unsustainable.

### **3. Read the text and translate it.**

#### **Globalisation needs no defense – it needs to be questioned**

The main point of the globalization argument is that trade liberalization drives economic growth and economic growth raises living standards. Its supporters say that on a wide range of measures – poverty, the age to which people live, health, education – more people have become richer at a faster pace in the past 60 years than ever before. However, globalisation's opponents would claim that this success has had its negative sides: that the increases in prosperity have favoured the rich far more than the poor, that trade liberalization has encouraged the growth of bad working conditions and child labour, that lifting the barriers to the free flow of international capital has increased financial instability, and so on. Globalisation's enthusiasts are so good at cataloguing globalisation's benefits while ignoring its costs. And I am referring not just to the flight of jobs from developed countries to less developed ones or the environmental damage caused by the developing world's rapid industrialization, but to globalisation's social and cultural effects.

After all for those of us in the developed world, there is hardly a part of our lives that globalization has not touched. On the plus side, for example, it has greatly increased consumer choice: Britons can now buy strawberries all year round from their local supermarket, drive a Czech-built Skoda, wear trainers made in Vietnam and spend their holidays in China. But while their power as consumers may have grown, their power as employees has probably diminished as globalization has increased competition and work pressures, and heightened job insecurity.

What I would like to see, therefore, is an attempt to weigh up the costs and benefits of globalization to decide whether, on balance, it is making the world a better place or a worse one – not just economically, but across a range of issues. Economically, it could start by asking whether globalization is a good thing because it offers the hope of lifting millions out of poverty, or whether it is a bad thing because, as is often claimed, it is widening the gap between rich and poor. It would also have to ask whether the drive to increase living standards through ever-greater levels of industrialization and consumption was making unsustainable demands on the earth's resources.

Personally, however, I would be more interested in reading its cost/benefit analysis of the social and cultural questions. Does globalisation, for example, increase our access to the arts, or are we suffering from a global pop culture easily sold everywhere? Does globalisation enable more people to experience the surprises and pleasures of cultural diversity or is it leading to the elimination of differences and the mixing of national and local cultures into a global, mainly American, stew? Are our lives made more interesting and exciting by globalisation's destruction of old traditions and communities or are we made more miserable by the loss of the cultural individuality that gives structure to our lives?

**4. Answer the following questions, using the information from the text.**

1. What is the main point of the globalization argument?
2. What do globalisation's opponents claim?
3. What are the globalisation's benefits? Give please the examples of our lives that globalization has touched.
4. Has the globalization increased people's living standard or not?
5. Are we suffering from a global pop culture easily sold everywhere? What do you think?

**5. Are these statements true or false? Give expressions that support your answers.**

- a) The first paragraph talks about argument for and against globalisation.
- b) The second paragraph refers to some of the costs of globalisation.
- c) The third paragraph gives some examples of the benefits of globalisation in a developing country.
- d) The fourth paragraph is only concerned with the advantages of globalisation.
- e) In the fifth paragraph, the writer says he is mainly interested in the economic effects of globalisation.

**6. Match the nouns 1-7 to their meanings a-g.**

- |                         |   |
|-------------------------|---|
| 1. trade liberalisation | a) obstacles that stop something from happening                     |
| 2. economic growth      | b) when trade is made easier by reducing quotas, import taxes, etc. |
| 3. poverty              | c) when people are poor   |
| 4. prosperity           | d) when the economy gets bigger                                     |
| 5. child labour         | e) when people are rich   |
| 6. barriers             | f) when conditions change very fast                                 |
| 7. instability          | g) when children work   |

**7. Choose the best alternatives to complete the statements about the expressions in italics.**

1. If you *catalogue the benefits* of something, you  
a) list its advantages. b) list its disadvantages. c) write a book about its advantages.
2. If you *ignore the costs* of something, you  
a) think about its negative effect. b) think about its positive effect.  
c) don't think about its negative effect.
3. If A *touches* B, it  
a) ignores it. b) influences it. c) has nothing to do with it.
4. If something *diminishes*, it  
a) gets smaller. b) stays the same. c) gets bigger.
5. If A *heightens* B, it  
a) decreases it. b) leaves it the same. c) increases it.

