МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

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ПРОФЕСІЙНО-ОРІЄНТОВАНИЙ ПРАКТИКУМ ІНОЗЕМНОЮ МОВОЮ

Посібник
для здобувачів ступеня вищої освіти магістра
спеціальності 7.D3 Менеджмент
освітньо-професійних програм «Бізнес-адміністрування»,
«Менеджмент зовнішньоекономічної діяльності»

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Волкова В.В., Дибчинська Я.С. Професійно-орієнтований практикум іноземною мовою : посібник для здобувачів ступеня вищої освіти магістра спеціальності 7.D3 Менеджмент освітньо-професійних програм «Бізнес-адміністрування», «Менеджмент зовнішньоекономічної діяльності». Запоріжжя : Запорізький національний університет, 2025. 154 с.

Навчальний посібник з дисципліни «Професійно-орієнтований практикум іноземною мовою» містить навчальний матеріал, покликаний вдосконалити навички ефективної комунікації іноземною мовою в академічному, науковому і професійному оточенні. До кожної теми надано автентичні тексти для читання, обговорення й реферування, післятекстові завдання лексичного і комунікативного характеру, тести для самоперевірки засвоєнного матеріалу. До посібника включено глосарій наукових термінів англійською та українською мовами, теоретичні відомості щодо скаладання анотацій та рефератів англійською мовою, виконання анотаційного та реферативного перекладу, наведено приклади анотацій, рефератів, ділових листів тощо. Видання допоможе поглибити мовні знання та розвинути вміння використовувати фахову термінологію у ситуаціях академічного, наукового і професійного спілкування.

Для здобувачів ступеня вищої освіти магістра спеціальності 7.D3 Менеджмент освітньо-професійних програм «Бізнес-адміністрування», «Менеджмент зовнішньоекономічної діяльності».

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ЗМІСТ

ПЕРЕДМОВА

В умовах глобалізаційних і технологічних трансформацій сьогодення суттєвих змін зазнають вимоги ринку праці до фахівців з менеджменту. Компанії, які прагнуть розширити свою присутність на світових ринках, потребують кваліфікованих працівників, здатних ефективно працювати в мультикультурному середовищі, забезпечувати ефективну комунікацію та взаємодію з іноземними партнерами, клієнтами й постачальниками, брати участь у міжнародних конференціях, переговорах та проектах, що сприяє підвищенню конкурентоспроможності підприємства.

Багато сучасних інструментів та платформ для управління проектами, маркетингу та комунікацій, дослідної діяльності мають англомовні інтерфейси та документацію, що також зумовлює необхідність формування й розвитку професійної іншомовної комунікативної компетенції менеджерів. У зв'язку з цим інтегрований розвиток продуктивних та рецептивних мовленнєвих умінь студентів і зміцнення їхньої лінгвістичної компетенції є невід'ємною складовою фахової підготовки здобувачів ступеня вищої освіти магістра спеціальності 7.D3 Менеджмент.

Метою вивчення навчальної дисципліни «Професійно-орієнтовний практикум іноземною мовою» є набуття навичок ефективної комунікації іноземною мовою в академічному, науковому і професійному оточенні.

Основними **завданнями** вивчення дисципліни «Професійно-орієнтований практикум іноземною мовою» є:

- практичне відпрацювання навичок спілкування іноземною мовою в науковій та професійній діяльності у галузі бізнес-адміністрування і менеджменту зовнішньоекономічної діяльності (складання резюме, автобіографій, заяв для отримання грантів і для участі у закордонних стажуваннях, розуміння та інтерпретації інформації з міжнародних науково-метричних баз та видань);

- відпрацювання навичок написання тез та наукових статей у міжнародні фахові видання; набуття професійно-орієнтованих мовних (лінгвістичні, соціолінгвістичні та прагматичні) компетенцій для забезпечення ефективної комунікації в академічному та професійному середовищі;

- набуття загальних компетенцій, сприяння розвитку здібностей до самооцінки та здатності до самостійного навчання; формування свідомого аналітичного і критичного сприйняття фахового тезаурусу англійської мови в галузі бізнес-адміністрування і менеджменту зовнішньоекономічної діяльності, обізнаності в особливостях її функціонування;

- розвинення навичок ефективного пошуку професійно-орієнтованої інформації з іншомовних джерел, сприяння оволодінню методами та лінгвістичними особливостями анотування та реферування іншомовних джерел;

- зміцнення впевненості студентів як користувачів мови.

Запропонований навчальний посібник націлений на вирішення таких завдань: 1) поглибити знання фахової та наукової термінології; 2) вдосконалити професійні навички та вміння двостороннього перекладу; 3) розвинути вміння мовленнєвої поведінки в ситуаціях ділового і наукового спілкування; 4) вдосконалити вміння писемного мовлення задля здійснення ефективних комунікацій з представниками різних професійних груп та в міжнародному контексті; 5) спряти особистому розвитку здобувачів у професійному і науковому середовищі.

Навчальний посібник складається з передмови, 10 тем, кожна з яких містить автентичні тексти для читання, обговорення і реферування, післятекстові завдання лексичного і комунікативного характеру, тести для самоперевірки засвоєнного матеріалу, глосарію наукових термінів англійською та українською мовами, прикладів написання анотацій та рефератів і виконання анотаційного та реферативного перекладу та переліку використаної і рекомендованої літератури.

Відбір навчального матеріалу здійснено з урахуванням принципів тематичності, комунікативної спрямованості, сучасності, актуальності й автентичності, що забезпечить можливість практичного відпрацювання навичок усної й письмової комунікації іноземною мовою в науковій та професійній діяльності у галузі бізнес-адміністрування і менеджменту зовнішньоекономічної діяльності та сприятиме розвитку професійного, логічного та критичного мислення.

Запропонований у виданні комплекс вправ допоможе досягти запланованих освітньою програмою компетентностей і результатів навчання, розвиваючі критично важливі для майбутнього менеджера навички командної роботи, організаційні та лідерські якості.

Зміст видання відповідає вимогам ОПП «Бізнес-адміністрування» та ОПП «Менеджмент зовнішньоекономічної діяльності» другого (магістерського) рівня вищої освіти за спеціальністю 7.D3 Менеджмент.

Змістовий модуль 1. Понятійно-теоретичні основи професійної комунікації іноземною мовою

Тема 1. Основи бізнес комунікації, її види й особливості

Lead-in: Before reading Text 1, answer the following questions:

1. How would you describe good/effective business communication? Why is it important?
2. How often do you start up a conversation with strangers?
3. What forms of communication do you know?
4. What forms of written and spoken communication do you like using? Why?
5. What problems can people have with the different forms of communication?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

THE FOUNDATIONS FOR SUCCESSFUL BUSINESS COMMUNICATION

Communication is an activity, skill, and art that incorporates lessons learned across a wide spectrum of human knowledge. In the world of business, communication is a vital tool. It is how companies share ideas, solve problems, and connect with people. Business communication is not just about talking or writing. It is about understanding and being understood. It is how we explain our thoughts and listen to others. This process is like a bridge, which connects different parts of a business and helps them work together.

Business communication is the process of sharing information within and outside a business. It is like a conversation that happens in the world of work. This process is crucial. It helps people in a company talk to each other and to people outside, like customers. Business communication is not only about words but also about how we present these words and ideas. This is where business communication design comes in. It is about making sure our messages are clear and easy to understand.

In a business environment, communication can happen in many ways. It can be a meeting, a report, an email, or even a chat. All these ways help a business run smoothly. They help everyone understand what to do and how to do it. Good business communication makes sure everyone is on the same page. It is like the glue that holds a business together.

Effective communication takes preparation, practice, and persistence. Understanding its significance can transform how a business operates, leading to better teamwork, clearer goals, and strategies that are more effective. Effective business communication is more than just exchanging information. It is about understanding the emotions and intentions behind the information. Let us explore the key principles that guide it, shaping how messages are crafted and understood, and ensuring that they align with the goals and culture of the business.

Clarity and Simplicity. One of the top principles in business communication is to keep it clear and simple. This means using easy words and short sentences. It is like talking to a friend. You want to make sure they understand you easily. Clarity avoids confusion and provides extra clarity in communication.

Consistency. Being consistent is very important. It means saying the same thing in emails, meetings, and reports. This helps everyone understand what the business wants and expects.

Feedback. Feedback is like a two-way street. I iss not just about giving information but also listening to what others have to say. This helps make sure that everyone understands and agrees.

Empathy and Understanding. Empathy means putting yourself in someone else's shoes. In business communication, it is important to think about how your message affects others. This makes your communication kinder and more effective.

Efficiency. Being efficient in communication means not wasting time. It is about getting to the point quickly but nicely. It is like telling a short and interesting story that gives you all the information you need to know.

Adaptability. Being adaptable means changing your communication style when needed. Different people and situations need different types of talking or writing. It is like changing your clothes for the weather. You wear what works best for that day.

Listening. Good communication is not just about talking. Listening is just as important. It is about really hearing what others say, which helps you understand their ideas and feelings better.

Respect for Cultural Differences. In business, you meet people from many places. It is important to respect their cultures in your communication, which means being careful and kind with your words.

Focus on the Goal. Every message should have a clear goal. This means knowing what you want to achieve with your communication.

Effective Design in Communication. Business communication design is like planning how to present your message. It is not just what you say, but how you say it. Good design makes your message more interesting and easier to understand.

These principles lay the foundation for successful business communication. They ensure that every interaction is clear, respectful, and impactful. Understanding and applying these principles can significantly enhance the way communication happens within a company.

(Adapted from Williams V., Sonja N. Fundamentals of Business Communication URL:https://pressbooks.bccampus.ca/businesswritingessentials2/front-matter/about-this-book/).

✍**Assignment 1.** Which of these words apply to good communicators and which apply to bad communicators? Add two adjectives of your own to the list.

articulate	coherent	eloquent	extrovert	fluent
focused	hesitant	inhibited	persuasive	rambling
reserved	responsive	sensitive	succinct	vague

✍**Assignment 2.** Which of the words in Assignment 1 have these meanings?
1. concise
2. clear and easy to understand
3. reluctant to speak
4. good at influencing people
5. talking in a confused way
6. outgoing
7. able to express ideas well
8. eager to react and communicate

✍**Assignment 3.** Complete the extract below with the verbs from the box.

clarify	confuse	digress	engage	Explain	interrupt	listen	ramble

Good communicators really ____________ to people and take in what is said. They maintain eye contact and have a relaxed body language, but they seldom ______ and stop people talking. If they don't understand and want to ______ something, they wait for a suitable opportunity.

When speaking, effective communicators are good at giving information. They do not __________ their listener. They make their points clearly. They will avoid technical terms, abbreviations or jargon. If they do need to use unfamiliar terminology, they _________ by giving an easy-to-understand example. Furthermore, although they may __________ in order to elaborate a point and give additional information and details where appropriate, they will not __________ and lose sight of their main message. Effective communicators who have the ability to __________ with colleagues, employees, customers and suppliers are a valuable asset for any business.

✍**Assignment 4.** Complete each sentence with the best word.

1. Good presenters rarely ramble. They usually try to be as ______ as possible.

a) inarticulate b) hesitant c) succinct

2. Her arguments were so __________ that we all agreed to her proposal.

a) fluent b) extrovert c) persuasive

3. The audience were very __________ and carried him through his difficult presentation.

a) responsive b) eloquent c) coherent

4. She is a very _________ person. She always keeps her attention fixed on what she wants to achieve.

a) sensitive b) focused c) fluent

5. He never says what he thinks or shows what he feels. How can anybody be so _____?

a) rambling b) fluent c) reserved

6. Everybody seems so __________ here. They behave and speak freely, and do not really care what other people think.

a) incoherent b) articulate c) uninhibited

7. We know that not all politicians are ________. Some of them even use an autocue.

a) eloquent b) inhibited c) hesitant

✍**Assignment 5.** Match these words to make compounds and collocations relating to communication, e.g. 1-f (extensive vocabulary).

1	extensive	A	accuracy
2	eye	B	communication
3	body	C	contact
4	grammatical	D	humour
5	sense of	E	language
6	effective	F	vocabulary

✍**Assignment 6.** Complete the following phrases with ***say*** or ***tell*** as appropriate, then fill in the gaps in the sentences that follow, using the appropriate form of ***say*** or ***tell.***

1. __________ a story
2. __________ the time
3. as far as I can _______
4. ___________ yes or no
5. ___________ sb to do something
6. ___________ the difference
7. ___________ sb what to d
8. ___________ hello / goodbye
9. ___________ a lie/ lies
10. ___________what you mean
11. __________sm under your breath
12. __________a joke

a) Can you think of situations when it might be better not to ____ the truth?
b) How easy or how difficult do you find it to _______ other people to do things for you?
c) In meetings, how often do you ________ what you think?
d) Have you ever ____________ a joke in English?
e) How easy or how difficult is it to ____ the difference between the banknotes used in your country?
f) Can you __________ "How are you?" in more than three languages?
g) When you were a child, did you use to do as you were ____________?

🕮 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

UNDERSTANDING THE DIFFERENT TYPES AND CHANNELS OF BUSINESS COMMUNICATION

Understanding the different types and channels of business communication is a key to using them effectively. Each type serves a specific purpose and understanding these can help in choosing the right method for the right situation.

Each type of communication used in businesses plays a unique role in conveying messages and building relationships.

Internal Communication happens inside the company. It includes team meetings, internal emails, and company announcements. This type of communication keeps everyone in the company on the same page. It helps the business run smoothly.

External Communication is when a business talks to people who are not part of the company. This includes customers, suppliers, and the public. External communication is carried out through advertising, customer service, and public relations. This type of communication builds the company's image and relationships with others.

Upward Communication takes place when information goes from employees to managers, which includes giving feedback, sharing ideas, or reporting problems. This type of communication helps managers understand what is happening in the company and what the employees need.

Downward Communication is the opposite of upward communication happening when managers or bosses share information with employees. This can be instructions, company news, or policies. It helps employees know what is expected of them and keeps them informed about the company.

Besides these four main business communication types, there are other forms, which you can find below.

Formal Communication is like the official language of a company. It is used when sharing very important information. This includes things like official reports, legal contracts, and formal letters. These documents are often used to make big decisions or agreements. They need to be very clear and professional. Informal Communication or Lateral Communication

Informal or Lateral communicatio**n** is when coworkers at the same level in a company talk to each other. In a business, it happens when team members or departments share ideas, collaborate, and solve problems together. This type of communication is important for teamwork and ensures everyone is informed and involved. It is about sharing information and support with your peers, not with bosses or subordinates.

Non-verbal Communication is not about the words we say but how we say them. It includes things like the way we stand, our facial expressions, and the tone of our voice. These things can tell others how we feel or what we think without using words. Digital Communication

Digital communication is simply communication by using technology, including sending an email, posting on social media, or updating a company's website. It is a fast way to share information with lots of people. Digital communication is great for quick updates and reaching people far away.

Each type of business communication has its role and importance. Understanding and effectively using these types will enhance how a company shares information and connects with others. This leads us to the next crucial aspect: business communication channels. These channels are the paths these types of communication travel through to reach their audience. Choosing the right channel for the right type of communication is essential for the message to be effective and impactful.

Email: Email remains a cornerstone of business communication for sending documents and written updates. Be mindful of email etiquette, respond promptly and use subject lines that convey the essence of the message.

Meetings and presentations: Face-to-face meetings, whether in person or via video conferencing, provide an opportunity for more personal and interactive communication. They are essential for discussing complex topics, brainstorming and building relationships. When presenting, use visual aids and engage your audience to maintain their interest and drive home key points.

Instant messaging and collaboration tools: Instant messaging and collaboration tools like Slack and Microsoft Teams are indispensable for quick exchanges and collaboration. They allow real-time communication, file sharing and project management.

Social media: Social media platforms are increasingly vital for businesses to connect with customers and promote their brands. They provide a channel for engagement and feedback, helping you stay relevant and build a loyal customer base. However, it's crucial to maintain a professional image and tone on these platforms. One way I like to ensure a professional tone is to establish clear brand guidelines and ensure that everyone who posts on your behalf follows the guidelines closely. Additionally, reviewing your content before publishing it can help you catch any mistakes or tone issues.

In-person communication: Do not underestimate the power of in-person communication. Networking events, conferences and business dinners offer opportunities to forge strong personal connections and partnerships.

In conclusion, these different communication channels are like tools in a toolbox. Each one has a special use. By understanding and using these channels well, a business can share information effectively. This helps everyone work better together. It can also improve how the business talks to customers and partners.

(Adapted from Linden H. 15+ Business Communication Channels: The Complete Guide + Types & Strategies). November 29, 2023. URL: https://blog.ringostat.com/en/15-business-communication-channels-the-complete-guide-types-strategies/).

❓ Questions for discussion:

1. “Business is best done face to face”. Do you agree?
2. How could communication be improved in your organisation/company?
3. How will communication change in the office of the future?
4. What do you do when you receive a nasty e-mail?
5. Is communication better these days with all the new technology?

✍**Assignment 7.** Find the definition for the following words and word-combinations.

face-to-face	cause offence	get away with	make things up	keep in touch with	pitch to someone

1. to succeed in avoiding punishment for something
2. to communicate or continue to communicate with someone by using a phone or writing to them
3. directly, meeting someone in the same place
4. upset or embarrass someone by being rude or tactless
5. to try to persuade someone to do something, aim an idea or product at someone
6. pretend something is true in order to deceive people

✍**Assignment 8.** Complete this text with the expressions from Assignment 2 in the correct form.

I don't have a problem with him _______ his family whilst he's posted overseas and sending e-mails in office time. That is not the main issue. However, if he thinks he can _______ sending such abusive e-mails to colleagues, he is sadly mistaken and he'll have to face the consequences of his actions later. He is clearly _______ about his colleagues and spreading nasty rumours. He'd be better off speaking to colleagues ________ if he has problems with them. He's slightly better when speaking with customers, but he needs to think about who he's speaking to when he's ________ our products to them. And he just doesn't know how to say no to people without ____________.

✍**Assignment 9.** Complete the idioms below with the words from the box. Translate them into Ukrainian.

bush	grapevine	loop	purposes	tail	Wall
Stick	mouth	Nutshell	picture	wavelength	Point

a) to put it in a _________.
b) can't make head nor __________ of it.
c) to get straight to the _________.
d) to hear it on the _________.
e) to talk at cross-__________.
f) to beat about the ________.
g) to put someone in the _____.
h) to get it straight from the horse's ________.
i) to get the wrong end of the _____________.
j) to be on the same _________.
k) to be like talking to a brick ______________.
l) to keep someone in the _________________.

✍**Assignment 10.** Match the idioms in Assignment 10 to these definitions.
1. to fail to understand anything
2. to share similar opinions and ideas
3. to give the main facts in a short, clear way

4. to not understand something
5. to delay talking about something
6. to give the latest information
7. to talk about the most important thing
8. to hear about something because the information has been passed from one person to another in conversation
9. to be told something by someone who has direct knowledge of it
10. to try to communicate with an un responsive person
11. to include someone in group communication
12. to not understand someone

✍**Assignment 11.** Complete these sentences with the idioms from Assignment 4 in the correct form.

1. OK, I'll _________. I'm afraid it's the last time we're going to miss a deadline.
2. I and my collegues agree on most things. We seem to be ________.
3. A lot happened while you were away on business. Let me __________.
4. I think we are ___________. I mean next week, not this week.
5. He never gives you a straight answer. He's always __________.
6. I ___________ that he's been fired. Is it true?
7. The new organogram is very complicated, but to _________, we still report to the same manager.
8. I'm afraid that isn't right. If you think our biggest problem is communication, then you have __________.
9. This document from our subsidiary makes no sense at all. I _________.
10. I've tried to get my supplier to give us a discount several times, but they just won't. It's like _________.
11. The company is going bankrupt. The CEO told me himself. I heard it ____________.
12. I'll need regular updates about the progress of the project. I'll also need to know what's going on when I'm away. Please __________.

? **Assignment 12.** What irritates you most about these forms of communication? What are the advantages and disadvantages of using the following forms? Discuss in pairs/small groups, summarise the discussion results.

- e-mail
- mobile phone
- conference calling
- voicemail
- web presentation

? Test for self-assesement 1

1. Which of these is an example of digital communication?
   a) word-processed letter sent by post
   b) a social media post
   c) a face-to-face meeting

2. Which of these is an example of internal communication?
   a) an email sent to all existing customers about a new product
   b) a presentation delivered to senior managers about finance
   c) a telephone call to a supplier asking about their next delivery

3. You need to share a 100-page report with a colleague who is in a meeting. Which method of communication should you use?
   a) face-to-face meeting
   b) a telephone call
   c) an email

4. Which of these is an example of formal communication?
   a) an email listing current internal job vacancies
   b) gossiping with colleagues on the way to work
   c) a chat with a colleague you bump into in a coffee shop

5. Which of these statements best describes external communication?
   a) confidential messages intended for senior managers
   b) messages intended for stakeholders inside the business
   c) messages intended for stakeholders outside the business

6. Which of the following refers to information that is shared casually or spontaneously?
   a) formal communication
   b) informal communication
   c) external communication

7. Which of the following can be a barrier to effective communication?
   a) accurate spelling and grammar
   b) clear and concise explanations
   c) use of specialist technical jargon

8. Which of these is not an advantage of digital communication?
   a) it requires digital equipment
   b) it can help to improve customer service
   c) it can improve the speed of communication

9. Which of these statements best describes a letter?
   a) a brief written message with a limited numbers of characters

b) a formal written document sent via the post or email
c) a way of having verbal conversations

10. Which of the following might be a result of poor communication?
a) confusion among those receiving the message
b) an improvement in the reputation of a business
c) fewer mistakes being made by staff

Тема 2. Фахова та наукова термінологія іноземною мовою у галузі менеджменту

Lead-in: Before reading Text 1, answer the following questions:
1. What is business management?
2. What types of business management do you know?
3. What is the essence of maketing management?
4. What are the main objectives of sales management?
5. How does the effective HRM contribute to the development of the company?
6. Explan how strategic management determines the overall strategies of the company?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

BRANCHES OF BUSINESS MANAGEMENT

Business management is an umbrella term for any leadership activity that impacts how a company functions and achieves its goals. It is a diverse field comprising many areas. Roles that fall under business management are more focused on the bigger picture rather than day-to-day operational details, with an emphasis on communication and organization.

What is business management?

Business managers work through challenges and make decisions so a company can maintain stability and achieve growth. They determine the necessary resources, coordinate all activities and make decisions that will steer the ship in the right direction. In business management, you are overseeing the road map, making plans, training, delegating and guiding leaders in the company to carry out the mission and meet each goal. Handling these responsibilities effectively requires strong strategizing, critical thinking and problem-solving skills.

Business management is often people-focused, so good business managers should be empathetic, have strong conflict resolution abilities and be able to communicate clearly and effectively across the company. They will also need strong mentorship and personnel development skills so that they can place the right people in each role and on specific projects for the best chance of success.

Types of business management

There are many branches of business management. Here is an overview of the eight sectors in this wide field.

1. Financial management

Financial management involves budget planning and cash flow management as well as the oversight of all financial procedures, such as invoice processing and data distribution. This type of business management involves planning, directing and coordinating the accounting, investing, banking, insurance, securities and other financial activities of a business and often overlaps with human resources management when determining payroll and benefits budgets.

The three key elements of financial management are financial planning, financial control and financial decision-making. Short-term financial management is often referred to as "working capital management," and it relates to cash management, inventory management and debtor management. Both the assessment and technique of financial decisions fall under this type of business management.

Financial management also deals with finding a healthy balance between profit and risk so that even with a setback, the business is profitable in the long term.

2. ***Marketing management***

Marketing management focuses on the practical application of marketing techniques and the management of a company's marketing resources and activities. The four major areas of marketing management are company analysis, collaborator analysis, competitor analysis and customer analysis. Marketing management includes brand management as well as marketing strategy and pricing.

Marisa Sanfilippo, a marketing director and consultant, said that while driving company, revenue is an important function of marketing, managers also need to take ownership of the brand, especially brand messaging and cross-departmental alignment.

3. ***Sales management***

Sales management involves leading sales teams to foster strong relationships with prospects, convert them to leads and move them through the sales pipeline. Sales management often works hand in hand with marketing management to ensure consistent messaging and goal alignment when generating new business.

Sales management also involves determining the metrics for success and assessing key performance indicators to report on the company's performance.

4. ***Human resource management***

Human resource management (HRM) focuses on the recruitment and management of an organization's employees. This includes total compensation, hiring, safety and wellness, benefits and other aspects of employee administration.

Effective HRM enables employees to contribute effectively and productively to the overall direction and goals of the company. The modern approach to human resources uses employee programs to make a positive impact on both the staff and the business as a whole.

5. ***Strategic management***

Strategic management, which is typically the responsibility of a company's top executive leaders, is the application of strategic thinking to the job of leading an organization. Many of the other branches of business management revolve around strategic management because the success of a business is often determined by financial, marketing and operational strategies.

There are five phases of strategic management: goal formation, SWOT analysis, strategy development, implementation and evaluation. These activities help leaders determine resource procurement and allocation, how success will be measured and who will be accountable for each task.

Strategic management is ongoing work, as you should regularly evaluate and adjust strategies as needed.

6. ***Product management***

Companies that sell physical or digital products need product managers to coordinate efforts among departments to develop, launch and continuously improve their offerings. Effective product management requires leaders to think strategically and apply both market research and a technical product understanding to their work. Using customer data and feedback, a product manager has to prioritize features that maximize the product's value to consumers while ensuring production is efficient. This may include collaborating with other departments on inventory control, research and development (R&D), and employee training.

7. Operations management

Operations management involves overseeing and designing operational processes to make a business more efficient. The goal of this department is to balance cost efficiency with quality so a company can deliver its products or services as effectively and profitably as possible.

Effective operations management requires a deep understanding of how different processes within a company interact and contribute to overall business goals. James Nartey, a member of the business operations team at Hiedberg, defined operations management as a broad category ranging from project management to strategy to day-to-day business operations.

8. Information technology (IT) and service management

IT and service management both work to align a business's technology and services with its strategic goals and customer expectations. IT management focuses on overseeing and optimizing technology resources to ensure they support the company's objectives. IT managers are responsible for planning, designing, implementing and administering the company's technology infrastructure to meet current and future demands. Service management can overlap with IT management but may also encompass the development and delivery of non-IT services.

IT and service management involve managing workflows, which often means combining automated systems and skilled labor to make processes and decision-making more efficient. Leaders in this branch of management may also collaborate with product managers, especially on customer-facing technologies.

(Adapted from 8 Branches of Business Management by Nicole Fallon, Senior Analyst 16 Sept, 2014 https://www.business.com/articles/8-branches-of-business-management/)

✍**Assignment 1.** Divide the following ***financial and HR terms*** into money-linked and people-linked terms then match each with its definition.

	Terms		***Definitions***
1.	Personnel manager	a	A system whereby employees receive a proportion of the company's profits.
2.	Commission	b	Somebody whose power and responsibility are used chiefly to implement the broad goals set by top management.

3.	Wage	c	Payment for services based upon number of hours worked or number of units produced.
4.	senior executive	d	Somebody engaged in acquiring personnel, preparing them for work, overseeing their performance, and providing compensation.
5.	Retainer	e	A second-in-command
6.	middle manager	f	Compensation for part-time work expressed as a percentage of full-time pay
7.	Fee	g	A charge or payment for a service or privilege
8.	Salary	h	Somebody whose responsibility for personnel includes strategic planning
9.	Bonus	i	Somebody who oversees another's work
10.	Deputy	j	Compensation based on the number of units produced
11.	Human Resource Manager	k	A compensation payment in addition to regular wages or salary
12.	fringe benefits	l	A fixed sum paid to an agent regardless of performance
13.	profit sharing	m	Compensation based upon time worked for a week, month or year rather than for an hour
14.	pro rata	n	Benefits other than wages, salaries and bonuses, often known as 'perks'
15.	Supervisor	o	Compensation based on an agent's sales performance
16.	Piecework	p	Somebody who has the most supervisory authority and responsibility in an organization
17.	Raise	q	An increase in wage or salary

✍**Assignment 2.** Read the following passage, translate it into Ukrainian and explain the basics of products classification. Compare the main features of the product/services types and summarise the main differences.

Determining consumers’ needs and wants and then translating them into desirable products is a marketer's first task. There are many ways to classify products, the most basic distinction being between goods and services. Another distinction is between consumer and industrial items, the markets and purchasing patterns being very different in each case. Consumer products are divided into three subgroups with different marketing tools needed for each:

- Convenience goods and services are products which are readily available, low priced and heavily advertised, and which are purchased quickly and often.
- Shopping goods and services are purchases for which a consumer spends a lot of time shopping in order to compare prices, quality and style. Personal selling by the retailer is often a key factor in the purchase, particularly if the product is relatively complicated.
- Speciality goods and services are products that a consumer will make a special effort to locate.

As far as industrial products are concerned, two broad categories can be identified:

- Expense items are relatively inexpensive industrial products that are consumed within a year of their purchase.
- Capital items are relatively expensive industrial products that have a long life and are used in the operations of the business. Selecting capital items is often a long process and personal selling is often a key element in the purchasing decision.

Difference between Convenience, Shopping and Speciality Goods/Services

Basis	**Convenience Products**	**Shopping Products**	**Speciality Products**
Meaning	purchased immediately, frequently, and with the least effort and purchasing time	consumers devote considerable effort and time in shopping	have special features for which the consumers make special efforts while purchasing them
Price	Low	high	very high
Shopping efforts	least time and effort are required	considerable time and effort are required	special efforts are required
Availability	available at convenient locations	available at specified shops	available in a few places
Nature of demand	regular demand	no regular demand	limited demand
Profit margin	Low	high	very high
Role of promotion	heavy advertisement and sales promotion schemes are required	personal selling is required	aggressive promotional activities are required

After-sales service	after-sales services are not required	after-sales service is required in some cases	after-sales services are very crucial

Assignment 3. In pairs, discuss with your partner a recent purchase you made: the product, the place, the cost, and the reasons that influenced your choice.

A. Divide the following products into *convenience goods / services, shopping goods / services, speciality goods / services, expense items / capital items*, and place them in the table below:

a washing machine	Toothpaste
an accountant	paper clips
a dry cleaner	small components
a Dior dress	razor blades
a hairdresser	Chanel perfume
a truck	a medical specialist
a robot	a bed
a meal at Maxime's in Paris	an interior decorator
janitorial services	a Patek Philippe watch
a building	Machinery
an external consultant	registration fees

convenience goods	**convenience services**
shopping goods	**shopping services**
speciality goods	**speciality services**
expense items	**capital items**

B. Find the other examples of products and place them in the above table. Discuss

C. three or four of the products, giving a description of the product, packaging, the place, customers, the price, and other product features or circumstances that influence the buyer in his / her choice.

D. Explain the essence of ***personal selling*** and give examples of how personal selling can affect a purchasing decision.

✍**Assignment 4.**

Decide which form of promotion describes each of the activities in the table below and fill it by placing a tick in the appropriate boxes. The forms of promotion include:

• positive publicity
• negative publicity

• sales promotion
• reseller support

	Positive publicity	Negative publicity	Sales promotion	Reseller support
a) Inspiring stories of athletes creating a lasting emotional connection and reinforcing the brand's identity and values.				
b) A newspaper article about the company's mineral water being polluted				
c) A free display rack given to all supermarkets which display the product				
d) Free samples of a new product given to people in the street				
e) A video of a passenger being forcibly removed from a plane went viral				
f) Local radio coverage of a sports event organized by a company				
g) Special pricing tied to specific times of the year				
h) Offering access to training videos, online courses, and workshops				
i) A holiday for two for the winner of the "Wholesaler of the Year" competition				

✍**Assignment 5.** Match the terms with their definitions.

	Terms		***Definition***
1.	market segments	a	Any name, sign or symbol used to identify the products of a firm.
2.	target markets	b	Products that bear only the name of the item, not of its producer, and which are sold at lower than normal prices.
3.	disposable personal income	c	Proportion of the market controlled by a specific company or product.

4.	product mix	d	Facility for storing stocks of supplies or finished products.
5.	brand	e	Distribution of certificates that entitle buyers to a discount on a particular item.
6.	generic products	f	Brand that has been given legal protection so that its owner has exclusive rights to its use.
7.	trademark	g	Industry gathering in which producers set up displays and demonstrate products to potential customers.
8.	market share	h	Money that a family has to spend after paying taxes.
9.	stock turnover	i	Advertising or display materials set up at a retail location to encourage sales of an item.
10.	publicity	j	Firms that sell directly to the public.
11.	trade show	k	Groups of individuals or organisations within a market that share certain common characteristics.
12.	point-of-purchase display	l	Specific groups of customers to whom a company wants to sell a particular product.
13.	Couponing	m	Unpaid media coverage of news about an organization.
14.	Wholesalers	n	Firms that sell products to other firms for resale or for industrial use.
15.	Retailers	o	Number of times that average inventory is sold during a given period.
16.	warehouse	p	Complete list of all products that a company offers for sale.

✍**Assignment 6.** In small groups, choose three products with which you are familiar and develop a Marketing Mix for each of them. Make a copy of the grid below and fill it in. Give as much relevant information as possible regarding each element of the Marketing Mix.

	A convenience good or service	A speciality good or service	A capital item

Product			
Price			
Promotion			
Place			

🕮 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

HOW TO INTERPRET MARKET RESEARCH DATA

Market Research Interpretation plays a crucial role in transforming raw data into actionable insights. Imagine a business owner sifting through countless survey responses, each one holding the key to understanding customer preferences and behaviors. Yet, the real challenge lies not just in collecting this data, but in effectively interpreting it. Understanding how to evaluate and analyze market data is essential for decision-making. By honing your interpretation skills, you can develop strategies that are deeply aligned with customer needs, leading to significant improvements in business outcomes.

Understanding the basics of market research data is essential for effective market research interpretation. Market research data typically encompasses quantitative and qualitative information collected through surveys, interviews, and focus groups. This data serves as a foundation for making informed business decisions by providing insights into customer preferences, market trends, and competitive landscapes.

To interpret market research data effectively, you should consider the following key aspects:

- *Data collection methods*: Knowing how data is gathered can influence its reliability. Surveys may provide valuable quantitative insights, while interviews reveal deeper, qualitative perspectives.
- *Sample size and demographics*: A larger sample size can lead to conclusions that are more accurate. Additionally, understanding the demographics of participants helps in contextualizing the findings.
- *Data analysis techniques:* Different techniques, such as statistical analysis or thematic coding, can be used to derive meaning from the data. Choose the appropriate method based on your research objectives.
- *Key insights and trends*: Focus on identifying patterns and trends within the data. This will help align your strategies with customer needs and market dynamics.
- *Presentation of results*: Effectively share the findings in a clear and visually engaging manner, such as through reports or presentations, to ensure all stakeholders understand the insights gained.

By mastering these foundational principles, you can enhance your market research interpretation skills and better inform the decision-making processes.

Market research data encompasses the information gathered to analyze market conditions, consumer preferences, and competitive dynamics. This data serves as the foundation for informed decision-making in any business context. Whether through surveys, interviews, or observational research, the collected information reveals insights about target audiences and previously unseen trends.

When interpreting market research data, context is crucial. Understanding the 'who, how, and why' of data collection helps ensure its relevance and accuracy. For instance, knowing the demographics of survey respondents shapes how to view their feedback. Additionally, employing analytical tools can present the data visually, fostering clearer interpretations. By synthesizing these insights, businesses can strategically plan for new product launches or market expansion endeavors. Ultimately, effective market research interpretation shapes a company's path forward in a competitive environment.

Market research data typically falls into two main categories: qualitative and quantitative. Qualitative data captures insights from open-ended responses and interviews, giving a narrative context to consumer behaviors and opinions. For instance, understanding why customers prefer a particular brand can help businesses tailor their marketing strategies.

On the other hand, quantitative data involves measurable factors such as sales numbers and survey results. This type of data allows for statistical analysis, enabling businesses to identify trends and make data-driven decisions. The combination of both qualitative and quantitative data provides a well-rounded perspective on market conditions. Effective market research interpretation starts with a clear understanding of the data collected. First, categorize the research findings into themes or patterns. Grouping similar data allows for easier analysis and helps to highlight significant trends. Next, engage in critical thinking by asking probing questions about the results. Consider what the data suggests about consumer behavior and market needs, as these insights directly impact decision-making.

After analyzing the data, it is crucial to visualize findings through ***charts or graphs.*** Visual representations bring clarity and enhance comprehension for all stakeholders involved. Lastly, always verify the context of the research. Understand its origin, methodology, and scope to ensure the conclusions drawn reflect accurate market conditions. With these steps, you can confidently traverse the landscape of market research interpretation, gaining valuable insights that drive business strategies.

Preparing and cleaning your data. Initially, gather your data from all relevant sources, such as files, transcripts, and articles. By consolidating various types of data, you create a comprehensive foundation for analysis. Ensure that your information is accurate and as up-to-date as possible, as this will directly influence your insights. Once your data is collected, move on to the cleaning process. This involves reviewing the data for inconsistencies or errors. Start by identifying and correcting mistakes, such as typographical errors or mislabelings. Next, remove any irrelevant or duplicate entries to streamline the dataset. Finally, standardize your data formats, especially if you are working with multiple sources.

Analyzing patterns and trends. By analyzing patterns, you can identify recurring themes and sentiments expressed by target audiences. This allows for a better understanding of what drives consumer decisions, helping businesses to tailor their strategies accordingly.

When looking for patterns, it can be beneficial to follow these steps:

- Data compilation: start by gathering all relevant data points from your market research. This includes surveys, interviews, and other sources.
- Thematic Analysis: next, categorize the data into themes. Look for common responses or sentiments that emerge, which can indicate larger trends in consumer opinions.
- Quantitative assessment: utilize statistical tools to measure the frequency of these themes. How many respondents felt a certain way? This numerical analysis can substantiate your findings more rigorously.
- Visual representation: create graphs or charts to aid in visualizing the data. Clear visuals can highlight key trends, making them easier to communicate to stakeholders.

Understanding these patterns enhances your market research interpretation and leads to more informed decision-making. By continuously analyzing these insights, businesses can remain agile and responsive to market changes.

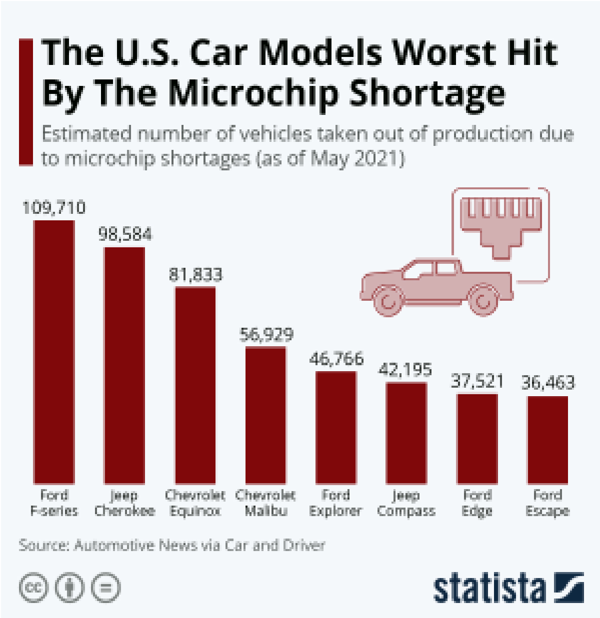
(Adapted from Williams B. How to Interpret Market Research Data: A Beginner's Guide. URL: https://insight7.io/how-to-interpret-market-research-data-a-beginners-guide/)

? Questions for discussion:

1. Why is understanding the basics of market research data essential for effective market research interpretation?
2. What are the foundational principles of the market research interpretation?
3. How can the sample size and demographics impact the market interpretation data?
4. What techniques can be used derive meaning from the data?
5. Why is the context crucial, when interpreting market research data?
6. What does the qualitative data involve?
7. What is the essence of the quantitative data?
8. What are the main way of visualizing maket research data?
9. Explain the importance of visual representations.
10. Give the main steps of analysing the patterns and trends.

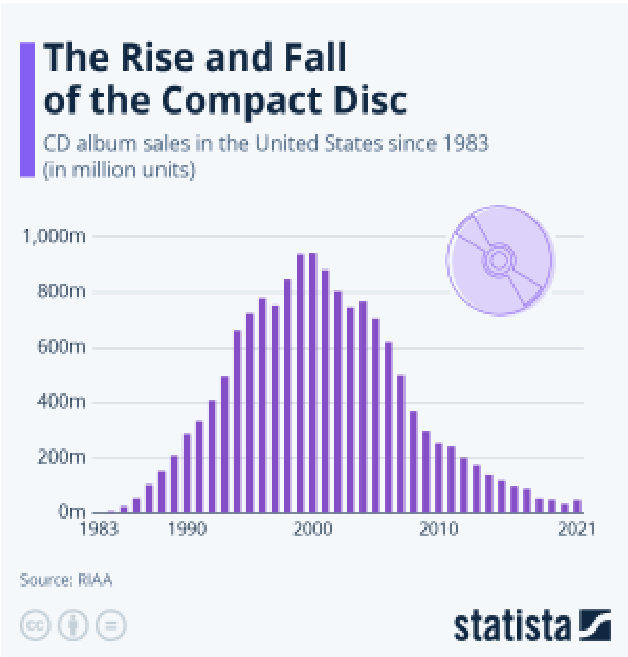
Assignment 7. Analyse the bar charts and answer the questions that follow.

The bar graph shows the estimated number of vehicles taken out of production due to microchip shortages as of May 2021.



a) Which model was hit the hardest by the microchip shortage?
b) How many vehicles did Ford take out of production?
c) How many vehicles did Chevrolet take out of production?
d) How many more Ford vehicles have been taken out of production than Jeep vehicles?
e) What percent of the worst-hit models were made by Ford?
f) What percent of the worst-hit models were made by Chevrolet?

The bar graph shows the rise and fall of CD album sales in the US since 1983 in millions.

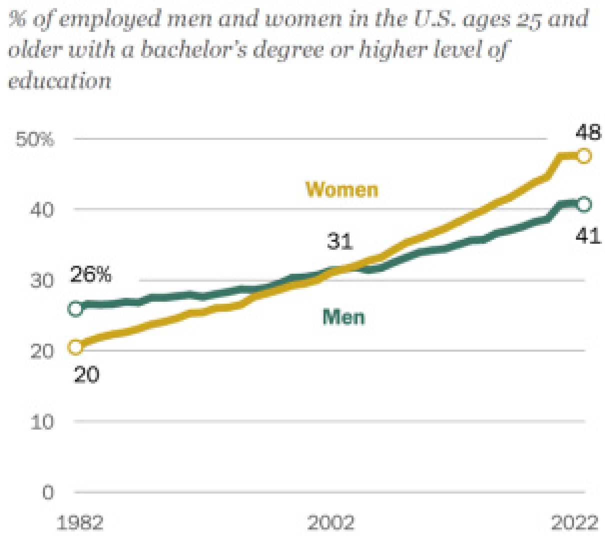


a) What is the mode of the data and when did it occur?
b) During which time periods did CD sales break 600 million?
c) About how many more CDs were sold in 2000 than in 1990?
d) Calculate the percent decline in sales from 2000 to 2020.

Assignment 8. Interpret the data on the line graph and do the tasks given.

The line graph shows the percent of employed men and women in the US aged 25 or older with a bachelor's degree or higher level of education.

a) Calculate the increase in the percent of women aged 25 and older who hold at least a bachelor's degree from 1982 to 2022.
b) Calculate the percent change in the percent of women aged 25 and older who hold at least a bachelor's degree from 1982 to 2022.
c) Calculate the increase in the percent of men aged 25 and older who hold at least a bachelor's degree from 1982 to 2022.
d) Calculate the percent change in the percent of men aged 25 and older who hold at least a bachelor's degree from 1982 to 2022.
e) Compare the answers to parts a) and b) with parts b) and d).
f) The graph shows that the lines representing men and women cross over. What does this tell us?



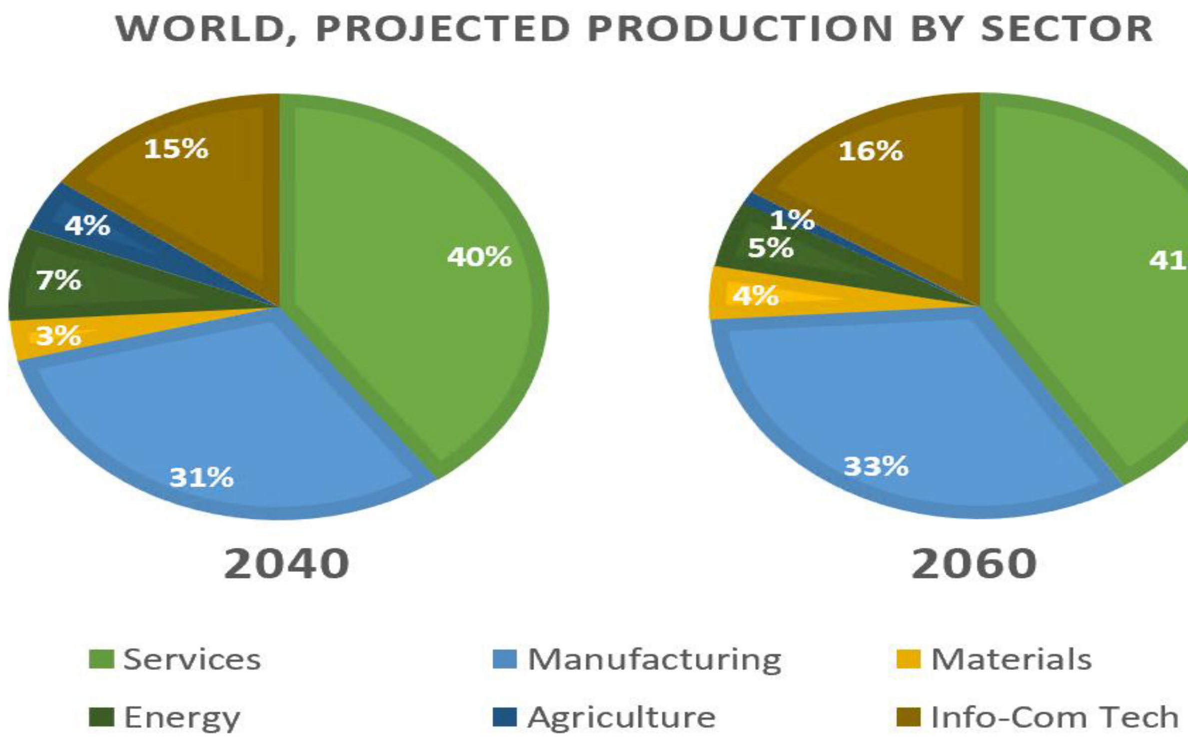
✍**Assignment 9.** Put these words and phrases into the correct column according to the trend they can be used to describe. Some of the words can be used to describe more than one pattern.

unchanged	fall	rise	drop	remain steady	reach a high
fluctuate	plunge	upward trend	downward trend	plateau	sharp
steep	unpredictable	static	significant	wildly	constant
reach a low	steadily	rapidly	fixed	peak	dramatic

↗	↘	→	↘ ↗ ↘
fall	Rise	unchanged	fluctuate

✍**Assignment 10.** Summarise the information by selecting and reporting the main features, and make comparisons where relevant.