**8. Look at the text. Match the verbs 1-5 to the expressions a)-e) that they go with.**

- |             |                            |
|-------------|----------------------------|
| 1. weigh up | a) millions out of poverty |
| 2. lift     | b) living standards        |
| 3. widen    | c) unsustainable demands   |

4. increase d) the costs  
5. make e) the gap between rich and poor

**9. Three questions are asked in the text. Below are some possible answers. Put them in the same order as the questions to which they relate.**

- a) Globalisation is not creating a 'world culture': France is still very French, Spain very Spanish and so on.  
b) Some people like change, and don't mind that old ways of doing things are destroyed.  
c) There is a lot of pop culture, but a lot of serious culture too: look at the increasing number of serious books being sold, the number of people going to classical concerts and so on.

**10. What is the key message of the text? Choose the best alternative.**  
Globalisation...

- a) is definitely a good thing.  
b) may be a good thing, but we have to look at its disadvantages  
c) is definitely a bad thing.

**11. Translate the following sentences into English paying attention to the active vocabulary.**

1. Життєві стандарти людей значно підвищились останнім часом. 2. Прихильники цього руху виступають за скорочення робочих годин працівників. 3. Опоненти звинувачують уряд у збільшенні потоку трудової міграції та у незаконному використанні дитячої праці. 4. Мі намагаємось зменшити витрати та зберегти робочі місця. 5. Фінансова нестабільність компанії негативно впливає на її імідж. 6. Раціональне використання природних ресурсів є проблемою багатьох країн світу. 7. Кожна рекламна стратегія повинна звертати увагу на культурні особливості та традиції регіону. 8. Глобалізація має багато позитивних аспектів, але не треба ігнорувати і її негативні наслідки. 9. Проблеми навколишнього середовища обговорюються на кожній сесії Асамблеї ООН. 10. Працівники страждають від тиску на робочому місці та, не витримавши конкуренції, звільняються.

**12. Project work.** Some countries claim that they have 'cultural' industries that need special protection from outside competition, like France and its film industry. Do you agree with this sort of protection? Why/ why not?

## Тема 10. Quality

### Text 1

#### 1. Read and learn new words.

- founder – засновник
- to publicize – публікувати
- consultancy projects – консультаційні проекти
- an assessment of quality – оцінка якості
- customer perceptions – сприйняття клієнтів
- quality council – рада з якості

-implementing – реалізація

**2. Give English equivalents to the words and words combinations.**

Founder, assessment, implementing, responsibility, objective, quality councils, priority, gap, performance.

**3. Read the text and translate it.**

### **Quality put into practice**

Joseph Juran, along with W. Edwards Deming and Philip Crosby, is one of the founders of the quality management movement. While Deming and Crosby often spoke of quality in more philosophical terms, urging companies to adopt quality as a vision, Juran concentrated on the problems of planning and implementing quality systems.

Juran was born in Romania in 1904, but grew up in rural Minnesota. He attended the University of Minnesota, where he studied electrical engineering and was also chess champion. He then went to work for Western Electric Company at Hawthorne, near Chicago, where he developed many of his most important ideas on quality. After the second world war he joined the faculty of New York University and began further revising and publicizing his ideas. This led him towards a series of lectures and consultancy projects in Japan during the 1950s and 1960s.

Juran defines quality as “managing the activities needed to achieve the quality objectives of an organization”. He begins from two principles. First, managers have to realize that “they, not the workers, must shoulder most of the responsibility for the performance of their companies”. Second, they must understand the financial benefits that can be realized once quality is made a priority. He thus turns quality into a management issue first and foremost.

Juran insists that quality is defined by the user, not the producer. If the customer does not perceive that a product has delivered good quality, then the company has failed. An assessment of quality, therefore, means that management must look outside the company as well as inside.

This assessment of quality is seen as the first step in implementing a quality system, and requires the company to analyse customer perceptions, internal system, whether there is a “quality culture” in the organization and, most important, the financial costs of delivering poor-quality products. In organizing for quality, managers again must take the lead. Juran suggests the idea of “quality councils”, teams of senior managers drawn from all departments who could lead the coordination of systems across the company.