The charts show projections for global production by sector in 2040 and 2060.



✍**Assignment 11.** Read the information. Then choose the correct words and phrases to complete the sentences about the pie charts in Assignment 10.

The charts show projections for global production by sector in 2040 and 2060. Generally speaking, there is little change in the projected proportion of production by the various sectors in the two years, with manufacturing and services being the most _________.

It is forecast that the services and manufacturing sectors together will _________ for more than half of global production in 2040 and 2060, 71% (40% and 31%) and 74% (41% and 33%) _____________. By ________, the proportion of production from energy is expected to ________ from 7% in 2040 to 5% in 2060, a ________ of approximately one third. It is also anticipated that there will be a similar ________ drop for agriculture production from 4% to 1% with production in materials, by contrast, __________ 4% in 2060 compared to 3% in 2040.

As __________ info-communications and technology, there is expected to be little difference in the proportion of production the sector constitutes, with a ________ __________ from 15% to 16% over the period.

✍**Assignment 12.** In pairs, use the following expressions to ask for and give (or withhold) information regarding the projected global production by sector from Assignment 10.

Example:

A. 'I wonder if you could tell me whether the projected services production for 2040 is up or down compared to that of 2060?'

B. 'Yes, I've got the figures right in front of me. The projected services production for 2040 is expected to be on the same level as in 2060.

Asking for information	Giving (or withholding) information
I wonder if you could tell me ...	Yes, I’ve got the figures right in front of me…
I’d like to know ...	Sure, I’ll just look that up for you ...
Could you let me have ...	According to my records ...
Could you tell me ...	I’m afraid this is classified information.
I’d like some information about ...	I'm sorry but I don’t have that information available.

? Test for self-assesement 2

1. Which of these products would not be suitable for digital distribution?
   a) computer software
   b) music
   c) laptop

2. What is a loss leader?
   a) a leading brand that is currently making losses
   b) the manager of a business who cannot use a satellite navigation system
   c) an item that is sold below cost price to get customers into store

3. Which best defines an invention?
   a) a completely new type of product that has not existed before
   b) a redeveloped product that has numerous design improvements
   c) an existing product that has been adapted for a new use

4. Which statement about the marketing mix is false?
   a) the marketing mix of a business should be coherent
   b) each element of the marketing mix should not be influenced by other elements
   c) mixing the elements of the marketing mix well is more likely to lead to success

5. An ice cream shop allows customers to try a flavour free of charge. Which point of sale promotion is being used?
   a) competition
   b) free sample
   c) loss leader
6. What is "place" concerned with?
   a) How goods and services reach the customer
   b) how high street shops are run
   c) the design of E-commerce websites

7. During which stage of the product life cycle would you expect sales to be at their lowest?
   a) decline
   b) introduction
   c) maturity

8. Which of the following describes price skimming?
   a) charging a low price initially, and keeping it low to gain additional sales
   b) initially setting the selling price of a product low and raising it after a period of time

c) setting a high selling price of a product initially and slowly lowering it over a period of time

9. A business sells £250,000 worths of products in a market where total sales are £1,500,000. What market share does the business have?
   a) 0.1667
   b) 0.6
   c) 0.25

10. Which of the following is a pricing strategy that would only be used for a short time period?
    a) cost-plus pricing
    b) promotional pricing
    c) competitor pricing

Тема 3. Особливості перекладу наукової та фахової термінології іноземною мовою

Lead-in: Before reading Text 1, answer the following questions:

1. How do you understand 'business translation?'
2. Have you ever had any experience of business translation? Was it successful?
3. What are the challenges of oral translation?
4. What translation types do you know?
5. What types of business documentation are usually translated into English in your company?
6. What is the essnce of the glossary of terms and what it involves?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

BUSINESS TRANSLATION: WHAT IT IS, AND HOW TO MANAGE IT

Business translation is the process of translating any type of text into one or more target languages to accompany global business activities.

If we were to think of a mantra for today's business environment, it would probably be some variation of "Go global or go home." Continuously seeking new opportunities to generate revenue and increase market share globally is the name of the game – and that requires a strong global expansion strategy. For companies that are on track for global growth, one of the biggest questions is how to overcome the language barrier to doing business in foreign markets. When devising a global strategy, most of them find business translation to be the answer. Nevertheless, only a few truly manage to make it support their market expansion.

A key piece of the global growth puzzle, business translation can lead to higher exposure and boost revenue worldwide when integrated from the start with the right technology. Business translation is defined as the process of translating any type of text into one or more target languages to accompany global business activities.

Depending on their size, structure, and needs, companies rely for business translation on in-house linguists or outsource it to business translation services or a pool of freelance translators.

The first step in understanding how to best approach business translation is knowing that it may involve multiple types of translation.

While this might seem obvious, it is easy to underestimate the sheer volume of information that needs to be translated when a company is focused on entering global markets.

Translation of internal business documentation

You know all those hundreds of documents that are the backbone of your business? Think HR manuals, operation guidelines, or corporate style guides. Well, before you can even begin to introduce your product or service into a new country, you'll need to translate all of them into the local language.

When you have a large multinational and multilingual workforce, translating internal procedures, policies, and guidelines ensures that everyone is on the same page and abides by the same standards. Compliance is also another big factor here – letting the language barrier affect the ability of your employees to do their jobs can instantly escalate into a compliance or legal stalemate.

The challenge of the internal business translation is quantity and fragmentation. Internal business documentation tends to amount to a large volume of text that needs to be handled simultaneously. If you add how dispersed they are across multiple stakeholders worldwide, this quickly becomes a sprawling project with lots of moving parts.

When there are several team members involved, communication often slows down as it becomes harder to keep track of who is working on what and how the different tasks should be broken up. Version control can also become an issue.

The solution is centralization and coordination. Thus, overcoming the challenge of translating internal business documentation is a two-fold task.

First, you need to centralize all internal business documentation into a single multilingual hub or knowledge base accessible by every department. The hub should work as a version-controlled repository and, naturally, as a single point of truth to every employee that needs a particular piece of content in any language.

Examples of documentation services that could help organize your company's internal content include Salesforce Knowledge, Help Scout, Zendesk, HelpCrunch.

Second, you need to adopt a centralized business translation workflow that allows for the management and organizing of all the dispersed content, leaving behind the non-synchronized and non-centralized translation efforts across departments, teams, and employees worldwide.

Legal and technical documentation

One of the most complex types of business translation are texts of legal and technical nature in different languages. The complexity levels can go through the roof when dealing simultaneously with documents like proceedings, registrations, filings, patents, or user manuals. These types of text use very specific terminology and often require considerable expertise.

What further complicates the picture is that you can hardly avoid dealing with legal and technical documentation. When you expand into another country, each document focused on legal or technical issues must be translated in its entirety. It also needs to be reviewed by a professional in the corresponding domain to retain accuracy and avoid potential disputes or even fines.

Within legal translation, we can differentiate between:

- Legal documentation – warrants, registrations, certification, statements, affidavits, etc.
- Judicial documentation – proceedings, trials, judgments, expert opinions, etc.
- Juridical documentation – decrees, regulations, partnership agreements, contracts, insurance policies, bail insurances, etc.

Technical documentation translation, on the other hand, groups together a broad range of scientific and technical texts that range from user manuals, service guides, and installation instructions to software strings and datasheets.

The challenge is accuracy and quality. The quality requirements that companies need to meet with legal and technical business translation are very high.

Not respecting them can result in fines, lawsuits, public embarrassment, or even the inability of your company to continue operating in a certain country (for example, if a patent is rejected because of poor translation). In other words, with this type of translation, quality becomes paramount not only from a linguistic perspective but from a compliance and corporate responsibility point of view as well.

Every specialty in legal and technical translation has its own prerequisites and terminology. In the case of patents, for example, a very specific and highly regulated language must be followed that is quite impossible to master without being a subject expert in the respective field.

The solution is terminology management and subject-matter expertise. Terminology validation in legal and technical translation is paramount and should be a concerted effort between specialized translators, legal experts, and local-market consultants.

Ideally, before the start of any translation project, a glossary of terms should be created that includes legal and technical terminology, domain-specific expressions, acronyms, abbreviations, etc.

Terminology management, combined with subject-matter expertise, can go a long way in reducing potentially costly mistakes or oversights in your legal and technical translation projects. It may take some time before you can get everyone on board to sign off your organization's glossary, but once it is ready, translators will have a source of truth regarding your industry's jargon and the most recurring specific terms.

This way, you can speed up turnarounds and minimize errors and inconsistencies across your markets. Getting all your product and service terminology validated will also bring value to your global marketing messaging, resulting in a more cohesive end product.

(Adapted from Business Translation: What It Is, and How to Manage It by Francesca Sorrentino, 22 September, 2023 https://phrase.com/blog/posts/business-translation-2/).

✍**Assignment 1.** Read the following passage, translate it into Ukrainian and find the English equivalents for the following terms:

Прес-реліз	Цільові сторінки	Платна реклама
Описи продукції	Контент в соціальних мережах	Рекламний продукт
Шаблони електронних листів	Текст (рекламний)	Зображення
Ілюстрації	Айдентика бренду	Оптимізація пошукової системи
Загальний погляд на процес збоку (з висоти пташиного польоту)		

In addition to internal, legal, and technical documents, business translation also involves dealing with marketing content and digital assets designed to attract, engage, and retain an external audience:

- Press releases
- Product sheets
- Landing pages
- Email templates
- Paid advertisements
- Social media content, etc.

Since it aims to connect with people on an emotional level, promotional collateral can hardly bear literal translation. Marketing linguists need to capture the spirit of the message you are trying to convey and adapt it to the target market's expectations so it can elicit the same reaction in the new cultural context – a process known as marketing localization.

One of the most effective translation techniques that can be used for marketing localization is **transcreation** – defined as the creative translation of international advertising content that ensures the tastes, wants, and attitudes of a target audience are respected and matched to equivalent cultural references.

Marketing campaigns should reflect your company's core message as closely as possible. However, it can be difficult not to stray away from your brand identity, especially if you try too hard to adapt to the tastes of every single market. In other words, if you want to maintain a strong global brand identity that differentiates your company from the competition – but still localize for every market – you need to find a middle ground with both cohesion and individuality in all of your messaging and assets.

This includes not just copy but also imagery and illustrations. For example, every culture is different in the way it perceives certain symbols or colors: While most people around the world associate red with love, passion, or even danger, in some cultures of the Far East, red is the color of good fortune and prosperity. So how do you keep your brand identity intact while still being sensitive to cross-cultural differences?

The secret is approaching the process as a joint effort between marketing and translation teams. For example, marketers can ensure that the source content is not freighted with metaphors that could be difficult to translate. For the purpose of international SEO, they can also make sure that the content reflects search engine queries in the target language. Put another way, they can prepare content that is easy to localize.

Translators, on the other hand – if experts in marketing localization, based in-market, and native speakers of the target language – can help marketers convey their concepts through more straightforward wording that is also culturally adapted. What is important for both sides is to be conscious of the other's needs and limitations, so they can work hand in hand on achieving a result that represents the organization's brand identity while still being sensitive to cultural differences.

The way this collaboration is managed varies from one organization to the next. A best practice would be to assign a dedicated localization manager who keeps a helicopter view of the process. They can also ensure that all content being translated is in line with your overarching localization strategy and brand identity.

✍**Assignment 2.** Match the words and expressions in the first box with a dictionary definition from the list A-Q below. Translate them into Ukrainian.

1	automation	**7**	interest rates	**13**	output
2	unemployment	**8**	primary industries	**14**	income tax
3	inflation	**9**	secondary industries	**15**	VAT
4	balance of payments	**10**	service industries	**16**	deficit
5	taxation	**11**	nationalised industries	**17**	key industries
6	GNP	**12**	monopoly		

A. The percentage charged for borrowing money. *(The Bank of England has raised____).*
B. Industries involved in the manufacture of goods. *(_________ rely on the ready supply of raw materials).*
C. The value of goods and services paid for in a country, including income earned in other countries. *(Last year's* _________________was *dose to £25 billion).*
D. The amount which a firm, machine or person produces. *(The factory has doubled its ____________in the last six months).*
E. Industries involved in the production of raw materials. *(Coal mining is one of the important______________).*
F Installing machinery in place of workers *(_______________can be a mixed blessing - machines usually tend to be out of order when you need them most).*
G. Industries, which do not make products but offer a service such as banking, insurance and transport. *(______________ have become more important in the last decade).*
H. The difference in value between a country's imports and exports. *(The government is trying to reduce the ______________deficit).*
I. The amount by which expenditure is more than receipts in a firm's or country's accounts. *(The company announced a two million pound*____________).
J. A system where one person or company supplies all of a product in one area without any competition. *(The state has a* _______________ of *the tobacco trade).*
K. Industries, which were once privately owned, but now belong to the state. *(Workers in___________are to get a 3% pay rise).*
L. Lack of work. *(The figures for_______________ are rising.)*
M. The action of imposing taxes. *(Money raised by*___________ pays *for all government services).*
N. The most important industries in a country. *(Oil is one of the*_________*, which are essential to the country's economy).*
O. A state of economy where prices and wages are rising to keep pace with each other. *(The government is trying to keep ________________ down below 3%).*

P. A tax on money earned as wages or salary. *(She pays________ at the lowest rate).*
Q. A tax imposed as a percentage of the invoice value of goods or services. An indirect tax. *(______________in Britain currently runs at 17.5%).*

✍**Assignment 3.** Read *the Translation Notes* and determine whether the proper names btlow are correctly rendered into Ukrainian. In case of improper translation, give your way of rendering.

📚*The Translation Notes*

There are two ways of rendering *proper names* in translation: transcription and transliteration. Transcription is now universally accepted: M*ary – Мері.* Phonetic peculiarities, however, sometimes interfere and modify this principle by causing certain departures, e.g. the name of the well-known novelist Iris Murdoch is rendered with the inserted letter (and sound) "р" – Айріс Мердок.

Translation represents the words in a graphic way and is no longer regarded as an acceptable method of rendering proper names. However, tradition has preserved it in some cases and therefore this method still survives, e.g. *Lincoln* is rendered as *Лінкольн* and *Wellington* as *Веллінгтон.*

Traditionally, names of prominent people are rendered by their Ukrainian equivalents: *Isaak Newton – Ісаак Н'ютон, Abraham Lincoln – Авраам Лінкольн, King James – Король Яків*. All these factors explain the existence of double forms of proper names.

1	Lewis	Льюїс	8	H. Mittelstaedt	Г. Міттелстедт
2	William Coleman	Уільям Колеман	9	Coral Gables	Корел Гейблз
3	Raymond Gozzi	Раймонд Гоззі	10	Frederick Taylor	ФредерикТейлор
4	Philip Kotler	Філіп Котлер	11	Henri Fayol	Анрі Файол
5	David Bourland	Девід Бурленд	12	Andrew Meichenbaum	Ендрю Майченбаум
6	V. Mountcastle	В. Маунткастл	13	Charles Derber	Чарлз Дербер
7	R. Di Giueseppe	Р. Діджузеппе	14	Harry Weinberg	Гаррі Вейнберг

✍**Assignment 4.** Read *the Translation Notes* and render the periodicals names below into Ukrainian.

📚*The Translation Notes*

Rendering of the *Names of Periodicals*, we use transcoding, i.e. translating a word or text by converting its phonetic or visual form from one language to another, often by using the target language's alphabet. It is a method that primarily focuses on sound and appearance, and can be done through different techniques like *transliteration* (copying the graphic form), *adaptive transcoding* (adapting the form to the target language norms), or *mixed transcoding* (a combination of copying the sound and the graphic form.

It should be noted that for pragmatic reasons such words as *газета, журнал, тижневик* are added respectively. *The United States News and World Report – американський тижневик «Юнайтед Стейтс Ньюс энд Уорлд Рипорт».*

Considering the information requirements the Ukrainian translation can be added: *Chemical Abstracts – «Кемікл абстрактс» («Хімічний реферативний журнал»), International Affairs – «Інтернешнл афферс» («Міжнародні справи»), Journal of Management – «Джорнел оф менеджмент» («Журнал з менеджменту»).*

International Journal of Ethics, American Journal of Education, Science, Discovery, Psychological Abstracts, Journal of Aesthetics and Art Criticism, Daedalus, Anthropology, Geographical Review, Focus, Forbes, Harvard Business Review, Journal of Experimental Psychology, the Economist, Financial Times, American Philosophical Society News, Finance Enquiry, Perspectives, Finance Gates.

✍**Assignment 5.** Read *the Translation Notes* and render the names of educational institutions and enterprises below into Ukrainian.

📚*The Translation Notes*

The Names of Institutions and Organizations are usually transcribed, e.g.: *General Motors – Дженерал Моторс, British Airways – Бритиш Эруейс.* However, there are exceptions to this rule: *The Common Market – Спільний ринок; The Federal Bureau of Investigation (FBI) – федеральне бюро розслідувань (ФБР)*. These are accepted translated equivalents.

Educational institution	Ukrainian equivalent	Enterprise	Ukrainian equivalent
University of Surrey		Abbot Laboratories	
University of Illinois at Chicago		American Brands Inc.	
University of Wisconsin, Milwaukee		Alcan Aluminium Ltd.	
University of British Columbia		Armsrong World Industries	
Massachusetts Institute of Technology		Bethelhem Steel Corp.	
University of Iowa		Chase Manhattan Bank	
State University of New York		Compaq Computer Corp	

University of California at Los Angeles		McGrow-Hill Corp.	
Polytechnic Institute of Brooklyn		Hewlett Packard	
Vanderbilt University		Occidental Petroleum	
Polytechnic of Central London;		S.A.K. Connection	
Stanford University		USAIR Group Inc.	

✍**Assignment 6.** Read *the Translation Notes,* render the sentences into Ukrainian and determine which of them require transcoding.

📚*The Translation Notes*

Scientific and Technical Terms are generally associated with a definite branch of science or technology. They tend to be monosemantic in the given branch of science or technology and therefore easily call forth the required concept. They are translated by corresponding Ukrainian terms: *calorie – калорія, equator – екватор, polysemantic – багатозначний, etc*. It should be borne in mind that one and the same term may have different meanings in different branches of science and technology, e.g.: line *– 1) конвеєр, потокова лінія; 2) трубопровід*, etc. Thus a term may sometimes be polysemantic, e.g.: *power (phys.) – сила, потужність, енергія; power (math.) –міра.*

The commonly used translation techniques in scientific and technical literature are as follows: calquing, transcoding and descriptive translation technique.

1. The World-Wide Web is an Internet-based application that exploits this capability to provide a global information service.
2. Many personal computers and workstations now have software packages that mimic the operation of a fax machine.
3. The systematic process of product design has to resolve the often-conflicting demands that arise in the development of products. These might include considerations of manufacturing, marketing, aesthetic appeal, protection of the environment, ergonomics, financial cost, ease of maintenance, and safety.
4. Deflation involves a sustained decline in the aggregate level of prices, such as occurred during the Great Depression of the 1930s; it is usually associated with a prolonged erosion of economic activity and high unemployment.
5. Monetarism is commonly contrasted with Keynesianism, which roughly corresponds to the view that changes in the money supply have little, if any, short-term impact on the economy, that the economy will not automatically move towards full employment, and that fiscal policy can be effective in helping attain full employment.
6. Oligopoly, a market dominated by a few producers or suppliers. It falls somewhere between a situation where there is what is known as perfect

competition and one in which there is a monopoly, domination of the market by one producer or supplier.
7. In the world of computers, multimedia is a subset of hypermedia, which combines the elements of multimedia with hypertext, which links the information.
8. Defamation, the act of damaging the reputation of another by means of false and malicious communications that expose that person to contempt, ridicule, hatred, or social ostracism.
9. The auctioneer acts as the agent of the seller and is paid a commission based on the sale price. Some auctioneers, Sotheby's and Christies, for example, also charge the buyer a commission on the sale price.
10. Boycott initiators often attempt to enlist the support of friendly or neutral sections of the population, as, for example, when democratic groups in various countries refused to purchase goods from National Socialist Germany before World War II.

🕮 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

TRANSLATION MANAGEMENT SYSTEM

Businesses expanding globally use a translation management system to translate content efficiently. Doing business globally requires brands to speak the language of the buyer. To understand and engage with a product, customers across the globe expect quality content that considers their cultural context at every stage of the buying cycle.

One of the most effective ways to deliver it is by using a **translation management system (TMS).** Designed to help businesses automate, translate, and manage content for international markets at scale, a TMS is an important resource for global growth.

A cloud-based TMS powered by AI-powered technology, brings all business translation best practices together in a single place, allowing you to:

- Translate content at scale through smart automation
- Foster collaborative teamwork in the cloud
- Integrate with your existing tech stack
- Ensure translation quality and consistency
- Reduce translation costs by speeding up work with translation technology
- Streamline the overall translation process

The benefits of using a translation management system

Learning how a translation management system can help you open the door to global business by automating, managing, and translating all your content into the languages your audiences speak. You can increase efficiency by combining translation memory and machine translation technology.

Translation memory (TM) technology works by keeping a record of previously translated content so that translators can reuse parts of it to reduce costs and time. This way, faster turnaround times and higher output become possible, while equally increasing the likelihood of maintaining consistency throughout all projects.

The benefits of a TMS do not stop there: **AI-powered machine translation (MT)** technology is another helpful tool available within the most complete TMS solutions. By leveraging artificial intelligence, machine translation creates an automatic translation output that can act as a starting point and then be edited to human perfection by language experts.

The key advantage of using MT technology is its speed. Translating large batches of content need not be a slow and labor-intensive process anymore. Equally important, since MT technology learns from every translation the more it gets used, the better the results become.

Having said that, the right technology for your global business and multilingual projects is a mix of TM and MT capabilities that can adapt to your workflow and deliver the best possible results for your organization.

Ensuring translation accuracy and consistency is a tall order to fill when content gets updated frequently and the volume of projects and language combinations increases.

That is exactly how a TMS can help. Best-in-class TMS solutions let you take control of every project's terminology management through term bases that act as central repositories or pre-approved terminology across your organization. Term bases are glossaries of industry-specific words and phrases with their translation into another language. They can also include context for correct usage, term relationships, and definitions to help maintain the accuracy of all your projects.

Every time content gets updated or new projects get launched, translators pull up the latest term bases so that every bit of content remains consistent across your business.

A modern TMS should offer out-of-the-box integrations through an API with dozens of other systems, from large players to small vendors, to help you cover your business translation needs and automate your workflows end to end.

These include, among many others:

- Content management systems like Contentful, Hubspot CMS Hub, Contentstack, and WordPress
- Marketing platforms like Adobe Commerce (previously Magento), Adobe Experience Manager, Hubspot Marketing Hub, and Marketo
- Storage services like Dropbox, Google Drive, and FTP
- Source code repositories like Bitbucket, Git, GitHub, and GitLab
- Documentation services (help centers and knowledge bases) like Salesforce Knowledge, Help Scout, and Zendesk
- Design software like Sketch and Figma
- Third-party services like Captionhub, Gengo, Gridly, LBS Suite, Paligo, Plunet, TransPDF, and XTRF

Adopting a cloud-based TMS is an effective way of getting managers, developers, subject matter experts, translators, copywriters, marketers, and designers on the same page. Whether your team members are in the office, working from home, or outside, it makes no difference when working with a cloud-based TMS.

Moreover, a TMS will help you establish a clear translation and localization workflow, monitor the projects' progress, and, most importantly, invite different departments and branches from your organization to get involved in the localization process.

A translation management system gets you out of the most intricate translation labyrinths with the following features:

- Automated importing and exporting of content
- Support for multiple languages, concurrently
- Progress tracking and time estimation
- Automatic assignment of internal resources
- Assessment of localization quality and consistency
- Cost tracking, and much more

With a TMS at your service, managers can truly focus on what is important: expanding the global footprint of their business.

(Adapted from Business Translation: What It Is, and How to Manage It by Francesca Sorrentino, 22 September, 2023 https://phrase.com/blog/posts/business-translation-2/).

Questions for discussion:

1. What are the main TMS features?
2. What are the benefits of using a TMS?
3. How does a Translation Memory (TM) technology work?
4. What is a key advantage of using MT technology?
5. Give the names of other systems to help you cover your business translation needs and automate your workflows, and explain the issues they resolve.

Assignment 7. Match the words and word-combinations from Text 2 with their Ukrainian equivalents.

1	У значних масштабах	**a**	A tall order
2	Сприяти спільній роботі	**b**	AI technologies
3	Скоротити витрати	**c**	At scale
4	Оптимізувати процес	**d**	Speeding up work
5	Прискорення роботи	**e**	Streamline the process
6	Технології штучного інтелекту	**f**	Foster collaborative teamwork
7	Підвищити ефективність	**g**	Reduce costs
8	Служити відправною точкою	**h**	Increase efficiency
9	Трудомісткий процес	**i**	Act as a starting point
10	Складне завдання	**j**	Labor-intensive process

Assignment 8. Translate the sentences into English, using the terms from Assignment 7.

1. За допомогою технологій штучного інтелекту ви можете автоматизувати свої повсякденні завдання та значно підвищити ефективність своєї організації.
2. Досягнення цілей продажів у цьому кварталі є складним завданням для нашого відділу.
3. Кожне організаційне завдання було розподілено між членами команди для оптимізації процесу.
4. Для зростаючої компанії у світі банківської справи, страхування, управління грошима чи інвестицій забезпечення безперебійної підтримки у значних масштабах може бути складним завданням.
5. Початкові результати є відправною точкою для глибшого дослідження.
6. Безпечне робоче середовище сприяє спільній командній роботі та зміцнює стосунки між колегами.
7. Стратегія промислового розвитку з наголосом на трудомісткі процеси визначається наявністю на внутрішньому ринку дешевої робочої силию
8. Ефективна виробнича лінія може знизити витрати та покращити терміни доставки продукції.
9. Цього можна досягти, збільшивши темп праці та зменшивши заробітну платню робітників.
10. Забезпечити виняткове обслуговування в години пік – це серйозний виклик для персонала.

✍**Assignment 9.** Read the extract and the translation made with the aid of *Google Translate.* Analyse the translation and correct the mistakes. Summarise the type of translation mistakes you encountered.

English	Ukrainian
Innovative Tools & Trends Reshaping Negotiations	**Інноваційні інструменти та тенденції, що змінюють форму переговорів**
In today's rapidly evolving business landscape, the tools and strategies employed in sales negotiations are undergoing significant transformations. Let's delve deeper into these advancements	У сучасному швидкозмінному бізнес-середовищі інструменти та стратегії, що використовуються в переговорах з продажу, зазнають значних трансформацій. Давайте глибше заглибимося в ці досягнення.
CRM Systems	**CRM-системи**
Customer Relationship Management (CRM) systems are at the forefront of modern sales negotiations. They centralize customer data, providing sales professionals with comprehensive insights into buyer behavior, preferences, and previous interactions.	Системи управління взаємовідносинами з клієнтами (CRM) є на передньому краї сучасних переговорів з продажу. Вони централізують дані про клієнтів, надаючи фахівцям з продажу всебічне уявлення про

This information is invaluable in tailoring negotiation strategies.	поведінку, уподобання та попередні взаємодії покупців. Ця інформація є безцінною для розробки стратегій переговорів.
AI-Powered Analytics Platforms	**Платформи аналітики на базі штучного інтелекту**
Artificial Intelligence is revolutionizing the way sales professionals approach negotiations. These platforms analyze vast amounts of data in real time, offering predictive insights that can guide negotiation strategies, anticipate buyer behavior, and optimize deal terms.	Штучний інтелект революціонізує підхід фахівців з продажу до переговорів. Ці платформи аналізують величезні обсяги даних у режимі реального часу, пропонуючи прогнозні висновки, які можуть допомогти у розробці стратегій переговорів, передбаченні поведінки покупців та оптимізації умов угоди.
Deal Desks	**Столи угоди**
Deal Desks have emerged as centralized hubs that streamline the negotiation process. They consolidate essential information, tools, and resources, ensuring sales teams are equipped to negotiate effectively. By centralizing data and strategy, Deal Desks help align negotiations with broader organizational objectives.	Столи угоди стали централізованими центрами, що оптимізують процес переговорів. Вони консолідують важливу інформацію, інструменти та ресурси, забезпечуючи, щоб команди з продажу були оснащені для ефективного ведення переговорів. Централізуючи дані та стратегію, столи угоди допомагають узгодити переговори з ширшими цілями організації.
Digital Sales Rooms	**Цифрові кімнати продажів**
The rise of digital communication tools has made virtual negotiations more prevalent. This trend requires sales professionals to adapt their techniques, focusing on clear communication and leveraging digital tools to build rapport and trust. Also known as virtual deal rooms or sales microsites, digital sales rooms are the future of sales proposals. Effective sales negotiation skills are indispensable in the competitive market.	Зростання популярності цифрових комунікаційних інструментів зробило віртуальні переговори більш поширеними. Ця тенденція вимагає від фахівців з продажу адаптувати свої методи, зосереджуючись на чіткій комунікації та використовуючи цифрові інструменти для побудови взаєморозуміння та довіри. Також відомі як віртуальні кімнати угод або мікросайти продажів, цифрові кімнати продажів – це майбутнє торгових пропозицій. Ефективні навички ведення переговорів з продажу є

Mastering sales negotiation skills is crucial for achieving favorable terms in deals and fostering lasting business relationships, which in turn significantly impact a company's success (Adapted from What Is Sales Negotiation? by Dealhub experts, May 15, 2025. URL: https://dealhub.io/glossary/sales-negotiation/)	незамінними на конкурентному ринку. Оволодіння навичками ведення переговорів з продажу має вирішальне значення для досягнення вигідних умов угод та сприяння розвитку тривалих ділових відносин, що, у свою чергу, суттєво впливає на успіх компанії.

✍**Assignment 10.** Read the article, analyse it, and do the summary-translation of the article (See Додаток Б: Приклади написання анотації та реферату й виконання анотаційного та реферативного перекладу).

How to Negotiate with Powerful Suppliers

A framework for assessing your strategic options by Petros Paranikas, Grace Puma Whiteford, Bob Tevelson and Dan Belz

In many industries, the balance of power has dramatically shifted from buyers to suppliers. A classic example comes from the railway industry. In 1900, North America had 35 suppliers of cast rail wheels; railway builders could pick and choose among them. A century later, no one looking to build a railroad had this luxury, as only two suppliers remained. Today there is just one, which means that railroad builders have no choice but to accept the supplier's price.

The shift has come about for various reasons, any or all of which may be in play in a given industry. In some cases, suppliers have eliminated their competitors by driving down costs or developing disruptive technologies. In others, fast-growing demand for inputs has outstripped supply to such a degree that suppliers have been able to charge what they want. In still others, buyers have consolidated demand and forced suppliers' prices down so far that many suppliers exited the market, giving the remaining few more clout.

Whatever the reason, companies that have gotten into a weak position with suppliers need to approach the situation strategically. They can no longer rely on hard negotiations through their procurement offices. To help with the strategic reappraisal, we've developed an analytic framework with four steps, in order of ascending risk. Companies should start by assessing whether they could help the supplier realize value in other contexts. If not, they should consider whether they could change how they buy. They should then look at either acquiring an existing supplier or creating a new one. If all else fails, they must consider playing hardball, which can have a lasting impact on the relationship and is a last resort.

Let's look at each step in detail.

1. **Bring New Value to Your Supplier**

This is the easiest way to redefine your relationship with a powerful supplier. It can rebalance the power equation and turn a purely commercial transaction into a strategic partnership. You can provide new value in several ways. For example:

- *Be a gateway to new markets.*

The quickest and least expensive way to redress a power imbalance is to offer the supplier a market opportunity that is too good to pass up in exchange for price concessions. Finding the right carrot can take some digging. Here's a case in point: A beverage company was facing annual price hikes from a beverage-packaging supplier. It seemed to have no way out; the supplier had patented its manufacturing process, and its pricing was lower than that of other sources.

But as it happened, the buyer was about to enter two large developing markets in which the supplier had tried but failed to gain traction. The procurement manager realized that the company could give the supplier's products a foothold in those markets. She and her team put their heads together with the marketing team and presented the supplier with an offer that was hard to refuse: In exchange for a 10% price reduction globally, the company would use the supplier's cans in the new markets.

- *Reduce the supplier's risks.*

If a company is well placed to help a supplier reduce its price risks, it can demand some concessions in return. For instance, a large chemical company was working with a single, recalcitrant supplier. To produce titanium dioxide it required feedstock manufactured to tight specifications, and only that supplier could meet its needs. When the chemical company tried to increase its order, the supplier claimed to have limited capacity and demanded a price premium.

Given the cyclical nature of the industry, the company surmised that the supplier would jump at the chance to lock in a long-term contract—a commitment other customers lacked the financial strength to make. Procurement worked closely with a team from finance, which created detailed models to determine a price range that would let the supplier generate returns of 15% on invested capital. The supplier agreed to a multiyear contract with prices that would not fluctuate more than 10% annually, and the chemical company got a 10% discount from the original quote.

2. Change How You Buy

If no opportunities exist to help the supplier create new value, your next best alternative is to change your pattern of demand. Because this strategy can have implications for other parts of your organization, it requires close collaboration with any functions that could be affected. A company can change its demand patterns in three ways, all of which may require intensive data collection and analysis.

- *Consolidate purchase orders.*

This is the least-risky option and the easiest one to implement. It may involve little more than acting on an internal audit of procurement data.

At one aircraft manufacturer, various business units were independently purchasing components from a large supplier, which was doubling or tripling the prices it had originally quoted. The supplier was reaping gross margins of about 20%, whereas the aircraft manufacturer's were only 10%. And deliveries were unreliable, which drove up the manufacturer's overall costs. Individually the business units lacked the power to force a change in behavior. But the unit CEOs got together, consolidated their spending data, and went to the supplier's top executive with a threat to suspend all purchases unless changes were made. The supplier became far more responsive, cutting prices so that its margins were also about 10% and improving the timeliness of deliveries.

Small companies that don't order through multiple units can form purchase consortiums with other firms in their industry. In 2008, an oligopoly of four suppliers controlled the ATM market in one European country. To counterbalance the group's power, four banks created a purchasing consortium for ATM parts and maintenance, ultimately cutting their ATM costs by 25%. To succeed, consortiums must align their members' interests and have the right governance in place. To avoid raising antitrust issues, they should not be too powerful themselves, which means that this approach is best suited to relatively fragmented, competitive industries.

- *Rethink purchasing bundles.*

If a company cannot create large purchasing bundles within product categories or geographies, it should consider purchasing across them. One telecom company dealing with a powerful supplier for a particular component gained price concessions by pointing out that it also bought other components from that supplier – ones it could easily obtain elsewhere. Similarly, a global chemical manufacturer accustomed to buying a key ingredient from two suppliers, one in the United States and one in Europe (and each with a monopoly in its region), announced that it was considering consolidating to a single supplier and began a qualification process to choose which one. By awarding a single global contract, it would have given the winner a toehold in the loser's monopoly territory. Faced with the threat of competition, each supplier agreed to a 10% discount.

At other times, the right strategy is to pick apart your existing bundles; this may enable you to create competition among suppliers where none previously existed. When a consumer goods company decided to renegotiate its contract with a powerful information provider that offered an integrated global product and services package, the procurement team quickly realized that it needed to differentiate between data (for which the supplier held a monopoly in some geographies) and analytic services (for which the market was generally competitive). It also decided to negotiate at a country level – enabling suppliers that could cover some but not all geographies to participate. As a result, it obtained savings of 10% on data and 20% on analytics.

- *Decrease purchase volume.*

The third way to alter demand is to shift volume away from a powerful supplier, ideally by switching to a substitute or lower-cost product. The mere threat of this can increase the supplier's openness to negotiation—but the buyer's organization needs to stand behind its negotiation team and be willing to revisit what it purchases. Determined to reduce IT costs, one retailer we advised determined that most of its staff members did not need to create documents—they needed only to read them. It was able to eliminate 75% of its office software licenses, replacing them with a lower-cost, read-only alternative.

3. **Create a New Supplier**

If options for changing your company's demand profile aren't available, you should next explore creating a completely new supply source. Like the first two strategies, this ultimately shifts demand away from powerful suppliers, but it tackles the other side of the equation. It is most likely to be necessary in industries where price negotiations have gone so far as to drive most suppliers out of business, effectively giving the survivors a monopoly. Of course, such drastic action risks alienating your supplier completely and may change your company's business model. It will also alter the competitive dynamics and perhaps even the structure of your supplier's industry and your own. For these reasons it is a risky proposition, but if well executed, it can transform your prospects. There are essentially two options:

- *Bring in a supplier from an adjacent market.*

The easiest way to create a new supplier is to bring in a competitor from an adjacent geography or industry, one that might not otherwise have entered the market. One major airline reduced its food costs and improved quality by enticing a European catering company to enter the U.S. airline-catering market, which had been controlled by two well-entrenched suppliers that were reluctant to lower prices. The new entrant had an innovative, off-premises production model that enabled it to offer higher-quality food at significantly lower prices in exchange for longer-term contracts.

Because the airline would need to give the new supplier a multiyear agreement, the procurement team shared its plans with the airline's chief operating officer, its head of airport operations, and its head of catering. After aligning these key functions on the strategy, the airline announced that it had awarded its contract at a major U.S. hub to the new entrant. After losing that share of business, one of the established suppliers replaced its management team and took a more collaborative approach with the airline.

- *Vertically integrate.*

If no plausible new suppliers are to hand, consider making yourself the new supplier by investing in the requisite assets and capabilities, possibly in a strategic partnership or joint venture with a company that has some of those assets and capabilities. If you're lucky, a credible threat to take this action will be sufficient to shift the balance of power, as was the case with a paper company that relied on a regulated utility for electricity.

Unable to secure a better rate from the utility, the company began planning to build its own power plant – and it made sure the utility knew about its plans. It spent nine months finding a location, securing pipeline capacity, getting permits, and partnering with a dryer company that wanted to use the steam that the plant would generate. The strategy worked – the utility agreed to reduce its rates by 40% to prevent the company from building the plant. The danger with this approach, of course, is that your threat to vertically integrate may be called. So before embarking on this option, make sure that the new venture could deliver value that exceeds the investment costs and compensates for the added management attention and the hidden risks and challenges that might arise.

4. **Play Hardball**

If everything else fails, canceling all your orders, excluding the supplier from future business, or threatening litigation—or some combination of those actions – may be the only answer, short of going out of business. These are truly tactics of last resort.

A global financial services firm had its back against the wall because it had to reduce costs by $3 billion. To cut IT infrastructure costs, it asked its major hardware supplier for a 10% price decrease. When the supplier refused, the firm's chief information officer contacted the supplier's CEO to say that all the supplier's projects in the company were suspended, effective immediately. Within an hour, the supplier was deactivated in the payment system, and the procurement, IT, and development teams were notified that they were no longer to work with it. Faced with the costly loss of existing and upcoming projects, the supplier quickly agreed to the price cut.

Then there's litigation. In the early 2000s, a security company that provided cash transportation services to banks decided to increase its rates by 40%. Because it controlled 70% of the market, its customers had few alternatives. But one bank that faced significant margin pressures wasn't ready to accept the price hike. To better understand what was driving the increase, it asked to review the security company's financial statements, which revealed only a 10% cost increase—nothing that would justify the drastic hike.

If all else fails, canceling your orders, suspending future business, or threatening litigation may be the only answer.

The bank took a two-pronged approach. Its chief operating officer met with the COO of the security company to explain that the increase was unacceptable and would undermine their relationship. And the procurement team threatened to join forces with other financial institutions and bring the matter to the attention of the national authorities in charge of restricting monopolies. The security company backed down and instituted a price increase more in line with its cost increase.

As we've shown, companies negotiating with powerful suppliers have plenty of ways to redefine the relationship. Whichever option they choose, they need a clear understanding of the problem, an ability to work on it across functions, a willingness to think outside the box, and strong analytical capabilities that can reveal the enterprisewide picture and generate useful insights. It's also important that senior executives commit to strategic rather than tactical moves. With these elements in place, what had seemed an impossible negotiating task becomes one that is merely challenging.

✍**Assignment 11.** Translate the abstract into English.

СТРАТЕГІЇ ВЕДЕННЯ ДІЛОВИХ ПЕРЕГОВОРІВ В УКРАЇНСЬКОМУ БІЗНЕС-СЕРЕДОВИЩІ

В українському бізнес-середовищі використовуються спеціальні стратегії під час ведення ділових переговорів. Ключовими класифікаційними ознаками обраних стратегій є передусім рівень їх ефективності та практична значущість. Відтак, розглянемо стратегії, обрані за кваліфікаційними ознаками ефективності й практичної значущості.

Передусім це *стратегія дзеркального відображення*, яка полягає в повторенні деяких слів, сказаних співрозмовником, у запитальному тоні. Це тонкий прийом, який заохочує іншу сторону надати додаткову інформацію та мати чіткіше уявлення про її проблеми та вимоги. Наприклад, повторення ключових термінів, які потребують роз'яснення й осмислення, може допомогти дістати від бізнес-партнера потрібну інформацію. Крім того, стратегія віддзеркалення дає можливість підтримувати розмову та допомагає швидше приймати рішення в переговорах.

Учасники бізнес-переговорів можуть вести переговори методом мозкового штурму, шукати креативні рішення, виявляти відмінності у вподобаннях, які можуть призвести до компромісу і побудови довіри. Переговори в бізнесі можуть мати такі форми:

● обговорення вартості та умов з постачальниками та продавцями;

● закриття продажу;

● визначення умов договору;

● прохання про підвищення або врегулювання грошової суми по договору;

● запит на виділення бюджетних коштів на проєкт

Для того, щоб ділові переговори в зазначених формах були успішними, спеціальні стратегії використовуються на всіх етапах. *Стратегія підготовки* передбачає ретельне вивчення специфіки бізнесу іншої сторони, перегляд веб-сайту, прес-релізів, статей, написаних про компанію тощо; ознайомлення з досвідом бізнес-партнера, з яким будуть відбуватися ділові переговори, на основі перегляду його біографії на сайті компанії, профілю в LinkedIn або інформації в інтернеті; аналіз подібних угод, які були укладені іншою стороною та їхніх умов; вивчення пропозицій і цін, запропонованих бізнес-партнером, з яким плануються переговори.

Одна з ефективних стратегій – *стратегія реалізації можливісті* спільно розв'язати проблему. Що стосується цієї стратегії, необхідно належним чином пояснити діловим партнерам цілі та завдання. Однак важливо уважно вислухати іншу сторону і зрозуміти її позицію та ключові проблеми, перш ніж формулювати відповідь. В цьому контексті ефективна стратегія ведення переговорів є результатом розуміння переговорного процесу та визначення переговорної стратегії бізнес-партнера.

Розподільчі переговори спираються на жорстку тактику ведення переговорів, раннє позиціювання і тиск. Стратегії дистрибутивних переговорів включають *стратегію підготовки найкращої альтернативи угоді*, яка буде досягнута в результаті майбутніх переговорів. Чітке визначення цієї стратегії на ранній стадії та дотримання її під час переговорів вплине на кінцевий результат. Бізнес-партнери використовують цю стратегію, щоб знати, що робити, якщо не вдасться досягти згоди.

Наступною *є стратегія встановлення високої планки* — мети, яку бізнес-партнер прагне досягти в результаті проведених переговорів. Чим вища ця мета, тим більша ймовірність успішної угоди. Чіткість і розуміння мети допоможе послідовно відстоювати власну позицію і, зрештою, дістати згоду партнера.

Суть *стратегії першої пропозиції* полягає в тому, щоб першими представити свої умови, які вплинуть на перебіг переговорів, а отже, і на їхній результат. Традиційно перевагу в ділових переговорах має той, хто першим запропонував свої умови.

(Adapted from Стратегії ведення ділових переговорів в українському бізнес-середовищі by Лисиця Н., Ястремська О., Вдовічена О. https://doi.org/10.52058/2786-6300-2023-9(15)-74-82.)

✍**Assignment 12.** Role Play: Work in pairs (the third person should act as a translator). Agree upon a product (preferably an expense item, a capital item or a good for resale) and then prepare and carry out a negotiation based upon the following plan.

Here are some examples of variables you may wish to negotiate.

- higher discounts
- cash payment
- larger order
- free delivery
- more favourable terms of payment
- annual loyalty rebate
- shorter guarantee
- longer guarantee
- buyback/sale or return arrangement

Seller	**Buyer**
Make a proposal	Disagree and make a counter proposal
Invite a concession	Express an opinion
	Make a new proposal
Ask for clarification	Reformulate information
Invite a concession	Query
Reformulate information	Agree
Close the deal	

Example:

Seller	
What do you say we fix the price at £10 a case for a minimum of 12 dozen cases?	I cannot go along with that, I'm afraid.
	I suggested we work on the basis of £9,60.