Quality is implemented in three stages. First, in the planning stage, quality targets are set and resources are allocated. In the control stage, performance is evaluated and compared with goals, and the gap between the two identified. Third, for each gap, a quality improvement project is set up to find ways of closing the gap and then implementing the solutions.

**4. Answer the following questions, using the information from the text.**

1. What was Joseph Juran?
2. When and where was he born?
3. What did he do after the second world war?
4. How did Juran define quality? What two principles did he mention?
5. Juran suggested the idea of “quality councils”, didn’t he?
6. Is quality implemented in three or four stages? What are they?

**5. Are the following statements true or false? Give the expressions that support your answers. Juran...**

- was one of two founders of the quality movement.
- was born in Romania but grew up in the US.
- taught at Yale University.
- worked on quality from four basic principles.
- considered that quality was a management issue.
- thinks that the real judge of quality is the user not the producer.
- thinks that quality should be applied in five steps.

**6. Find verbs in the text to complete these statements. If you ...**

- believe in an idea and start to apply it, you ... it and ... it.
- work on one area much more than on others, you ... on it.
- go to a particular university, you ... it.
- work on a particular idea, you ... it.
- start work at an organization, you ... it.
- change the ideas you have about a particular issue, you ... them.
- make your ideas known, you ... them.

**7. Choose the best alternatives to replace the expression in italics.**

1. “... managing the activities needed to *achieve* the quality objectives of an organization”.

- a) finish      b) set out      c) attain

2... managers, not the workers, must *shoulder* most of the responsibility for the performance of their companies.

- a) take      b) give      c) do

3. managers must understand the financial *benefits* that can be realized ...

- a) payments      b) drawbacks      c) advantages

4... once quality is made a *priority*.

- a) one of the least important tasks of managers  
b) the most important task of managers  
c) one of many managerial tasks

5. He thus turns quality into a management issue *first and foremost*.

- a) last but not least      b) above all      c) among many other issues

**8. What are the two key messages of the text? Choose them from the list.**

**Juran thinks that quality ...**

- a) can be implemented by groups of workers.  
b) can, in the end, only be judged by customers.  
c) can be seen as a vision or philosophy shared by the whole company.

d) should be implemented by managers in a coordinated way.

**9. Translate the following sentences into English paying attention to the active vocabulary.**

1. Працівники підприємств по-різному оцінюють продуктивність праці. 2. Державна компанія пропонує здійснювати розслідування щодо імпорту. 3. З нового року кожен українець може розподіляти альтернативну енергію, вироблену власними силами. 4. Міжнародний валютний фонд позитивно оцінив процес проведення реформ. 5. Кожен покупець може власноруч визначити якість наданих послуг. 6. На багаточисельних протестах вимагають скасування збільшення тарифів на транспортні перевезення. 7. Досягнення бажаного результату стало наслідком чисельних скарг споживачів. 8. Глобалізація має багато позитивних аспектів, але є і негативні сторони. 9. Іноземні постачальники запропонували привабливі ціни на деревину. 10. Ви повинні скоротити витрати, якщо бажаєте придбати приміський котедж.

**10. Project work.** Have products improved in quality over the last 20 years, or not? Give some examples from your own experience as a consumer.

**Text 2**

**1. Read and learn new words.**

- quality survey – якісний огляд
- ranking - рейтинг
- poor reputation – погана репутація
- fierce competition – жорстка конкуренція
- quality gap – дефіцит якості
- domestic carmakers – вітчизняний автовиробник

**2. Give English equivalents to the words and word combinations.**

Survey, fierce competition, domestic carmakers, endorsement, vehicle, to struggle, quality, customer satisfaction, marquee, utility.

**3. Read the text and translate it.**

**Korean cars score in quality survey**

South Korean carmakers have long been the subject of jokes about poor quality in the US. But yesterday they won the endorsement of US car buyers when Hyundai jumped ahead of Detroit and some European carmakers in a quality survey. The JD Power & Associates “initial quality” survey, which measures the number of problems reported by a customer in the first 90 days of new vehicle ownership, showed that Hyundai and Kia Motors had on average reduced such problems by 57 percent over the last six years. The number of problems reported on average for the two carmakers dropped from 272 problems per 100 vehicles in 1998 to 117 this year according to the survey, which involved 51,000 vehicle owners.

Hyundai performed better than Kia, tying with Honda of Japan for second place in the rankings after Toyota. The Koreans now lead European carmakers by five problems per 100 vehicles and are ahead of General Motors, Ford and Chrysler, by six problems, while trailing the Japanese by six problems per 100 vehicles. “A decade ago, as Korean manufacturers struggled with a universally poor reputation for vehicle quality, no-one would have predicted they could not only keep pace, but actually pass domestic carmakers and other foreign imports in terms of initial quality,” said Joe Ivers, Executive Director of quality/customer satisfaction at JD Power, based in California.

Toyota again dominated the survey, with the fewest problems reported. However, GM, Ford and Chrysler had more than the industry average of 119 problems per 100 vehicles for the second year running. GM’s Cadillac luxury brand and the Jaguar marquee owner by Ford both narrowed the quality gap with Lexus, Toyota’s luxury offering that is the biggest seller in the segment.

Like last year, the study also showed that carmakers across the board are making better quality vehicles amid fierce competition and a drive by Detroit to make up ground lost for years to Toyota and Honda. Initial quality problems dropped industry wide by 11 percent from last year. However, the Hummer, GM’s massive sport utility vehicle inspired by the US army’s Humvee, came bottom of the list of 37 vehicle brands in terms of the number of problems reported, for the second year running.

**4. Answer the following questions, using the information from the text.**

1. Are Korean cars much better now than they used to be?
2. Why have South Korean carmakers been the subject of jokes in the US?
3. What place in the ranking do Korean cars take?
4. What takes the first place?
5. What did the survey show last year?
6. Does the survey confirm your opinions of different car makes? Why / why not?

**5. Read through the whole text and match the figures with the things that they refer to.**

57 percent, 272, 117, 51,000, 2<sup>nd</sup>, 119, 37.

**6. Are the statements about the expressions in italics true or false?**

- a) “Korean cars won the *endorsement* of US car buyers” means that US car buyers still don’t like Hyundai and Kia cars.
- b) “Hyundai *jumped ahead* of Detroit and some European carmakers in a quality survey” means that previously Hyundai had worse quality than US and European cars, and now they have better quality.
- c) The “*initial quality* survey” relates to the quality of cars over their whole lifetime.
- d) The number of problems *reported* by customers in the number of problems that they told the people doing the survey about.
- e) The number of problems *dropped* means that there were fewer problems.
- f) The survey *involved* 51,000 vehicle owners means that this number of people took part in the survey.



**7. Find expressions in the text to replace the expressions in italics.**

- a) Toyota *were* top in the survey.
- b) Some of the results were the same *this year as last year*.
- c) Some carmakers *had become closer in quality* to Lexus.
- d) Carmakers *everywhere* are improving quality.
- e) There has been *an effort* by US carmakers to improve quality.
- f) US carmakers are trying to *reduce quality differences* in relation to Toyota and Honda.
- g) The Hummer is *based on* the Humvee.
- h) The Hummer *had the worse quality of any vehicle in the survey*.

**8. Translate the following sentences into English paying attention to the active vocabulary.**

1. Які бренди зайняли другу позицію у рейтингу згідно з опитуванням? 2. За скільки років цьому виробнику транспортних засобів вдалося скоротити перелік недоліків? 3. Чи міг хтось передбачити, що корейські виробники машин випередять деякі європейські та американські! 4. Щоб отримати новий сегмент ринку, ми повинні не тільки підняти ціну, але й покращити якість автівок. 5. Опитування ринку показує, що споживачі надають перевагу машинам середнього класу. 6. Погана репутація керівника може нашкодити іміджу усієї компанії. 7. Жорстка конкуренція змусила нас значно знизити ціни за рахунок скорочення робочих місць. 8. Українські споживачі обирають іноземних виробників транспортних засобів. 9. Власники автівок обуренні зavelикою ціною на пальне. 10. Якість та безпека – це основні вимоги до транспортного засобу.

**9. Project work.** Make a list of brands for another product category (e.g. washing machines). Then rank them for perceived quality.