Change roles so that the buyer becomes the seller and vice versa. Choose a different product and carry out a negotiation following the above plan.

? Test for self-assesement 3

1. A sustained increase in the general price level of goods and services over time, which reduces the purchasing power of money
   a) balance of payments
   b) deficit
   c) inflation
2. The process by which the government of a country obtains money from its people in order to pay for its expenses
   a) interest
   b) taxation
   c) GNP

3. The total value of all the final goods and services made by a nation's economy in a specific time
   a) GNP
   b) balance of payments
   c) VAT

4. The difference between the amount of money a country receives from exports, foreign trade, etc. and the amount it spends on imports, etc. from other countries
   a) deficit
   b) balance of payments
   c) GNP

5. It is paid at each stage in the production of goods or services, and by the final customer. Businesses in the production process take away the cost of inputs (labour, materials, etc.) from the cost of outputs (products and services sold) to calculate the amount that they must pay
   a) interest rates
   b) taxation
   c) VAT

6. The percentage amount that you pay for borrowing money, or get for lending money, for a period of time, usually a year
   a) VAT
   b) GNP
   c) interest rates

7. A web page that customers are taken to when they click on a link or online advertisement
   a) channel
   b) landing page
   c) template

8. A written statement from a person or group that is given to newspapers and broadcasting organizations to become part of the news
   a) press release
   b) advertisement
   c) publicity

9. The total amount by which money spent is more than money received, or the state of having spent more money than has been received
   a) deficit
   b) balance of payments
   c) proficit

10. The attention that a person, product, or organization receives from newspapers, television, etc. when something happens that people are interested in
   a) press release
   b) publicity
   c) broadcasting

Змістовий модуль 2. Методичні основи професійної комунікації в письмовій та усній формах іноземною мовою

Тема 4. Професійна комунікація в письмовій формі

Lead-in: Before reading Text 1, answer the following questions:

1. Do you often write e-mails?
2. Would you rather text your collegue or write an email?
3. What are the main written communication options used within an organization
4. Have you ever written a memo?
5. Who usually makes the minutes of the meetings in your office?
6. What is the main purpose of a newsletter?
7. When was the last time you drew up a report? Wat was the purpose of the report?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

INTERNAL WRITTEN COMMUNICATION IN BUSINESS

When an employee interacts with another employee in the organization, it becomes a part of internal communication. An effective internal communication is as important as an external communication. It is required for the smooth functioning of an organization. During an internal communication employees exchange their thought, ideas, views etc with other employees of the organization. Internal communication happens irrespective of level of the hierarchy in the organization. It includes all the communication among employees at inter and intra departmental level. Internal communication is used to serve different purposes such as giving instructions and orders, offering suggestions, filing complaints, sharing information, and handling situations. A poor internal communication is having a direct impact on the organization's external communication.

There exist a wide range of options before employees for communicating internally. While communicating internally, employees use both oral and written communication methods. When compared, written methods of communication are more preferred over oral communication methods on the grounds of record keeping, legality, standardization, and specificity. Main written communication options used within an organization include memorandum, office orders, notice, circular, newsletters, minutes of meeting, and reports. Each option is having a specific purpose to serve. Depending upon their suitability to situation, a particular option is exercised over the other. Every employee is expected to get familiar with all the options to make their best use for the smooth communication flow in the organization.

Memorandum. According to Merriam-Webster dictionary a memorandum is "A brief written message or report from one person or department in a company or organization to another". A memorandum is used for internal communication. A memorandum is also referred as 'Memo'. Literally the purpose of a memo is to inform or to reveal. A memo is generally used to provide information to other employees of an organization about a specific issue. It is a written statement, a sender specifically prepares for receivers to appraise or inform them about a particular matter or specific issue. These receivers also belong to the same organization as of the sender's. The shape of memo can be of a short note. A note that is crisp in terms of its information content. A memo can be meant for a single person or a group or a committee. When colleagues have to communicate within the organization, they can use telephone as mode of communication. But during a professional communication, a situation sometimes demands to keep a record of communication. In that case, memo can be used to communicate for purposes such as requests, instructions, action taken, and suggestion etc. A memo is not used for lengthy communication.

Office Orders. In many instances, an authority has to give certain directions or instructions to their subordinates. For such kind of downward communication, an officer order is passed. Generally, an office order carries certain actions to be performed by its receivers. Non-compliance of an office order may attract a disciplinary action against the receiver of the order. Such orders can be issued in a memo format. As memos can be used for communicating in any direction but office orders are strictly used for downward communication. Some of the reasons for issuing an office order are promotion, increment, demotion, transfer, changes in office timings, shifting of a place, termination etc. Following are the few tips that can be used while drafting an office order:

- An office order should be crisp and short.
- Properly mention name and designation of the person or persons for whom the order meant.
- It should be properly signed by the issuing authority.
- The purpose of the order must be clearly stated.
- Impact of non-compliance of order should also be mentioned.

Circulars. An office circular or a circular is related to wide circulation of information. It is used to provide information to all or larger number of employees of an organization. The information can be related to opening up of a new facility, inviting suggestions, seeking interest, visit of a specialist, a party, rules and regulations etc. The basic purpose of a circular is to make the receiver aware about a stated issue. A circular is also treated as an advertisement meant for wider distribution. It is like information for each and every one. Following are the few tips that can be used while drafting a circular:

- As a circular is meant for larger audience, a simple and jargon free language should be preferred.
- It should be short and to the point.
- It should be properly signed by an authority.
- It must bear a unique number indicating specific communication.

Notice, Agenda, Minutes of Meetings. Notice, Agenda, and Minutes of Meetings are the three components related to organizing and conducting a successful meeting. All the three components are the part of intra organization communication.

In general, the purpose of a ***notice*** is to pass on specific information meant for specific receivers. A notice is always issued by an authorized person. A notice needs to be drafted in a summarized way so that the receiver could understand the information by just having a glance. Notices can also be pinned on the notice board to convey the information to the intended receivers. A notice is also having a legal relevance. For example, in case of ending a contract of employment, a notice is issued. Another more popular purpose of drafting a notice is to notify about a meeting. Before calling a meeting, it is essential to notify all the members about it. This information must be sent to all the members who have a right to attend the meeting. The proper circulation of the information has to be ensured by the secretary in consultation with the Chairperson of the meeting. Such a notice must mention information about the day, date, time, and venue of the meeting. If decided, agenda items may be mentioned in the notice or attached separately. It has to be ensured that notice reaches all the members within reasonable time before the meeting.

Minutes of the meeting are the official record of discussions and decisions at the meeting. The minutes of the meeting are generally written by the secretary in consultation with the Chairperson. It is always good for a company to company keep a record of minutes of meeting. In certain cases, it is mandatory under the law to maintain minutes of meeting. The minutes mention the main points of discussion and decision taken thereof. The person drafting minutes of meeting should doubly check the facts and decisions before making it public. It is advisable to circulate a pre final draft of the minutes among the concerned members for their observations. Minutes become effective only when they have been read at the next meeting.

Agenda of a meeting states the activities that will take place during the meeting. An agenda provides a guideline for the members to think and prepare about issues to be discussed. It steers the meeting towards completion. An agenda also ensures that no issue is left unattended during the meeting. Generally, similar format for writing agenda is adopted by organizations. For example, first agenda item for most of the meetings is ‘confirmation of minutes of the previous meeting’. Similarly, the last agenda item is ‘any other matter with the permission of the Chairperson’. Rest of the agenda items are put on the basis of their priority. A little modification can be made in the standard format as per the requirement.

Suggestions and Complaints. In the normal course of an organization, every staff member at one point or the other has to give suggestion or file a complaint for a grievance. Both suggestions and complaints help the organization in its smooth functioning. Many companies even encourage such kind of activities to identify the flaws in their system. Broadly, suggestions are invited from staff members for solving a problem and grievances are encouraged to improve the employee-employer relationship. As such there is no standard format for writing a suggestion or a complaint. Still the writer must keep in mind the basics of letter writing. Although less formal in nature, suggestions and complaints should be written with utmost care. The words should be carefully selected and the matter should be conveyed in the fewest possible words. Also, an employee should keep in mind the formality of employee-employer relationship while suggesting or complaining.

Newsletters. Another important intra-organizational communication tool is an employee newsletter. A newsletter is just like a newspaper but for the employees only. All the news mentioned in the newsletter has a direct relevance for the employees. Employee newsletters are used to provide specific information for different purposes such as guiding, educating, increasing morale, establishing a sense of belongingness, and updating the workforce. An employee newsletter provides news from all sections of the organization irrespective of department, designation, or unit. While creating a newsletter, it is important to ensure that the information included in the letter is worthy and of interests of the readers. For drafting a newsletter following points need to be kept in mind:

- Develop all the matter of the newsletter by keeping employees in mind.
- A newsletter should not be too long. A tabloid with four pages is generally sufficient for a fortnightly newsletter.
- Keep the language as simple as possible. Matter should be informative not directive.
- Design the newsletter on the basis of certain themes.
- Decide the regular sections to be included.
- Fix the place of each section and maintain consistency for all editions.
- The sections can mention about safety and human resource, corporate social responsibility, career advancement, retirements, company policies, relevant world news etc.

Reports. As a part of intra-organizational communication tool, a report is generally prepared by middle management employees to appraise the senior management about the state of affairs. The purpose of such kinds of reports is to provide the information supported by facts and figures to the senior management, so that a timely strategy can be formulated. Major purpose of creating internal reports is to support decision making. A report can be a letter writing report or a schematic report. The difference is of way of presenting information.

Depending upon their suitability to situation, a particular communication option is exercised over the other. Every employee is expected to get familiar with all the options to make their best use for the smooth communication flow in the organization.

(Adapted from Business Communication by Bansal I. URL: https://ebooks.inflibnet.ac.in/mgmtp07/)

✍**Assignment 1.** Match the terms related to internal written communications with their definitions. Fill in the blanks in the following sentences using the given terms.

	Terms		***Definitions***
1.	Memorandum	a	A printed announcement, advertisement, or letter that is sent to many people at the same time.
2.	office order	b	A short written report prepared specially for a person or group of people that contains information about a particular matter.

3.	circular	c	A document that outlines the structure and content of a meeting, including the main topics, estimated times, and objectives.
4.	notice	d	Notes that are recorded during a meeting, highlighting the key issues that are discussed, motions proposed or voted on, and activities to be undertaken.
5.	staff report	e	A formal written or printed announcement that conveys important information to a specific audience within an organization.
6.	minutes of the meeting	f	A regular report or bulletin, either printed or electronic, that shares news and information about the organization with a specific audience
7.	agenda of a meeting	g	A formal communication issued within an organization to communicate decisions, directives, instructions, or announcements to employees.
8.	workplace grievance	h	An idea submitted by an employee to improve a company's products, services, or operations.
9.	staff suggestion	i	A document prepared by an organization's staff to provide information, analysis, and recommendations on a specific issue to a governing body or other interested parties.
10.	Newsletter	j	A formal or informal complaint raised by an employee who believes they have been treated unfairly or that their rights have been violated.

1. ___________ are used to communicate internal policies, upcoming events, changes in procedures, or other relevant updates. They are often displayed in prominent areas within the workplace or distributed electronically to ensure that all employees are informed.
2. A leaked ___________ hinted at upcoming layoffs, causing panic among employees.

3. Among the items on the __________ were next year's budget and raising the membership dues.
4. A non-profit organization might have staff prepare __________ on specific policy issues to inform board members or the public.
5. Addressing _______________ in a fair and transparent manner can prevent legal issues and demonstrates ethical conduct.
6. Encouraging your employees to provide valuable ___________ and including them in the decision-making process means retaining them becomes easy.
7. _____________ are usually taken by a designated member of the group. Their task is to provide an accurate record of what transpired during the meeting.
8. ___________ can be used for a variety of purposes, such as informing employees about new policies, disciplinary actions, promotions, or even changes in operational procedures.
9. Details of the payout will be contained in a _________ to be sent to shareholders next month.
10. By providing a direct line to subscribers, ___________ foster a sense of community and a personal connection between the business and its audience.

✍**Assignment 2.** Read the following tips for writing a memo. Translate them into Ukrainian.

Tips for creating a memo

For writing an effective memo, you require fundamental knowledge about principles of effective writing. Apart from that few points must be remembered at the time of drafting a memo. These points are as follows:

- Avoid using salutation. Unlike letter, a memo does not carry a salutation. So do not use dear or respected…
- Avoid using complementary closing. A memo does not include a complementary closure, so avoid phrases like yours sincerely, yours faithfully, sincere regards etc.
- Always keep your subject line simple and specific. It increases the effectiveness of a memo.
- Organise the matter for main content of the memo on the basis of priority of information.
- Make sure that the word 'Memo' is clearly visible on the format.
- Try to draft the memo using second person. Instead of saying everyone is expected, say you are expected.
- Used headings and subheads wherever required to present the information.
- Always put less important information at the end of a memo.

✍**Assignment 3.** Read the example of the *Team reorganization memo* and write a Policy update memo with the subject of Updates to paid time off policy.

Team reorganization memo

To: Sales team

From: Jamie Singh, sales director
Date: March 10, 2024
Subject: Team reorganization

Dear team,
To better support upcoming product launches, we're reorganizing our sales teams. Effective March 20, the new structure will divide teams based on industry sectors.

Key changes:
• Team A will handle tech clients.
• Team B will manage consumer goods clients.

I'll schedule one-on-one meetings this week to discuss individual roles.

✍**Assignment 4.** Below there are some terms connected with report writing. Match them with their definitions.

1	font	a	the way in which text and illustrations are arranged on the page
2	bullet point	b	a title at the beginning of a page or section
3	proofreading	c	an item in a list with a small symbol in front of it
4	layout	d	the most important part of a piece of writing that presents information discovered during research
5	draft	f	checking and making corrections to a document (particularly in relation to spelling and inconsistencies in layout)
6	heading	g	an early version of a report that may have changes made to it before it is finished
7	main body/findings	h	a name of a piece of writing, music or painting
8	title	i	letters of a particular style

✍**Assignment 5.** Read about the steps of making a report and translate them into Ukrainian

Making a report

You should follow the next steps to compile information in the form of a report:

- *Collection phase:* Collect the relevant information. It includes news items, surveys, pictures, figures, documents etc.
- *Planning phase:* Keeping in mind the purpose of the report, decide on the importance of the collected material. A logical sequence of presenting the information is also decided. All the information is arranged based on relevance and importance. Planning is also done regarding which pictures or illustrations to use.

- *Drafting phase* is the report-writing phase. All the planned sections are written and main body of the report is created. A conclusion is also presented at the end.
- *Editing phase:* In this phase, the prepared draft is examined on the grounds of grammar, sentence structuring, style etc. It is also checked that whether the report is serving its purpose or not. If allowed, always let someone qualified to go through the report and suggest. Finally, incorporate any changes if required.

Reports can be of various types like financial report, marketing report, sales report, internal quality assessment report, market survey report etc. Depending upon the purpose a report can be written.

✍**Assignment 6.** Imagine you are the Marketing Director for an overseas subsidiary of an American multinational. Write a business report to the Head Office.

A business report

Your company is developing one of the ***following products***, which you hope to launch in one year's time:

- a new-formula toothpaste with battery-operated dispenser
- a rapid ice-cube maker
- a pocket-size electronic encyclopaedia
- an anti-wrinkle face lotion
- a zero-cholesterol, zero-sugar chocolate bar which actually helps you lose weight
- an alcohol-free beer
- a rechargeable electric screwdriver
- a low-risk, high-yield investment scheme
- a combined leisure and commercial centre.

The objectives of your report are as follows:

- To inform Head Office of your project. You will need to describe the four Ps of the Marketing Mix and justify each element wherever appropriate.
- To describe key elements of the campaign including timing, costs and personnel.
- To convince Head Office of the importance and value of your project. You need to gain their support if the campaign is to go ahead.

The report should not exceed four pages and should be typed and double-spaced with 2.5cm margins. In writing your report, you should respect the following guidelines:

1. Give your report a title. The title should be concise (a maximum of seven words), easy to understand, attractive (include an active verb if possible), and should convey to the reader something about the nature and conclusions of your report. For example, which of the following titles do you think is most effective?
A study of the recent impact of computers on office workers today

A bite of the Apple
Computers are revolutionising office work
2. In the first paragraph, state the reason for your report and the nature of the specific problem to be solved. For example:
The growing number of AIDS victims has led to an increase in demand among young people for condoms. Corex, Spain, is creating a new product to meet this demand: Safe and Chic Condoms. *This report presents the company's training requirements in the short and medium terms.*
3. Provide the relevant information in convenient form. Make full use of headings and itemised lists in order to call attention to important points and allow the reader to grasp related points easily. For example:
Our main training needs are in the following areas: • *the use of new machines* • *the new methods of working* • *quality circles*
4. Be accurate, specific, dependable, unbiased, well-organised, unambiguous, clear, concise and interesting.
5. In the last paragraph, state the answers to the problems outlined in the first paragraph.

🕮 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

EXTERNAL WRITTEN COMMUNICATION IN BUSINESS

On a daily basis every organization interacts with its external environment. This interaction is in the form of exchange of information. The information is exchanged with various stakeholders present outside the business entity. Examples of such stakeholders include customers, intermediaries, suppliers, shareholders, media, government, and society in general. A poor external communication largely impacts on the image of a business and hampers its future prospects. When employees of an organization interact with people and entities present external to their organization, they can choose both oral and written communication methods. For the purpose of record keeping, legality, standardization, and specificity, written communication is preferred over oral communication. In external written communication people and organizations operating outside of the business are contacted using written communication tools. Opposite to an internal communication, external communication is used to extend information to external stakeholders and persuade them to act in a desired manner. Most common ways of communicating with external stakeholders using written method are business letters, press releases, etc. Each option is having a specific purpose to serve.

Business Letters. Business letter is the most common and popular form of external written communication. Nicely printed business letters put in attractive envelopes is also used as a persuasive strategy by the organizations. Earlier postal letters have now changed its shape. With the advent of newer technology business letters are now sent via email. Business letters can be of several types depending upon the purpose for which it is written. In case of writing a business letter two broad things need to be kept in mind. First, structure and layout of the letter and second, the context for which letter is written. Context also decides the type of a business letter such as enquiry letter, sales letter, good news letter, and bad news letter.

Types of business letter. Once you gain clarity about structure and layout of the letter, the next aspect of business letter writing is to understand the purpose of writing. Depending upon the purpose of the letter, business letters can be classified into different categories. While writing a business letter you should include the address of sender, date, address of receiver, and subject.

Sales Letter: A sales letter is one of the most commonly used business letter. Purpose of sales letter is to persuade customers or other stakeholders to act in a desired manner. Sales letters is like an advertisement in a letter form. Through sales letters potential customers can be tapped individually and these are used as a part of direct marketing campaign. A sales letter must discuss about the product and benefits offered to the prospective customers. It also mentions the advantages for making a quick decision about the purchase. These advantages could be availing discounts, free gifts, entry to a contest, and a limited offer price deal. A sales letter must possess an attractive opening to generate the interest of the reader followed by introduction of the product.

Enquiry Letter. An enquiry letter is written when we are interested in gaining information from other organizations. These kind of enquires are generally sought for trading purpose. Letter of enquiries are also sent at the time of entering into a new business, looking for new suppliers, wishing to become an agent, making an instant purchase, etc. Such kind of letters must clearly specify the information required, the duration within which information is required, and the format in which it is required. The broad areas of enquiries are related to asking for a catalogue, pricelist, demonstration, personal visit, terms and conditions, scope for product modification, warranties and mode of payment.

Reply Letter. Reply letters are written in response to a letter of enquiry. A reply letter has much of its relevance as it can result into a sale. From the business point of view, an effective reply letter can convert an enquiry into order. Also, it shows the professionalism on the part of receiver of enquiry letter to provide prompt and desired information. Generally a reply letter is followed by a clarification and eventually an order. While writing a reply letter it is important to provide exact and accurate information about the queries mentioned in the enquiry letter. Try to provide detailed information to avoid any kind of ambiguity.

Order Letter. When both the parties i.e. buyer and seller are interested in entering into a contract, an order letter is written. From the buyer's point of view, it is called a purchase order and on the seller's part, it becomes a sales order. When both purchase order and sales order match each other, a contract is made. As these letters have a legal binding once the contract is created, a detailed description of product, price, quantity, mode of payment, time of delivery and specification has to be mentioned.

Complaint Letter. A complaint letter is written when there exists any error in the total process of buying and selling. It happens when expectations of the buyer and the seller are not met after the transaction. A complaint can be written by a buyer as well as a seller. The reason for a buyer to write a complaint letter could be delayed delivery of order, order not in proper shape, wrong order delivery, and difference in terms and conditions as per prior discussion. On the other hand, a seller can write a complaint letter regarding non-payment, inappropriate payment, payment made under different mode, disagreement over claims made by the buyer. A letter of complaint must clearly mention the point of discord. It should also mention the expected action to be taken by the other party. A letter of complaint should use a polite language in order to prevent any kind of damage to future dealings.

Positive News Letter. Under the category of positive news letters, all messages which are conveying pleasant information to the receivers are covered. These messages are also known as good news letters. While writing such letters a direct approach is adopted. Positive news could be in the form of acknowledging orders, approval of credit requested, granting of favours, letter of appointment, and letter of appreciation. While creating such messages the best news has to be conveyed in the very first paragraph along with an expression of pleasure. The second paragraph should answer all the queries with complete details and the final paragraph could mention the personal opinion of the sender.

Negative News Letter. Just opposite to the positive news letters, all messages carrying unpleasant information are conveyed through negative news letters. These messages are also known as bad news letters. The purpose of a negative news letter is to convey the bad news without hurting the relationship. The receiver of the information must consider you fair and reasonable. The reasons for writing a negative message could be refusing the desired information, rejection of a proposal, inability to fulfil order, refusing adjustment or a claim, and declining requests for favours. It is suggested to use an indirect approach for conveying such messages. At the beginning of the message a pleasant or neutral thing to be conveyed that gives a cushion to the reader to handle the negative part. Then explain the reason regarding your inability to fulfil the desired information or request. You can also suggest few alternative ways to get the desired information. In the end always remember to close the message on a positive note. This will keep the doors open for future dealings.

Press Releases and Public Notices. On many occasions an organization has to communicate with the external stakeholders to provide information or clarification related to a particular matter. This kind of written correspondence is done to project the company image. A person possessing the authority to do so prepares a press release. A press release has to be drafted in an understandable format. A press release must possess a few characteristics such as newsworthiness, clarity, brevity, appropriate heading, which promotes the company image. Once the press release is ready, it is sent to the newspaper. It is at the discretion of the Editor of a newspaper to publish the matter as it is or with some alterations.

A public notice is an important announcement related to an issue. The purpose of a public notice is to inform all the people concerned with a given issue. A public notice must get an instant attention of a reader. Just like a press release it must possess characteristics like brevity, mentioning important information, and a suitable heading.

Thus, depending upon their suitability to situation, a particular option of a business letter is exercised.

(Adapted from Business Communication by Bansal I. URL: https://ebooks.inflibnet.ac.in/mgmtp07/)

❓ Questions for discussion:

1. What is the main purpose of external communication?
2. What are the types of business letters?
3. While writing a sales letter, how can you generate the interest of the addressee?
4. What are the areas of enquiry letters?
5. What are the most important issues to address while writing a reply letter?
6. What kind of letters have a legal binding once the contract is made?
7. Which content can positive and negative news letters can include?
8. What is the reason for a buyer to write a complaint letter?
9. How can an organization provide information or clarification related to a particular matter?
10. What is the purpose of a public notice?

✍**Assignment 7.** Read and learm the information about the structure and layout of the business letter, translate the text into Ukrainian.

Structure and Layout of a Business Letter

In order to communicate the information effectively through a business letter, the message of the letter must be organized properly. Business letter writing must follow all the principles of effective writing such as clarity, conciseness, completeness, courtesy, correctness, concreteness, and consideration. Apart from following the writing principles, it is important to understand the basic components of a business letter. The basic components of a business letter are as follows:

Address. It is the starting point of a letter. It provides information about the sender of the letter including name, designation, name of the organization and place of the organization along with pin code. This address is followed by the details about the recipient of the letter including name, designation, name of the organization and place of the organization along with pin code. The next part of this component is to mention the date. The date has to be mentioned in a particular format like complete name of month, date, and complete year (e.g. November 10, 2024).

Title and Salutation: In order to standardise and remove ambiguity you can address recipients as Mr. or Ms. Also, Dear Sir or Dear Madam could be used for official correspondence. If you are communicating with the recipient frequently then you can use Dear Mr Smith to give a personal and informal touch.

Body of letter: The body of a letter is its main part. It can be further divided into three sections. The first section points out towards the purpose of the letter and mentions the reason for writing the letter. The second section conveys the details and describes the supportive information for the first section. Finally, the last section discusses the expected actions or reactions for statements made under the letter.

Closing: Closing of a business letter is equally important. It is also known as complimentary close where a single sentence followed by a phrase is mentioned. For example, ‘Looking forward to your prompt reply’ followed by ‘Yours Sincerely’. After a complementary closing, Signature is marked and the name of the sender is written. Upon the sender’s desire, some more information like contact number or email can be added.

✍**Assignment 8.** Study a sample Sales Letter below and do the tasks that follow.

Business Asia Review
G.P.O. Box 23 Hong Kong
31 October 2024

Dear Executive

Business intelligence that you need

The rise of China is changing our world. If you want to be among those savvy few in the business world who profit from Asia’s power, you need a reliable, on the ground, round-the-clock source of intelligence.

The REVIEW delivers you all of Asia’s business investment, marketing and sales information every week.

Let the REVIEW work for you and you’ll get:

- the advice of 100 experts with deep roots in Asia;
- an extensive business and political network that guarantees you the valuable insights and sound predictions you need;
- solid tips on what works and what doesn’t – and most importantly why;
- plus a Special on China – every week.

Act within 10 days and you will get a free gift of your choice plus an exceptional 80 % discount!

Sincerely
Jonathan Watson

Jonathan Watson
Marketing Manager

P. S. Order our REVIEW of Asia’s business investment and enjoy extraordinary return on your money!
P. P. S. Please find our location details in the enclosed card.

a) Say what techniques are used:

- to capture interest early and never lose it;
- to create a connection between the writer and reader;
- to suggest an action for the reader to take;
- to call for action.

b) Below there are the language features of a well-written sales letter. Scan the letter for the examples of these features:

- positive expressions;
- personal and informal tone;
- a thought – provoking statement or a rhetorical question (often used in the first paragraph).

✍**Assignment 9.** Study a sample enquiry letter, which replies to an advertisement for digital audio recording devices in a trade journal, and do the tasks that follow.

Dear Sir / Madam

We are a large music store in the centre of Lion and would like to know more about digital audio recording devices you advertise in this month's edition of "Music Lectron". The market has probably passed its peak; however, sales of digital audio devices are still very high. Although local companies are cheap, they are not as reliable as international producers are. Unfortunately, users experience difficulties with quality of these devices even though a lot of money has been spent on this problem.

Could you tell us if the audio devices are leading brand names, or made by small independent companies, and whether they would be suitable for domestic recording?

We would appreciate it if you could send us some samples. If they are of the standard we require, we will place a substantial order. We think prices for your goods are rather high, but if you offer any trade discounts, we would like to do business with you. We would be grateful if you could send us your most recent brochure.

Yours faithfully

P. Gerard

P. Gerard (M.)
Manager

a) Read the sample letter again to find structures containing conditionals. Say whether they are real / unreal; refer to the past / future.

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

Mind the relationship between the tenses in the table below:

<table>
<tr><th>Conditional</th><th>If-clause</th><th>Main clause</th></tr>
<tr><td>I (real possibilities)</td><td>present simple</td><td>future with will</td></tr>
<tr><td>II (remote possibilities)</td><td>past simple</td><td>conditional with would</td></tr>
<tr><td>III (impossibilities)</td><td>past perfect</td><td>past conditional with would have</td></tr>
<tr><td colspan="3">e. g. If the product is satisfactory, we will place further orders with you in the future. (I)
If the product were satisfactory, we would place further orders with you in the future. (II)
If the product had been satisfactory, we would have placed further orders with you in the future. (III)</td></tr>
</table>

Notes

- There are certain polite formulae where we can use would or could after if: e.g. We would be very grateful / much obliged if you would / could send us the information.
- Conditional should (should-inversion) means if and is common to see in business correspondence: e.g. Should you wish to cancel your order, please contact our customer service department.
- Modal verbs can be used in the main clause, e.g. may, can, must, and should e.g. If you give us a discount, we may / might become your regular customers.
- We use *unless* in conditional sentences to mean if not.
- *So / as long as, in case, in the case of, provided / providing (that)* are also used to state conditions.

b) Fill in the gaps with the correct form of the verb in the brackets.

1. If you _____ (arrive) at a decision, we'll discuss it in detail.
2. Should we _____ (reach) agreement, we'd sign the contract the same day.
3. Unless there is a major problem, we _______ (need) only one day.
4. If we have good advertising, the product _______ (be) a success.
5. If there ______ (be) an easy solution, we would have avoided the problems.
6. If we had taken your advice, we _____ (spend) more money.
7. If payment came late, we _____ (make) other arrangements.
8. We _____ (appreciate) it if you could send us some samples.
9. If your products (be) of the standard we require, we will place a substantial order.
10. We would be very grateful if you _____ (can) let us know which of our products would be of particular interest to you.

c) Imagine that you have a small business in your area. You visited some trade fair or saw an advert showing products or services that you need for your firm. Decide which products or services you are interested in and write a letter of enquiry to a company-supplier asking for additional information.

✍**Assignment 10.** Read the imformation about the purchase order, translate it into Ukrainian and do the tasks that follow.

Order Letter

An order letter, also known as a purchase order (PO) is a commercial document and first official offer issued by a buyer to a seller indicating types, quantities, and agreed prices for products or services. It is written on a company's official order form, which has a date and a reference number that should be quoted in any correspondence referring to the order. Nevertheless, there will be times when an order must be put into a letter format. At such times, you must be sure to include complete, accurate information because incomplete orders result in delayed deliveries, and inaccurate facts result in receipt of the wrong merchandise.

If you use an official order form when placing an order, it is a good idea to send complement slip or a covering letter confirming terms of payment, discounts, delivery, and packaging. If the order is telephoned, it should be confirmed in writing, and an order form should always be accompanied by either a complement slip or a covering letter.

📚 *Notes*

When ordering goods, a customer will generally include the following points to write order letters.

- A reference to a visit by the supplier's representative / an advertisement or catalogue / a sample / previous correspondence / a telephone call. This applies particularly to a first order.
- Details of the goods required: quantity, quality, catalogue number, packing, price, terms of payment / delivery, etc.
- Alternatives that are acceptable if the goods ordered are not available.
- A closing sentence, perhaps encouraging the supplier to execute the order promptly and with care.

a) Read a sample letter and identify sentences that illustrate the five points of outline for writing order letters.

Dear Sirs

Thank you for your letter of 15 October. As you will already know, your Mr A. Brown called on us a few days ago and left a range of samples. We think articles of this quality will find a ready market here, and we are prepared to order the following as a stock trial order:

20 “Angela” evening bags, catalogue no. 5
50 “Veronica” beauty boxes, catalogue no. 17
50 “Daphne” handbags, catalogue no. 27a
50 “Gloria” handbags, catalogue no. 28

If nos. 27a and 28 are not available for immediate delivery, as Mr Brown suggested might be the case, please send nos. 27 and 28a instead.

Since we must have the goods on display in time for the Christmas season, our order is placed on condition that they are dispatched by 10 November at the latest.

As soon as we receive your confirmation and pro-forma invoice, we will arrange for settlement by banker’s transfer.

We are looking forward to hearing from you shortly.

Yours faithfully
J. P. Duke

J. P. Duke
Lion Bags

b) Put the correct word or phrase in each gap. Choose from the following list, each item can only be used once.

accept delivery	Acknowledge	current issue	following
inconvenience	Line	Note	postage
Range	Regret	reserve the right	resume
quotation	Stock	supply	Terms

With reference to your advertisement in the (1) ______ of “Office Monthly” I would like to order 2 Easifix Year Planners. I enclose a cheque for 15 to include (2) ______ and packing.

Thank you for your (3) ______ of 5th July for your “Finesse” (4) ______ of dining room furniture. We find your (5) ______ satisfactory and would like to order the (6) ______.
10 “Finesse” dining tables at $280 per item.
40 “Finesse” dining chairs at $60 per item.
We (7) ______ that you can supply these items within 30 days and we (8) ______ not to (9) ______ after this time.
We should be obliged if you would (10) ______ receipt of this order.

Thank you for your order of 11th May for 2 Easifix Year Planners.
This (11) ______ has proved so popular that we (12) ______ to inform you that it is temporarily out of stock. We hope to be able to (13) ______ supplies within the next ten days.
We apologise for any (14) ______ this may cause.

Thank you for your order of 12th July for 10 “Finesse” dining tables and 40 “Finesse” dining chairs. As we are in a position to (15) ______ you with the above items from (16) _____ we have arranged for them to be delivered to you early next week.

✍**Assignment 11.** Read the following information about CV (Resume), translate it into Ukrainian, and do the tasks that follow.

CV

CV stands for curriculum vitae, the Latin phrase which means, “course of life”. Curriculum vitae is similar to a resume in that both present a candidate’s academic qualifications and work experiences.

However, a CV is far more detailed than a resume in that a CV seeks to convey a person’s entire professional and educational career. While an individual’s resume can be adapted for certain job applications, a CV will normally remain the same, regardless of the position for which he or she is applying.

In the United States and Canada, CVs are used primarily to apply for academic and scientific positions. Resumes are normally preferred for all other fields. In Europe, however, CVs are the preferred document.

Tips for writing a CV

In a chronological CV, you start with an education section, outlining your main academic qualifications, most recent first. With a skills-based CV, you include a personal statement or career profile under your contact details, just a couple of sentences that summarise your value to the employer.

- Give fair information about yourself as employers often run background checks and false claims will be uncovered.
- Sell yourself writing about your unique qualities, personality traits, skills and experience that make you stand out from the crowd.
- Point out the benefit of an experience if not obvious (e.g., “Dormitory resident advisor – managed housing for 300 students of diverse cultural backgrounds”).

● Use the layout that allows the reader to see the entire chronology of dates in advance.

● Make sure there are no gaps in your timeline. You don't want a potential employer asking, "Well, what did you do from February 2022 to September 2022 if you were out of work during those 8 months"?

Look at the following table of action verbs commonly associated with professional experience.

a) Select five verbs and write sentences suitable for your CV, e.g. *Chaired weekly meetings (not I chaired weekly team meetings).*

compiled	edited	improved	operated	Researched	clarified
Consulted	increased	resolved	supervised	represented	chaired
approved	evaluated	interpreted	persuaded	Scheduled	identified
Arranged	coordinated	examined	investigated	designed	motivated
Budgeted	collaborated	facilitated	led	implemented	created
Calculated	delegated	formulated	trained	Negotiated	

b) Rewrite the following sentences using the verbs in brackets. Leave out any information that is implied by the verb itself or is simply irrelevant.

1. There were five employees in my team. I was their boss and it was my job to keep an eye on them and help them when they needed my support (managed).
2. I enrolled on and successfully finished a financial management course in order to improve my knowledge in this area (completed).
3. When I arrived, the company website was only in Polish. As well as Polish, my mother tongue, I also speak English, German and French, and so 1 decided to write the website information in English, German and French (translated).
4. The company's database system had a problem, which I found. Afterwards I talked to my boss about a different way of doing things, which would solve the problem (identified / recommended).
5. While I was working at the hotel, I noticed that there were some ways in which the customer feedback system wasn't working effectively. Therefore, I developed a new system and put this in place. A result of this was that customer satisfaction levels increased by 20 % (designed / implemented).

c) Write a CV resume highlighting your background and professional experience. Use the following templates if necessary: https://resume.io/resume-examples/retail-manager.

✍**Assignment 12.** Read the following information Cover Letters, translate it into Ukrainian, and do the tasks that follow.

Cover Letters

A cover letter is a letter sent with, and explaining the contents of, another document or a parcel of goods. Cover letters are used in connection with many business documents such as loan applications (mortgage loans), contract drafts and proposals, and executed documents.

A well-written cover letter for a job application should introduce you and encourage the recipient to read your CV. It allows you to highlight certain areas you think would make you right for the role. Your cover letter is the easiest and most effective way to stand out from the crowd. It is the perfect way to elaborate on your achievements. Your cover letter also gives you a chance to demonstrate strong writing and communication skills.

Writing the Main Body of the Letter

In the main body of the letter, you need to show why you are the right person for the job, by highlighting your most relevant experiences and skills as they relate to the position you are applying for. It is important to demonstrate evidence of your skills clearly. It is not enough to claim that you are "a hardworking, flexible team player, with excellent IT skills"; you need to be able to provide evidence.

Tips for writing a Cover Letter

● Personalize. Tailor your cover letter to the job you're applying for. Study the job posting carefully, and make a quick list of any essential qualifications.

● Tell a Story. Grab a recruiter's attention with a killer opening line. The cover letter is a story. Ideally, the story should focus on a need at the company you are applying for.

● Use Bullet Points to Show Impact. Make your cover letter a brief, bright reference tool. Bullet points are a good tool for pulling out numbers-driven results.

● Highlight Culture Fit. Show a company how well you mesh with the culture. As you research a potential employer, look for culture cues on the company website and social media.

● End with an Ask. Convince the person reading it to make the next move in the hiring process – with a phone call, interview, or otherwise. Ending on a question, which opens that door without groveling for it.

a) Complete the following sentences so they are true for you.

1. While I was ______________ I was in charge of ____________________________.
2. During _____________ I was responsible for ________________________________.
3. As part of my degree course in ____________ at _____________ I _____________.
4. During my period of employment at _____________I gained_________________.
5. At present, I am responsible for ____________. As a result ___________________.
6. Since I ____.

b) Complete these sentences for cover letters. Use adjectives or participles with prepositions in the box.

responsible for	qualified in	available for	suitable for	proficient in
interested in	familiar with	fluent in	noted for	experienced in

1. My resume contains enough information to show that I am _____ the job.
2. I am _____ customer acceptance of electronic components, quality control procedures and all aspects of production.
3. A local Internet service provider has a full-time position _____ an administrative assistant.
4. Candidates should be ____ Microsoft Word and have basic skills in Excel and PowerPoint.
5. I have a degree in Business Administration and I am ___ Chinese.
6. I am very ___ dealing with financial crises.
7. After reading the Family Advocate position listing, I have become quite _____ this position.
8. I have been a tutor for the past fifteen years and am very ___ the new teaching approach.
9. I am generally _____ by my supervisor ____ my good organizational and managerial skills.
10. The successful candidate should be fully _____ the marketing field and have a knowledge of the Japanese language.

c) Write a cover letter. Make sure you follow a cover letter structure. You can use samples and templates from https://resume.io/cover-letter-examples/account-manager.

You have just read the advertisement below and would like to apply for the job. Write a letter giving details of your qualifications, experience and qualities to include with your CV.

> Growing investment firm is looking for highly motivated individuals to train as investment brokers. Full training given in all aspects of the investment field. Good knowledge of maths and computers and excellent communication skills a must.
>
> Write to: Mary Smith, Personnel Manager
> Future Investments
> 45 London Rd, Brighton

❓ Test for self-assesement 4

1. Which direct opening statement is the best in an e-mail message announcing an in-service program:
   a) Employees interested in improving their writing and communication skills are invited to an in-service training program beginning October 4.
   b) For the past year we have been investigating the possibility of developing an in-service training program for some of our employees.

2. Which direct opening statement is the best in a memo announcing a new procedure:

a) Some customer representatives in the field have suggested that they would like to key their reports from the field instead of coming back to the office to enter them in their computers. That's why we have made a number of changes. We would like you to use the following procedures.
b) Customer representatives may now key their field reports using the following procedures.

3. The most important part of the letter is
   a) heading b) date c) body of the letter d) post script

4. The inside address should be written
   a) below the salutation c) above the heading
   b) above the salutation d) above the date.

5. Salutation means
   a) comes above inside address
   b) begins at left hand margin of the letter
   c) comes at the end of the letter.
   d) comes in body of the letter.

6. A memo is an example for
   a) internal communication c) external communication.
   b) lateral communication d) written communication

7. When Respected Sir is the salutation, the appropriate complimentary clause is
   a) Yours sincerely c) Yours affectionately
   b) Yours faithfully d) Yours lovingly

8. Appropriate salutation for an application is
   a) My Dear Sir c) Dear Sir
   b) Sir d) Sir Mr. X

9. Circular letter is meant for
   a) communication c) personal communication
   b) secret communication d) informal communication .

10. Contents of offers and quotation are
   a) pleasing tone b) request for price
   b) request for traders' information d) details of product

Тема 5. Професійна комунікація в усній формі

Lead-in: Before reading Text 1, answer the following questions:

1. Have you ever participated in a business meeting? Was your experience succeeessful?
2. What kind of business meetings do you know?
3. Do you have an experience of public speaking at a business meeting? Were you successful? Did anything go wrong?
4. What do you think a good public speaking piece should look like?
5. Did you have any problems while speaking in a foreign language during the meeting?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

CONDUCTING AN EFFECTIVE BUSINESS MEETING

In professional setting, meeting means a group of people coming together to discuss on an issue of importance. Alternatively, meetings are a way of getting a group together to handle a common issue. In general, meeting occurs when two or more people meet and discuss. It can be a meeting of groups like Functional Heads, Board of Directors, or an Employee's Association meeting. Every meeting must be productive and seek a specific end to it. For this purpose, all the members of the meeting individually contribute to maximize the potential of the team. A meeting solves multiple tasks in an organizational setting. Few of such tasks are as follows:

- To give common instructions to a group
- To save time on communication
- To solve a problem
- To recognise efforts of the group
- To appraise the situation
- To get new ideas
- To motivate teams
- To resolve conflicts

Although meetings have so many positives but if not conducted effectively, it can lead to confusion, conflicts, wastage of time and resources. A poorly conducted meeting can also results into low morale of the members and putting a negative impact on further meetings.

Types of Meetings

The type of a meeting depends upon the purpose it serves. Broadly, meetings are conducted for providing information, discussing and solving an issue and sharing a sense of belongingness. Considering these purposes, meeting can be classified into three types:

Information Sharing Meeting: Such meetings are conducted to share information or to make something clear. In such meetings, information is shared with the members of the meeting. If a member is having any query on the information provided, a clarification is made. The purpose here is to make members learn and understand the issue at hand. In such kind of meetings, no suggestions are invited and no solution is sought. The only purpose is to inform the members and make them understand. Following could be the topic of such meetings:

- Changes in the purchase procedure
- Announcement of new marketing strategy
- Information about company's stand on business ethics
- Financial planning avenues for the employees
- Information about progress of the company in the current fiscal year

***Problem-Solving Meeting*:** Such kinds of meetings are conducted to seek suggestions and eventually solving a problem. For these meetings, firstly, the issue is discussed at large and then opinions or recommendations of the members are sought. Then all the recommendations are reviewed on their pros and cons. Finally, committee arrives at a solution. It is not necessary that in every meeting member arrive at a solution. Many times no decision is made. In such a scenario, another meeting is called on a later date for further discussions and deliberations. Generally, problem-solving meetings are conducted to handle issues faced by the company from daily basis to six months. Following could be the Topic of such meetings:

- Fixation of performance appraisal criteria for employees
- Strategy to increase market share of the company
- An act of misbehaviour by an employee
- Strike at the company
- Requirement of training needs for the employees

***Rejoicing Meeting*:** The purpose of such meeting is to celebrate the success. During these meetings, few members are praised and honoured for their contribution to the organisation. Such meetings are conducted to create a sense of belongingness among the members. These meetings are also conducted to motivate the employees.

Apart from the above classification, meetings can also be divided on the basis of compulsion of its conduct like statutory meetings. A statutory meeting like Annual General Meeting needs to be conducted within a specified time.

✍**Assignment 1.** Match the terms related to ***Communication at Business Meetings*** with their definitions.

	Terms		***Definitions***
1.	meeting coordinator	A	an individual who leads the discussion and ensures all participants have the opportunity to speak.
2.	Moderator	B	an individual who attends and contributes to the meeting.
3.	action item	C	written records of what was discussed and the decisions made during the meeting.
4.	follow-up	D	an individual who helps guide the discussion process and ensures the meeting runs

5.	agenda	E	the person tasked with recording key points and decisions during the meeting
6.	minutes of the meeting	F	a list of topics to be discussed during the meeting.
7.	Participant	G	tasks or steps to be taken after the meeting.
8.	Presenter	H	actions to check progress or continue discussions after the meeting.
9.	Facilitator	I	a professional responsible for planning and organizing.
10.	note taker	J	an individual who presents information or material during the meeting

✍**Assignment 2.** Read the following information, translate it into Ukrainian and explain the responsibilities of the Meeting Chairperson.

Role of Chairperson in a Meeting

Chairperson is one who heads the meeting. If you are appointed as Chairperson then you are having a responsibility for smooth conduct of the meeting. You have to ensure that meeting serves its purpose. Chairing a meeting requires patience, understanding of the issue at hand, ability to guide the discussion, and sense of humour. A Chairperson has to adopt different leadership styles at different point of time to steer the meeting towards a conclusion. An authoritarian leader dominates the discussion and praises those who agree with his or her viewpoint. Such situation stops free flow of opinions from members. On the other hand, participative leaders give every chance to all the members to present their view. In such situation, it takes a lot of time to come to a conclusion. Thus, a Chairperson has to strike a balance between these extreme styles of leadership. It is pertinent that chairing a meeting means handling a group of people. Such group can have members who are poor listeners, arrogant, talkative, and submissive. The Chairperson has to ensure that viewpoint of every member is put forward. At the conclusion of the meeting, it is the duty of the Chairperson to clearly state the results of discussion, decision reached, and future course of action. In short, Chairperson of a meeting has to perform following tasks:

- Planning and making arrangements for the meeting
- Steering the discussion
- Enabling the group to reach to a conclusion
- Creating a plan for proper implementation of conclusion

✍**Assignment 3.** Consider the following two extracts from business meetings and identify what you think are the most important differences between the meetings. Do the tasks that follow.