## Англо-український словник

*accounting (to) n* бухгалтерський облік  
*account for* складати  
*activity n* діяльність  
*adjust v* пристосовувати  
*advertising n* реклама  
*appealing target* приваблива мета  
*arrange v* врегулювати  
*authority n* управління, влада, авторитет  
*beneficial adj* вигідний, корисний  
*benefit n* користь, вигода  
*business-to-business market* підприємницький ринок  
*board of directors n* рада директорів  
*bond n* облігація  
*branch n* галузь  
*cause v* спричиняти, визивати  
*censure v* осудити  
*chief accountant n* головний бухгалтер  
*commodity n* продукт, товар  
*comparative adj* порівняльний, відносний  
*consumer n* споживач  
*consultancy projects* консультаційні проекти  
*contractor n* підрядник  
*commercial n* рекламний ролик  
*corporate customer* корпоративний замовник  
*cost-cutter n* скорочення витрат  
*deal with v* мати справу з  
*debt n* борг  
*decrease v* зменшувати  
*deliver v* доставляти  
*demand n* попит  
*determine v* визначати  
*detergent's smell* запах миючого засобу  
*discourage v* заважати  
*drop v* падати  
*domestic carmakers* вітчизняний автовиробник  
*efficiently adv* ефективно  
*elimination n* усунення  
*employ v* наймати, використовувати  
*end-user n* кінцевий споживач  
*entity n* економічна одиниця, об'єкт  
*enterprise n* підприємство  
*establishment n* встановлення

*essence* *n* сутність  
*executive* *adj* керівник, фахівець  
*exceed* *v* перевищувати  
*expand* *v* розширяти  
*extend* *v* розширяти  
*fierce competition* жорстка конкуренція  
*finance* *v* фінансувати  
*financial instability* фінансова нестабільність  
*forecast* *v* прогнозування, передбачення  
*goods* *n* товар  
*garment production* виробництво одягу  
*growth* *n* зростання  
*gross national product GNP* валовий національний продукт  
*heighten* *v* підвищувати  
*household* *n* домогосподарство  
*incentive* *n* стимул, спонукання  
*increase* *v* збільшувати  
*input* *n* вхід, подача  
*insurance* *n* страхування  
*invest* *v* вкладати  
*issue shares* *v* випускати акції  
*joint-venture* *n* спільне підприємство  
*labour force* робоча сила  
*lack* *n* брак чогось, нестача  
*loophole* *n* лазівка  
*means* *v* засіб  
*merchant* *n* продавець  
*mortgage* *n* іпотека  
*output* *n* випуск продукції  
*officials* *n* чиновники  
*productivity* *n* продуктивність  
*profit* *n* вигода, користь  
*provide* *v* забезпечувати, постачати  
*purchasing decisions* рішення про закупівлю  
*procurement* *n* закупівлі  
*rate* *n* ставка, норма  
*reimburse* *v* відшкодувати  
*relatively* *adv* відносно  
*research* *n* наукове дослідження  
*require* *v* вимагати  
*revenue-sharing agreements* - угоди про розподіл доходів  
*road warrior* *n* фрілансер  
*scarce* *adj* недостатній  
*scale* *n* шкала

*shareholder n* акціонер  
*shortage n* брак, нестача  
*skilled graduate* кваліфікований випускник  
*stock n* фонд, запас  
*steady adj* стійкий, постійний  
*stock exchange* фондова біржа  
*supply n* пропозиція, поставка  
*sufficient adj* достатній  
*surplus n* надлишок  
*tax package* податковий пакет  
*technological gadgetry* технологічні новації  
*tool n* інструмент, знаряддя праці  
*unemployment n* безробіття  
*underpay v* недоплатити  
*underprivileged people* малозабезпечені люди  
*value-added tax* податок на додану вартість

## Рекомендована література

### *Основна:*

1. Cotton D. Market leader : Intermediate Business English Course Book. Edinburgh Gate, Harlow : Pearson Education Limited, 2005. 176 p.
2. Cotton D. Business class. London : Longman, 1999. 183 p.
3. Minkoff Ph. Executive Skills. Prentice Hall International, 1994. 127 p.
4. Cotton D. Course Book : Intermediate Business English. England : Longman, 2000. 176 p.
5. Cotton D. Market leader: Upper Intermediate Business English Course Book. Edinburgh Gate, Harlow : Pearson Education Limited, 2008. 176 p.