Meeting A

Speaker 1: OK, well we need to consider John's concerns about the store in Smallville.

Speaker 2: It's just not doing enough business for a store of that size. You can see from the figures in Table 3 in the report sent out last week.

Speaker 3: So how can we bump up business?

Speaker 4: The only way is to put up a Slow Down sign and lay a series of small, sharp spikes across the roadway just outside the store.

Speaker 5: Pardon?

Speaker 4: It's obvious. People will slow down, get a puncture and stop. While they're waiting for the breakdown services to arrive, they will have no choice but to go in the store and spend some money.

Speaker 5: You're not serious?

Speaker 4: Of course not. But can you see my point? [pause: some other members of the meeting groan at the very tortured pun]. We do need to get more people in that store. Look at the figures in table 4, which compares different stores across the region. You can see from column 5 that the customers who go in to Smallville spend more on average than customers who visit some of our other stores. We just need to get more people through the door.

Speaker 1: So, are we agreed that the best strategy should be to work out how to attract more customers to visit the store? OK, so how can we do that?

Meeting B

Speaker 1: We are quorate, so we can now move to the first item on the agenda: the proposal that we close the South Street office in Smallville. You will all have received the paper on this, reference 99/8/2, and I will ask the writer, John Smith, to summarize the main points for us.

Speaker 2: The critical point here is that if we combined the Smallville offices on our main street site then we could offer a much better service to the local community. Apart from some savings due to greater efficiency, we would be more competitive. We could offer a wider range of services by putting the two offices together. We also have no evidence that the existing customers at South Street would be disadvantaged. In fact, we feel that many of them, if not most of them, would find it more convenient to come to Main Street.

Speaker 1: So, the proposal is that we merge the two offices on the main street site. Do we have any comments or further proposals?

Speaker 3: I have to say that my staff are very concerned about this proposal, in terms of the messages it sends to loyal and hard-working staff. You have glossed over the fact that the South Street office is extremely profitable and has won awards for the quality of its service and management.

Speaker 1: John, can you respond to that?

Speaker 2: We have considered these points. I can assure you are that there will be no redundancies and all of the staff will be accommodated at Main Street.

Speaker 1: Any other comments? [pause]. So if there are no further points then we can move to a vote.

Speaker 4: Point of order, please, chair. According to our terms of reference, I do not believe that we can make this decision without further consultation.

Speaker 1: Yes, we'll need to check that. Rather than hold up this meeting, I'll ask the secretary to check that during the coffee break and we shall return to this item of business at the end of the meeting. Moving on to item 2 on the agenda…

a) Find the Ukrainian equivalents for the words and word-combinations below.

bump up business	to be quarate	to summarise the main points	savings due to greater efficiency
to be agreed upon	first item on the agenda	the critical point	to merge offices
to be concerned about	Chair	to gloss over	Redundancies
to be accommodated	to move to a vote	without further consultation	hold up the meeting

b) Make the sentences using the words and word-combinations from a).

✍**Assignment 4.** During business meetings, you will probably face many situations in which you will need to persuade an individual, a team of peers, supervisors or subordinates that your idea or your solution is the right one. Read the following tips, translate them into Ukrainian and decide which of them are appropriate and which are inappropriate

The tips for formulating / constructing an argument.

- Your points must be relevant to the topic.
- Have a clear standpoint – always make sure your audience knows what your opinion is.
- Make sure you understand the other side's position.
- Do not make your argument clear until you make a conclusion.
- To strengthen your view, provide supporting arguments and evidence.
- Present lots of complicated statistics and give many different examples of why your opinion is valid.
- Include your personal views and do not remain objective.
- Present the reasons supporting your argument in a logical sequence so that it is easy to follow.
- Avoid generalisations and be specific.
- Agree with other people's opinions.
- Attack a speaker rather than an idea.

- When referring to other people's opinions, you caп contrast them with your own.
- Interrupt other debaters as this can suggest that your argument is very strong.

✍**Assignment 5.** Read the notes that follow and put the necessary linking words into the sentences below.

Notes

Linking words and other connecting devices help us carry over from one sentence to another, from one paragraph to another. In a way that allows the listener to better follow our ideas. Linkers help us establish our ideas expllcltly, making it easier for us to compare, contrast, illustrate, define, and summarise our thoughts and develop coherent paragraphs.

Addition	Emphasis	Order	Comparison
as well as furthermore in addition to not only …but (also) also moreover	especially certainly in particular above all	first/firstly second/secondly finally previously before/after next	like equally similarly in the same way as if as ... as
Contrast	**Illustration**	**Cause and Effect**	**Summary**
however otherwise in spite of on the other hand whereas unless	such as for example as an example illustrated by for instance in the case of	therefore thus due to as a result because	briefly to conclude to summarise altogether in short in conclusion

1. It is widely thought that there has been substantial damage to specific US industries _____ competition with China.
2. They _____ prepared the most persuasive arguments _____ used the best statistic data.
3. When we consider the East Asia region _____ the deficit has remained basically the same.
4. It is true that increased migration can cause social problems, _____ migrants are prepared to do work that natives will not do.
5. A lot of workers lost their jobs _____ downsizing _____ others were promoted to higher positions.
6. Let me _____ explain both aspects of this problem.
7. The project had to be abandoned _____ a lack of government funding.
8. The situation in rural areas ___________is worrying.

9. __________, my colleague will summarise all suggestions made.

10. The shop offers cheap products; ______________, the purchase is safe and quick.

✍**Assignment 6.** Role-play: Work in groups of four. Read the information below, study your role card. Look at the agenda below and prepare for the meeting.

You work for a leading mobile phone company based in Amsterdam in the Netherlands. The working language of the company is English. You are managers in charge of setting up an international team of 12 people who are based all over the world. The team will be working on a major project lasting three years, building and testing a new network for the company's next generation of products. I n the past, there have been both cultural and teamworking problems in project teams set up by the company. A meeting has been called with fellow managers to agree the way the team will work.

AGENDA OF THE MEETING

1. The team leader and his/her role
2. The role of meetings
3. Communication between team members
4. Rewards and bonuses
5. Cultural training programmes
6. AOB (Any Other Business)

Manager A

• You will lead the meeting and you should make sure the agenda is followed.
• You have an open mind about the items on the agenda, so you should listen carefully and try and see the different points of view.
• You are keen that the three-year project should run smoothly and avoid problems once the team is working together.
• You know that the company does not want to spend a lot of money on cultural training courses and is not keen on bonus schemes.

Encourage the other managers to give their opinions and reasons for their ideas.

Manager B

You think:

- there should be one team leader for the whole three-year project who should not change. This will keep the team stable.
- the team leader is in charge and should make the decisions.
- the team should meet face to face at the start of each year to plan for the next year.
- there should be monthly teleconference calls to keep people up to date and deal with any problems.
- there should be individual bonuses to motivate team members. These should be paid each year.
- all team members should attend a one-week cultural training course at head office in the Netherlands.

Manager C

You think:

• the team leader should change each year (i.e. three different team leaders). This will help to motivate the team.
• the whole team should be equally involved in decision-making.
• the team should meet face to face every six month to review progress and deal with problems.
• e-mail contact should be encouraged between team members. Time differences need to be considered, so replies may take longer.
• there should be different bonus schemes operating for team leaders and team members. These should be paid every six months.
• only team members with less than three years' experience in the company (four people) need to attend a cultural training course.

Manager D

You think:

- the team leader should change every six months in rotation around the team, as this is the fairest way and will involve the most people.
- the six team leaders should make the decisions.
- there should be one initial face-to-face meeting to assign roles and video conferences every time the team leader changes.
- team members should contact the team leader by e-mail to resolve any problems.
- any bonus should be for the whole team and be paid at the end of the project.
- all team leaders (six people) should attend a cultural training course.

Hold the meeting. Discuss the items on the agenda below and come up with recommendations. Write a list of tips for managing international teams.

Some useful language for participating in meetings:

	Strong	Neutral	Tentative
Giving opinion	I'm convinced I'm sure I have no doubt	I think /believe / assume As I see it In my opinion	It seems to me I tend to think I feel
Agreeing	I totally agree I agree entirely with (name) Absolutely! /Precisely! /Exactly!	I agree with you I think you're right That's true	Mmm, maybe you're right Perhaps I suppose so
Disagreeing	I don't agree with you at all I totally disagree It's out of the question	I don't really think so I can't see that, I'm afraid I'm afraid I can't agree with you there	I tend to disagree Mmm, I'm not sure Do you really think so?

Making a suggestion		I suggest (that) I would suggest My suggestion would be to….	We could Perhaps, we should It might be worth Why don't you/we
Reformulating/ Checking comprehension	To put that another way, If I follow you correctly, So what you're saying is … Does that mean …? Are you saying …?		
Expressing reservations	You have a point, but… I agree to some extent, but… I suppose you're right, but … Maybe that's true, but ….		
Setting objectives	What we've got to do is We aim to What we're aiming at is		
Asking for an opinion	What do you think …? What's your view on...? How do you feel about...? Do you have any thoughts on...? What's your take on this situation?		
Interrupting	Could I just come in here …? Could I jump in? Can I add something?		
Summarizing	In conclusion In essence To sum up The bottom line here is In a nutshell Let's recap Let's wrap up		

Text 2. Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

JOB INTERVIEW

An interview is generally the last step for a candidate in selection process to get a job. Successful performance by the candidate at the interview ensures a final placement. Every interview has two parties involved in it. First is an interviewer, who conducts the interview and the other is an interviewee, who appears for the interview. As interview is one of the most important steps in the whole selection process, it should not be taken lightly.

An interview provides an opportunity to the interviewer and interviewee to interact with each other. It is a two way process wherein both employer and the candidate try to evaluate each other. During an interview, a candidate gets a chance to explain more than what is mentioned in the cover letter or the resume. Through an interview, interviewer tries to collect maximum information about the candidate in a systematic manner. This information is further used to make a decision about hiring the candidate or not. A more focused discussion can be conducted during an interview. It also provides an opportunity to the interviewer to observe non- verbal behaviours of a candidate.

The broad purpose of an interview is to seek information from the interviewee. The information is further used to take various decisions. An interview can be conducted to get the information about:

- Candidate's suitability for the job
- Employee's counselling requirements
- Reasons of an employee for leaving the job
- Reasons to get a promotion
- Performance of the employee during the year
- Reasons for opposing the decision of the management
- Solutions to the problem faced by a company

It can be observed that interviews are conducted for different purposes, right from the hiring to exit of the employees. Keeping in mind the relevance of issue for the candidate, only job interviews will be discussed further. During a job interview, interviewer tries to find out whether the interviewee possesses the required qualification (in terms skills, experience, and knowledge) for the job. Also, the candidate carries a personality to fit in the company's culture.

Interviews can be of different types depending upon the requirement of the interviewer. It is the purpose or the situation that decides which type of interview would be conducted. Each type is having its own pros and cons. Having information about the type of interview would help the interviewee to prepare in a better manner. On the basis of kind of information is sought through the interview process, an interview can be termed as promotion interview, performance appraisal interview, exit interview, and job interview. Apart from that there are some other types of interviews such as:

One-on-one interview: In a one-on-one interview, there is only one interviewer for a candidate. Everything regarding the suitability of the candidate for the job is checked by that single person. It is the most common type of interview.

Board interview: A board interview is also referred as a panel interview. In this kind of interview, a candidate is interviewed by more than one person at the same time. This group of interviewers is termed as board or panel. The result of the interview depends upon the judgement of all the members of the panel.

Group interview: A group interview is like an extension of board interview. Here a group of candidates is interviewed by members of the panel. Generally this kind of interview is conducted when numbers of candidate are more and time available to select a candidate is less.

Discussion interview: A discussion interview is strictly not an interview but it serves the same purpose. In this type of interview, a candidate is invited in a more informal environment such as over a lunch or coffee. The candidate and the interviewer discuss on various jobs related issues in comfortable surroundings. Focus is more on the arguments made by the candidate than on formality of structure of the interview. A discussion interview is more popular when a company is hiring for middle to senior positions.

On task interview: This kind of interview puts the candidate on real organizational task and the decisions and actions are being observed by the interviewers. On task interviews are more popular for technical positions.

Telephone interview/on-line interview: A telephoneor on-line interview acts as a filter before inviting a candidate for a face to face interaction. It saves lot of time and money for the interviewer and the candidate. In this interview, few structured questions are being asked to judge the prima facie suitability of the candidate for the job. Once the interviewer is satisfied with an interview. The candidate is generally invited for the next round of interview at the company.

Multi-Round interview: Many times companies choose not to conduct a panel interview to select a candidate; instead they conduct a series of interviews with different interviewer. Getting a next round interview means the company is serious about your candidature. Generally these rounds include preliminary, non technical, technical, and personality.

Questions for discussion:

1. What are the parties to the interview?
2. What does an interview type depend on?
3. What is the most common type of interview?
4. What is the essence of a discussion interview?
5. Which kind of interview puts the candidate on real organizational task?
6. What are the advantages of on-line interview?

✍**Assignment 7.** Action verbs are used by both recruiter and job applicant, and play a prominent role in job descriptions, job interviews, and letters of application. Choose an appropriate heading from the table below for each of the following, translate the verbs into Ukrainian

Headings		
creative skills	clerical skills	helping skills
research skills	financial skills	technical skills
management skills	teaching skills	communication skills

Groups of verbs

1	assign	**2**	address	**3**	collect	**4**	assemble	**5**	advise
	attain		arbitrate		critique		build		clarify
	chair		arrange		diagnose		calculate		coach
	co-ordinate		correspond		evaluate		devise		enable

	delegate		draft		examine		engineer		encourage
	direct		edit		extract		fabricate		explain
	execute		lecture		identify		maintain		inform
	increase		mediate		interpret		operate		initiate
	organize		motivate		investigate		overhaul		instruct
	oversee		negotiate		summarise		programme		persuade
	plan		publicise		survey		remodel		set goals
	produce		reconcile				repair		stimulate
	recommend		recruit				solve		train
	review		speak				upgrade		
	strengthen		translate						
	supervise		write						
6	administer	**7**	conceptualise	**8**	assess	**9**	catalogue		
	allocate		create		assist		classify		
	analyse		design		counsel		compile		
	appraise		fashion		demonstrate		dispatch		
	audit		illustrate		diagnose		generate		
	balance		institute		facilitate		implement		
	budget		integrate		guide		monitor		
	compute		invent		refer		process		
	develop		perform		rehabilitate		record		
	forecast		revitalize		represent		retrieve		
	project		shape				specify		
							tabulate		
							validate		

✍**Assignment 8.** Match the phrases on the left with those on the right to make full sentences.

1.	She assigned us…	A	the team next season/
2.	He attained ...	B	the report immediately.
3.	She chaired ...	C	an impossible task.
4.	I'll draft ...	D	our archaic accounting system.
5.	We need to overhaul ...	E	new products.
6.	We should upgrade ...	F	sales for next year.
7.	Jack will be coaching ...	G	the meeting brilliantly.
8.	It's difficult to forecast ...	H	his lifelong ambition.
9.	We need to devise ...	I	her job from secretary to PA.

✍**Assignment 9.** Make a list of the nouns, which correspond to the following verbs. Fill in the blanks in the following paragraph using your list of nouns from the exercise above.

Example: to assist → assistance

1	to administer	**12**	to arrange

2	to analyse	**13**	to draft
3	to assign	**14**	to speak
4	to attain	**15**	to diagnose
5	to develop	**16**	to evaluate
6	to execute	**17**	to assemble
7	to improve	**18**	to build
8	to increase	**19**	to solve
9	to recommend	**20**	to train
10	to strengthen	**21**	to advise
11	to supervise	**22**	to encourage

The first ____________of the middle executive's script was full of inaccuracies and had to be completely rewritten, but public speaking was never his main ____________. The ____________ he made at the AGM was mostly dull but he did not mention that the next _____________ would take place just after Christmas. By that time, my overseas _____________ will be well under way. The manager has been giving me a lot of ______________and seems fairly optimistic that we'll come up with a(n) ______________ to the deadlock in Korea. I think two of the keys are better ____________and closer ____________ of the production personnel, which should lead to a vast_____________ in quality.

✍**Assignment 10.** Classify the interview questions under the following headings:

1. Job knowledge questions
2. Job simulation questions or situational questions
3. Work willingness questions
4. Open-ended questions
5. Stress interviewing

a	Tell me about the distribution network for luxury sportswear in South East Asia.
b	You have two minutes to convince me I'm crazy.
c	Tell me something about yourself.
d	Sell me your tie.
e	What would you do if one of your salespeople wasn't reaching the sales targets?
f	Make me laugh.
g	What is important to you in a job?
h	What are your main qualities?
i	How much experience have you had using spreadsheets?
j	How would you motivate a team of salespeople?
k	What are your long-range goals?
l	Judging by the way you dress, I'd say you were somebody who never takes risks.
m	How do you feel about working away from home for three months in the year?

n	What is it you don't like about me?
o	How do you handle pressure?
p	How do you feel after a failure?

✍**Assignment 11.** Prepare to disscuss the issues of ***Testing and Stress Interviewing***

1. In groups, discuss any experience you have had of testing as part of a selection procedure:

- describe the test
- what was it measuring?
- was it reliable?

2. In groups, discuss any experience you have had of stress interviewing:

- describe the stress interview
- what was it measuring?
- was it reliable?

✍**Assignment 12.** In groups, discuss your career plans. Explain what you hope to be doing in five/ten/fifteen years' time, and the stages you need to complete in order to achieve your ambitions. Make dialogues, putting and asking questions about the career plan. The following headings could serve as a guide:

- sector of activity.
- size of company
- geographical location
- expected salary
- department or service

In each case, justify your choice.

The following expressions may be useful:

- I hope ..
- I expect...
- I intend ...
- I plan ...
- I'll need to ...
- After finishing ...
- After I graduate ...
- My short-term goals
- I'll have to ...
- I'll try to...

❓ Test for self-assesement 5

Are the following statements True or False?

1. The person who is in charge of the meeting is the person who takes the minutes.
   a) True b) False

2. The best way to call a meeting is to inform each participant individually by phone.

a) True b) False

3. An agenda should outline the order and amount of time to spend on each item at the meeting.
a) True b) False

4. Engaging in small talk throughout the meeting is an effective way to keep the focus.
a) True b) False

5. When someone agrees with a motion it is "seconded".
a) True b) False

6. The person who is speaking during a meeting is the person who "has the floor".
a) True b) False

7. A polite way to indicate that you want to make a comment during a meeting is to say: "If I could just come in here..."
a) True b) False

8. When there is a tie vote, it is customary for the chairperson to ask one participant to reconsider his/her decision.
a) True b) False

9. During the closing remarks, the person holding the meeting should introduce new staff members or guest speakers.
a) True b) False

10. Reminders are typically announced after all of the items on the agenda have been covered.
a) True b) False

Змістовий модуль 3. Теоретико-методичні підходи до організації науково-дослідної діяльності іноземною мовою

Тема 6. Актуальні теми наукових досліджень у галузі менеджменту і адміністрування на сторінках іншомовних видань (монографії, статті, періодичні видання)

Lead-in: Before reading Text 1, answer the following questions:

1. Have you ever participated in a scientific conference? Was your experience succeessful?
2. What kind of research were you involved in?
3. What are your topics of interest in business administration?
4. What are your topics of interest in management of foreign economic activity?
5. What are the most relevant business research topics?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

RESEARCH TOPICS THAT COVER A RANGE OF PRESENT-DAY BUSINESS PROBLEMS

The inherent fluctuating dynamics of business administration can be equated to a strict mentor chastising aspiring students who are keen to outvie the competitive business landscape by urging them to assiduously adopt the mutating patterns and swiftly respond to evolving business trends. Therefore, business professionals should acclimatize to this admonition by engaging in lifelong learning and formulate practical strategies required to flourish in a budding business environment. Since the field of Business Administration adorns the essence of transformation, challenges and opportunities are ubiquitous elements in the multifaceted corporate realm. Therefore, it is imperative for professionals pursuing a Master course in Business Administration to undertake in research topics that not only combat the compelling challenges but also contributes to the progression of knowledge and practice in the field.

Conducting research serves as the prominent hallmark that strengthens the wisdom and aptitude of an aspiring business professional in the field of business administration. It not only allows them to make significant contributions to the prevailing body of knowledge by imparting new ideas, concepts, and theories but it also enables them to bridge the gap by discerning incomprehensible areas by performing detailed researches in order to generate insights that can be applied to real-world business situations. Research topics bestow the adroitness required to enhance corporate efficiency, competitiveness, and sustainability. These topics improve their knowledge, enhance their professional skills, and enables them to stay updated with the current trends and developments in the field of business administration.

When pursuing a Master's degree in Business Administration the student should be aware of the fact the chosen research topic should be inspiring, pertinent, and address modern challenges faced by the corporate world. The need for research topics is for the advancement of knowledge needed to navigate intricate business challenges that results in driving business success. It improves professional skills like decision-making and effective leadership enabling one to achieve professional recognition and career advancement.

These research topics focus on areas that can shape the future of business administration and drive positive outcomes in various sectors.

1. Corporate Social Responsibility (CSR) and its Effect on Investor Relationships

This research topic throws light into the intricate interdependence and interactions between organizations and their investors while highlighting the effects of Corporate Social Responsibility (CSR) initiatives on an organization's status, commercial value and lasting sustainability. With this research, an individual can delve into the tactics used by organizations to effectively engage investors through CSR and the consequences of such engagements.

2. Leadership Approach in the Digital Era

This topic showcases the numerous leadership approaches and its effect on the digital revolution era. It will give a comprehensive knowledge on how adopting these leadership styles can enable professionals to pilot virtual teams, foster innovation, and bring forth organizational transformation in the digital era.

3. Emotional Intelligence in Leadership

Emotional intelligence is imperative for effective leadership; therefore, this research topic will draw attention to the influence of emotional intelligence capabilities on managerial roles required to lead teams and improve employee engagement. This topic will give a clear understanding of the complex relationship between emotions, leadership, and company success.

4. Implementation of Artificial Intelligence in Business

This research topic accentuates the importance of embracing and implementing artificial intelligence (AI) technologies for organizational success. It will provide a thorough comprehension of AI transformation and its implications on organizational operations, employee engagement, and consumer experiences.

5. Sustainable Supply Chain Management

This research topic illuminates the practices and tactics that enable organizations to embrace ecologically responsible supply chain management practices. By understanding and discerning the challenges and opportunities linked with implementing sustainable ideologies into supply chain management one can enhance environmentally responsible business practices.

6. Entrepreneurship and Innovation in Evolving Markets

This topic enables professionals to investigate the dynamic forces of entrepreneurship and innovation in the ever-changing and evolving market. It highlights those aspects that aid or hamper entrepreneurial actions and the impact of innovation on the growth and expansion of the business landscape.

7. The Impact of Organizational Culture on Employee Performance

It is crucial to understand the impact of an organization's culture on employees conduct, motivation, and productivity. This research topic allows one to evaluate the vital connection between cultural dimensions and organizational outcomes along with the complex interplay between culture and organizational success.