### *Додаткова:*

1. Cotton D. Language leader: Intermediate Course Book. Edinburgh Gate, Harlow : Pearson Education Limited, 2010. 184 p.
2. Cotton D. Language leader: Upper Intermediate Course Book. Edinburgh Gate, Harlow : Pearson Education Limited, 2010. 192 p.
3. Tullis Graham, Trappe Tonya. New Insights into Business. Essex : Pearson Education Limited, 2000. 176 p.
4. Tullis Graham, Trappe Tonya. New Insights into Business : Workbook. Essex : Longman, 2000. 184 p.
5. Костікова І.І. English for Economics, Marketing, Management : навч. посіб. для студ. екон. спец. вузів. Вінниця : Поділля, 2003. 64 с.
6. Dalrymple J. Douglas. Sales Management: concepts and cases. John Willy and Sons Inc., 1988. 682 p.
7. Gross Andrew C., Banting Peter M., Lingsay N. Meredith and others. Business Marketing. Houghton Mifflin Company, 1993. 763 p.
8. McCarthy E. Jerome, Perreault William D. Jr. Basic Marketing. IRWIN, 1990. 734 p.
9. Pilbeam Adrian. Market Leader. International management. Longman, 2001. 178 p.
10. Ковтун Л.Г. Англійська мова для банкірів, брокерів, менеджерів та фахівців з маркетингу. М : НИП, 2004. 198 с.

## Використана література

1. Ковалик Н.В. Англійська мова з основ міжнародної економіки : підручник. К : Центр учбової літератури, 2014. 480 с.
2. Cotton D. Market leader : Intermediate Business English Teacher's Book. Edinburgh Gate, Harlow : Pearson Education Limited, 2005. 245 p.
3. Bethell George, Aspinall Tricia. Test your business vocabulary in use. Cambridge university press, 2006. 98 p.

4. MacKenzie Ian. English for Business Studies. A course for Business Studies and Economics students. Third edition. Student's Book. Cambridge university press, 2010. 191 p.

5. Mascull Bill. Business Vocabulary in Use. Cambridge university press, 2002. 173 p.

### Інформаційні ресурси

1.Тлумачний словник економічних термінів. URL: <http://www.vocabulary.com/lists/7629/>

(дата звернення 25.08.2018).

16.Економічний словник, ігри та вправи для запам'ятовування слів. URL: <http://quizlet.com/5654508/economic-vocabulary-flash-cards/> (дата звернення 25.08.2018).

17.Тлумачний словник економічних термінів. URL: <http://www.economist.com/economics-a-to-z/> (дата звернення 26.08.2018).

18.Тлумачний словник для економістів. URL: [http://economics.about.com/od/economicsglossary/Glossary\\_of\\_Economics\\_Terms\\_Economics\\_Dictionary.htm/](http://economics.about.com/od/economicsglossary/Glossary_of_Economics_Terms_Economics_Dictionary.htm/) (дата звернення 25.08.2018).

19.Найсвіжіші новини економіки. URL: <http://www.economist.com/> (дата звернення 27.08.2018).

20.Новини та статті про економіку. URL: <http://www.moneyweek.com/news-and-charts/economics/> (дата звернення 25.08.2018).

21.Онлайн-лекції з економіки. URL: <http://freevideolectures.com/Subject/Economics/> (дата звернення 26.08.2018).

Навчальне видання  
(англійською мовою)

Компанієць Людмила Георгіївна  
Шмелькова Ганна Миколаївна  
Убейволк Оксана Олександрівна

ІНОЗЕМНА МОВА ПРОФЕСІЙНО-КОМУНІКАТИВНОЇ  
СПРЯМОВАНOSTІ

Практикум  
для здобувачів ступеня вищої освіти бакалавра спеціальності  
«Економіка»  
освітньо-професійної програми «Міжнародна економіка»

Рецензенти: *О. В. Юдіна*  
*Н. С. Венгерська*  
Відповідальний за випуск *Я. С. Дибчинська*  
Коректор *Л. Г. Компанієць*