8. Managing Diversity and Inclusion in Global Organizations

This research topic brings into light the drawbacks and approaches for effectually managing diversity and inclusion in global organizations. It allows professionals to evaluate the influence of diversity on organizational performance and the implementation of inclusive leadership in nurturing a diverse and inclusive work environment.

9. Ethical Decision-Making

This research topic highlights the importance of ethical decision-making in the organization and the aspects that stimulate ethical behavior such as ethical leadership, organizational culture, and industry models, which enhances the understanding of how businesses steer clear from various ethical challenges and encourage corporate social responsibility.

10. Corporate Governance and Financial Performance

This research topic allows one to analyze the association between corporate governance and financial performance by understanding various governance structures, board characteristics, and investor involvement one can uncover the impact of corporate governance on firm value, profitability, and long-term sustainability.

In conclusion, choosing the right research topic serves as the stepping stone of creating a lasting impression in the field of business. These ten research topics coveres a range of present-day business problems and offer abundant opportunities for comprehensive investigation and knowledge generation. One should choose the right research topic that matches with their relevant field of interest and proficiency in order to embark on a professional advancement of making a lasting impact in the world of business.

✍**Assignment 1.** Find the Ukrainian equivalents for the following words and word combinations.

inherent fluctuating dynamics	the importance of embracing and implementing AI technologies
to outvie the competitive business landscape	to evaluate the vital connection
to assiduously adopt the mutating patterns	to highlight the importance
to swiftly respond to evolving business trends	to serve as the stepping stone
to delve into the tactics	to cover a range of present-day business problems
to pilot virtual teams	to enhance the understanding
to foster innovation	to embark on a professional advancement

bring forth organizational transformation	to bring into light the drawbacks and approaches

✍**Assignment 2.** Write the description of the following research topics (at least 50 words) using the words and word-combinations from Assignment 1.

1. Analyzing the effectiveness of change management strategies in organizations post-pandemic.
2. Exploring the role of organizational culture in shaping employee well-being and job satisfaction.
3. Examining the influence of technology adoption on supply chain efficiency and cost reduction.
4. Assessing the implications of Industry 4.0 on operations management and manufacturing strategies.
5. Examining the relationship between workplace diversity and organizational performance in global supply chains.
6. Investigating the impact of customer relationship management on customer satisfaction and loyalty in the service industry.
7. Assessing the impact of globalization on business strategies and performance in the post-pandemic era.
8. Investigating the impact of transformational leadership on employee engagement and organizational resilience in times of crisis.
9. Understanding the determinants of successful change management in large-scale mergers and acquisitions.
10. Investigating the effects of organizational rebranding on consumer perception and loyalty.

✍**Assignment 3.** Read the following research topics and outline the main points to research.

Business Administration and Management Research Topic

1. How does customer service management affect a company’s growth?
2. What is the use of a management information system in deciding for small-scale firms?
3. What strategies are used by organizing to improve morale and productivity?
4. What is the role of corporate social responsibility in building your company’s image?
5. What is the role and problem of financial institutions in the growth of small-scale business?
6. How motivation helps in improving the effectiveness of the organization?
7. What is the role of effective communication in the growth of small-scale businesses?
8. How can good communication help improve employee performance in the manufacturing industry?
9. What is the role of due process in organizational performance?

10. What problem happens while managing a small business in rural areas?

✍**Assignment 4.** Read the following research abstracts and choose an appropriate heading from the table below for each of them. Make a list of keywords (5-7) for every topic.

Business Management Research Topics

Headings	
Conflict Management in a Work Team	Issues that Affect the Management of Business Startups
The Role of Women in Business Management	Consequences of Excessive Work in Business
Importance of Inter-organizational Leadership and Networks	Why You Should Start a New Business After One Fails
How to Manage Organizational Crisis in Business	Product and Service Development in a Strategic Alliance
Innovation and Network Markets as a Business Strategy	Social Enterprise and Entrepreneurship

1. With businesses going global, team management has escalated from merely managing people to guiding, mentoring and resolving conflicts among individuals. Teams with multicultural members from different departments are fertile ground for conflicts. This research will give you an insight into the various causes of conflict and different techniques and methods of conflict resolution within global multi-lingual and multi-cultural teams enabling you to lead teams successfully and keep disruptions minimal. Better teams translate to better productivity and, eventually, revenue.
2. Work-life balance is the buzzword in today's business environment. If you choose to write your thesis on the impact of excessive work in business, it could well escalate to international levels as everyone talks about employee well-being, from corporates to SMEs and top management to HR. The single most significant reason behind this is the instances of early burnout seen in the past. Secondly, globalization is another cause for concern since people are often required to work multiple shifts. Lastly, the recent trend of post-Covid layoffs that have driven the need for side hustle makes it even more necessary to keep track of how hectic business operations are.
3. Failure is the steppingstone to success. The recent outcrop of start-ups has proven this to be true. If one venture fails, do not give up. Learn from the experience and start again. Not only is that the mantra of the current generation, but it is also amon the trending quantitative research topics in business management. The main objective and outcome of this business management research topic are to explore lessons learned from failures, the advantages of starting afresh, and the strategies for overcoming the fear of failure.
4. The COVID-19 pandemic drove everyone online and created a new digital startup ecosystem. However, while it may be easy to set up a digital business, sustenance, scaling, and growth are some of the challenges that follow. If you are

entrepreneurial, your research title about business management should read something like "Challenges in the startup ecosystem." Such research covers issues that affect the management of business startups. It covers the various factors that lead to success and the pitfalls and obstacles on the growth trajectory. It covers effective strategies to mitigate or work around challenges, and this is where you can get creative. Limiting your research to startups is okay, but you can also cover significant ground across other business models.

5. Not only is crisis management a critical leadership skill, but today's turbulent business environment is fertile ground for an organizational crisis. Globalization, digitization, and the startup ecosystem have disrupted the environment. Barring corporates, a crisis can strike any business at any time and bailing out of that crisis is the responsibility of the business leadership. Managing an organizational crisis in business is a popular business management research paper topic, especially among MBA students, PGDM, and aspiring entrepreneurs.
6. When it comes to research paper topics related to business management, one area worth exploring is product bundling in a strategic alliance. The ICICI credit card offered to online customers of Amazon India is a classic example. Development of such strategic products or services requires in-depth product knowledge, knowledge of finance, and of course, a strategic mindset. If you have a strategic mindset and interest in product management, this is one of your best business management research project topics.
7. In contemporary society, women have made notable strides in shattering patriarchal norms and embracing diverse opportunities and career paths, thereby demonstrating their strength and autonomy. While women encounter challenges in assuming leadership roles, often stemming from prevailing cultural attitudes, their presence in business management positions is more prevalent than commonly perceived. This prompts inquiry into the factors that contribute to the exceptional success of certain women in managerial positions and the unique value they bring to such roles. Exploring this subject through qualitative research could yield insightful findings regarding women's impact on business management.
8. Social enterprise is any business having a social objective and undertaking activities in the public interest. Writing a research paper on social enterprises and entrepreneurship will lead you to explore opportunities that can bring an innovative change in society and hold business potential. One thing to remember if you want to explore social enterprise and entrepreneurship as one of several business management research titles is that the organizational goal is primarily social impact rather than revenue generation. This research will make you more open to an inclusive idea of growth by bringing you closer to social causes, marginalized communities, and people thriving in them.
9. This research focuses on managing global networks in leadership roles. It is among the hot favorite research topics for business management students considering how businesses are going global. If you are an aspiring global entrepreneur or leader, you would want to know more about local and global inter-organizational networks, how things work, how people communicate, etc. Researching inter-organizational leadership and networks can provide insights into businesses' challenges and

opportunities when building and maintaining relationships. Managing these relationships is another challenging part of the process, and that is what you will learn through this research.

10. It is an emerging and strategic business model for startups. When entrepreneurs need more resources to raise seed or venture capital for their businesses, they elect to market their products through networking. Social Media platforms like Facebook offer substantial networking opportunities. Choose this probe as your quantitative research topic for business management if you have entrepreneurial aspirations to understand every aspect of this business model and strategy in depth.

(Adapted from: https://www.knowledgehut.com/blog/business-management/business-management-research-topic)

? **Assignment 5.** In pairs, discuss the research topics in your scientific field, covering the following issues.

1. What are your major interests within your discipline?
2. What personal experiences have you had that were particularly significant or meaningful to you, as it relates to your discipline?
3. What coursework did you take that you found most exciting?
4. What theories and concepts are most interesting to you?
5. Are there some ideas you have studied which you are curious about and would like to explore more?
6. What are your career goals upon completion of your degree?
7. What are the major issues or problems faced in your industry today?
8. Have you read any interesting articles or books related to your discipline?

✍**Assignment 6.** Break down your topic or research question into 2-4 overall main ideas. These main ideas will be your simple keywords which "point the way" to research in that area.

a) Make a list of keywords and explore the sources online to find the research topics using this list. You can search through the links below.

- Journal of International Business Studies. URL: https://link.springer.com/journal/41267.
- Academy of Management Journal. URL: https://journals.aom.org/journal/amj.
- Academy of Management Review. URL: https://journals.aom.org/journal/amr.
- Strategic Management Journal URL: https://sms.onlinelibrary.wiley.com/journal/10970266.
- Journal of International Business and Entrepreneurship Development. URL: https://www.scimagojr.com/journalsearch.php?q=21100886220&tip=sid.

b) Make a list of the research topics with the similar keyword list. Outline the main area and aim of the researches.

📖 **Text 2.** Read the text, summarise the main points in 10-15 sentences, and discuss the questions that follow.

CURRENT ISSUES IN INTERNATIONAL TRADE RESEARCH

International trade plays a pivotal role in the global economy, influencing everything from national growth to consumer prices. With the world becoming more interconnected, the study of international trade has become increasingly complex, offering students a wide range of research opportunities. Writing about international trade thesis topics allows students to explore critical areas such as trade policy, regional agreements, global supply chains, and emerging technologies. These topics also provide insight into how international trade adapts to challenges such as geopolitical conflicts, environmental regulations, and economic disruptions. This article explores the diversity of international trade thesis topics by examining current issues, recent trends, and future directions, helping students select topics that align with both their academic interests and evolving global challenges.

Many of today's most pressing economic challenges are linked to international trade, making them valuable topics for research. One of the most significant current issues is the rise of trade wars and protectionism. In recent years, countries such as the United States and China have engaged in retaliatory tariff measures, disrupting global trade flows and reshaping supply chains. Researching the impact of these trade wars provides students with insights into the effects of protectionist policies on both domestic industries and international markets.

Another pressing issue in international trade thesis topics is the disruption of global supply chains. The COVID-19 pandemic exposed the fragility of these networks, causing delays, shortages, and increased costs. Supply chain management has become a critical area of focus, with many governments and corporations now seeking to make their supply chains more resilient. Investigating how global trade routes are being restructured to adapt to new challenges presents students with valuable research opportunities.

Environmental sustainability has also become a central issue in international trade. Governments and international organizations are working to integrate environmental standards into trade agreements, creating new challenges for exporters and policymakers. For example, research on carbon border adjustment mechanisms – taxes on imported goods based on their carbon emissions – can offer insights into how trade policies are evolving to address climate change. Other topics might explore how green trade policies influence industries such as manufacturing, agriculture, and transportation.

Labor market dynamics represent another important area in international trade thesis topics. Global trade has led to both job creation and job displacement, affecting workers in various industries. Topics focused on wage inequality, the role of labor unions, or the impact of trade liberalization on employment offer opportunities to explore the social dimensions of trade. Understanding these labor-related issues is essential, as they influence both policy development and public sentiment toward globalization.

Recent trends in international trade reflect shifts in economic policies, technological innovation, and changing consumer behavior. One of the most notable trends is the rise of regional trade agreements. As multilateral negotiations under the World Trade Organization (WTO) have slowed, countries are increasingly forming regional trade blocs, such as the African Continental Free Trade Area (AfCFTA) and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). Students researching these agreements can explore how regionalism is reshaping global trade patterns and whether it provides better opportunities for economic integration than global trade deals.

Digital trade and e-commerce are also transforming international trade. The growth of online marketplaces and digital services has created new opportunities for businesses to access global markets. Researching how digital trade agreements are being developed to regulate cross-border data flows, intellectual property rights, and consumer protections offers students a chance to engage with cutting-edge issues in trade policy. Topics on the impact of technology platforms like Amazon and Alibaba on global trade flows are also highly relevant.

Another emerging trend is the increasing importance of sustainable trade practices. With growing awareness of environmental issues, consumers and policymakers are demanding that trade be aligned with sustainability goals. Many trade agreements now include provisions on environmental standards, renewable energy, and sustainable resource management. Students interested in environmental economics can explore how trade policies are evolving to promote green practices and what challenges companies face in complying with these standards.

The integration of blockchain technology and digital currencies is also influencing the way international trade operates. Blockchain has the potential to enhance transparency and efficiency in trade logistics by providing real-time tracking of goods across borders. At the same time, digital currencies, such as Bitcoin and Central Bank Digital Currencies (CBDCs), are transforming trade finance by offering new payment solutions. Students researching these topics can investigate how technology is reducing transaction costs and reshaping global trade networks.

Future Directions in International Trade

The future of international trade thesis topics lies at the intersection of innovation, environmental policy, and shifting geopolitical dynamics. One emerging area is the role of artificial intelligence (AI) in trade logistics and forecasting. AI-powered tools can optimize trade routes, predict demand trends, and improve customs procedures, helping businesses navigate the complexities of global trade more efficiently. Research topics on the impact of AI on trade competitiveness or how smart technologies influence trade policy offer exciting opportunities for forward-looking studies.

Sustainability will also remain a dominant theme in the future of international trade. As countries implement stricter climate policies, businesses must adapt to new environmental regulations that affect cross-border trade. The transition to carbon-neutral economies will reshape trade patterns, creating both challenges and opportunities for exporters. Students can explore how industries are preparing for these changes, as well as the role of international trade agreements in promoting sustainable development.

The future of trade finance is another promising area for research. With the rise of digital currencies and blockchain-based payment systems, trade finance is undergoing a transformation. Research topics focused on how decentralized finance (DeFi) impacts global trade or the potential risks and benefits of CBDCs in cross-border transactions offer students a chance to engage with the next wave of financial innovation.

Geopolitical shifts will also play a crucial role in shaping the future of trade. The emergence of new economic powers, such as the BRICS nations (Brazil, Russia, India, China, and South Africa), will influence global trade dynamics. Research topics on how these alliances shape trade policy, or how shifting power dynamics affects multilateral trade negotiations, are highly relevant. Additionally, the future of global trade governance – whether through the WTO or new international frameworks – offers students opportunities to explore the evolution of economic cooperation.

Whether focusing on trade policies, regional agreements, supply chains, or the role of technology, international trade thesis topics allow you to engage with critical issues that shape the global economy. By selecting topics that address current challenges, reflect recent trends, or anticipate future developments, you can contribute meaningful insights to the field of international trade. With trade playing a vital role in promoting economic growth, reducing poverty, and fostering international cooperation, research in this area remains essential to understanding the complexities of a globalized world.

Hot research topics in the management of foreign economic activities include digitalization and e-commerce, the impact of artificial intelligence (AI), developing sophisticated marketing and financial strategies, fostering innovation through international collaboration, and implementing robust risk and crisis management systems to enhance competitiveness and resilience. Analyzing regional trends and ensuring effective integration into the global economy are also key areas of focus.

Key Research Areas:

Digitalization and E-commerce:

Research into the impact and management of e-commerce strategies for international operations is crucial for improving efficiency in foreign economic activities.

Artificial Intelligence (AI) in Marketing:

Studies are exploring how AI can be a driving force in international marketing, influencing pricing strategies and the development of financial marketing mechanisms.

International Marketing and Financial Strategies:

There is a significant focus on creating effective management decisions based on comprehensive information processing and assessing international market conditions, with specific attention to marketing and financial strategies.

Innovation and International Collaboration:

Research examines how to foster innovation through technology transfer and cross-border partnerships that pool resources and expertise for market insights and technological advancements.

Risk and Crisis Management:

Identifying, analyzing, and mitigating a wide range of financial risks, as well as developing agile systems for early warning and scenario planning, are vital for the economic security and resilience of enterprises in foreign markets.

Strategic and Integrated Management:

Research investigates the integration of strategic and marketing approaches into foreign economic activity management, moving beyond short-term adaptation to long-term strategic development.

Supply Chain and Cluster Development:

Developing robust infrastructural support for foreign economic activity through the creation of cluster structures for inter-institutional cooperation, including transport, logistics, and information, is an important area of study.

Performance Measurement:

Developing integrated methodologies for analyzing the foreign economic activity of companies, including key indicators for export growth, market share, competitiveness, and financial performance, is essential for evaluating and improving outcomes.

❓ Test for self-assesement 6

Тема 7. Підготовка доповідей та участь у міжнародних наукових конференціях

Lead-in: Before reading Text 1, answer the following questions:

8. Why do people give presentations?
9. Have you ever given or participated in a presentation?
10. What were you presenting and to whom?
11. Were you successful? Did anything go wrong?
12. What do you think a presentation should look like?
13. What is the basic structure of a presentation? How many parts does it have?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

PRESENTATIONS

A presentation is a prepared talk about a particular subject. A presentation may be a less formal three-minute report to colleagues in a meeting or a more formal 45-minute speech to a large group of people you have never met before. A presentation may be given to train people, to stimulate interest in a subject, to provoke discussion, to gain support, or simply to give information. For any presentation there are some skills that will help you to perform effectively.

A good presentation should be well-planned, with a clear, logical structure; have clear and explicit links between the parts; have information that is relevant to the audience; have a memorable introduction and finish.

At the preparation stage, the speaker should:

• plan the presentation thoroughly. What is the purpose of the presentation – to inform, to persuade, to review? What information needs to be communicated? How will this information be structured?

• think about the audience. Who are they: colleagues, business partners, customers? How formal or informal does the presentation have to be? How much does the audience know about the subject? How long will they be able to concentrate? What is their first language?

• think about how visual aids can help the audience understand what is being said.

During the presentation the speaker should:

• speak loudly enough to be heard by everybody, but should not speak too fast or too slowly;

• not read a prepared text, but improvise from notes or visual aids;

• pause for emphasis when necessary;

• look relaxed, positive and confident;

• seems competent, organized and enthusiastic;

• makes eye contact with the audience, use appropriate body language and gestures to convey meaning.

There are tree main parts in any presentation that follow:

INTRODUCTION: **MAIN BODY:** **CONCLUSION:**

Saying what you are going to say	saying it	Saying what you have said
• Greeting/ welcome • Introducing yourself • Introducing the topic • Explaining the purpose of the presentation • Saying why the topic is relevant • Going over the structure	• Signposting • Developing the topic • Focusing attention • Referring to visuals • Asking for contributions	• Signalling the end • Summarising • Inviting questions

Below, we will look at the main stages in more detail.

The **introduction** to a presentation should contain:

• a welcome to the audience – *Good morning/afternoon,ladies and gentlemen.*

• (perhaps) a thank you to the audience – *Thank you all for coming today*

• your name and position (if necessary) – *My name is ... and I'm the ...*

• the subject or title of your presentation – *The subject of my talk is ...*

- *This morning I'm going to talk about…*
- *The theme of my presentation today is…*

• a statement of the purpose of your presentation –

... because this is something we will all have to think about in the future.

... because you will be responsible for carrying out these new procedures.

• (perhaps) a statement of the length of time you will take –

- *I'm going to talk for about 15 minutes.*
- *My presentation will take about 20 minutes.*

• an outline of the structure of your presentation (a list of the main points to be covered)

- *My presentation will be in four parts.*
- *I've divided my talk into three parts. First….Second….Third…*
- *In the first part ...*
- *Then ... After that . Next . Finally ...*

• (perhaps) a statement of when the audience may ask questions

- *If there's anything you don't understand, please don' t hesitate to interrupt.*
- *Please feel free to ask quest ions at any time.*
- *I'd appreciate it if you would save any questions until the end.*

The main part of a presentation is the most difficult. Beginnings and ends of talks often contain similar phrases, but in the main part you give your audience the information they have come to hear. If you have said in your introd uction that you are going to divide your presentation into several parts, you should clearly signal the beginning and end of each of these parts as they occur:

- *That completes the first part, so now we come to ...*
- *So, to move on to the second part of my talk ...*
- *That concludes the second part, so let's move on to ...*

- *That's all I want to say about ... so unless you have any questions let's turn to...*

The conclusion should :

• include a clear signal that you have finished or are about to finish the last point:
- *That ends the third part of my talk, so ...*
- *That's all I'm going to say about ...*

• briefly summarize the main information:
- *So, to sum up ...*
- *I'll end by emphasizing the main points.*
- *So now I'll just summarize my three main points again.*

• perhaps draw some logical conclusions from what has been said:
- *So what we need to do now is ..*
- *This shows that we have to ...*
- *So, to conclude, I have two recommendations.*

• perhaps include a thanks for listening:
- *Thank you for your attention ...*
- *Thanks for listening ...*

• include an invitation to ask questions.
- *... and now I'd like to invite your comments.*
- *Now I'd be interested to hear your comments.*
- *Right, does anyone have any questions or comments?*
- *Now we have 20 minutes for discussion.*

This means that speakers often make their most important points three times: in the introduction, they tell the audience what they are going to tell them; in the main part of the talk, they say it; and in the summary and conclusion, they tell the audience what they have just told them.

A good presenter who has to talk to an intern ationalaudience will research the style of presentation that is appropriate to that particular audience. Some audiences, for example, may want to participate actively during the presentation while others will want to sit quietly and listen without interruption to what is being said. As part of the planning and preparation process, it is essential to find out what is appropriate.

Assignment 1. How would the presentation style differ in the following situations? Discuss in pairs/small groups.
1. A sales representative presenting a product to a potential customer.
2. An academic presenting his/her research project at a conference.
3. An engineer from R&D presenting an idea for a new hi-tech product to senior management.
4. A salesperson presenting the latest figures for their region at a sales team meeting.
5. An HR director presenting a new strategy at a meeting for HR managers from 20 different subsidiaries.
6. A university student presenting his/her paper to a class of other students attending the same course.

Factors to take into account:

Audience	Purpose	Type of the situation
known vs. unknown specialist vs. non-specialist small vs. large group	to inform to persuade to motivate	more formal vs. less formal

✍**Assignment 2.** When preparing a presentation, you have to take into account whether it requires a MORE FORMAL or LESS FORMAL STYLE. Decide whether the following phrases are more formal or less formal (sort them out into two columns).

1. I'll start with ... Then I'll talk a little bit about ... I'll finish with ...
2. Well, we've looked at ... Now, let's talk about ...
3. The focus of today's presentation is ...
4. The first point I'd like to focus on is ...
5. To recap ...
6. Good morning/afternoon/evening. My name is ...
7. Having discussed ... I'd like to move on to ...
8. Hello everyone. I'm ...
9. Let's start/begin by looking at ...
10. To summarise ...
11. I'm here today to talk to you about ...
12. Firstly, I'll ... Following that I'll ... Finally, I'll ...

More formal style	Less formal style

✍**Assignment 3.** Read the words in the box and match them with their synonyms below. Some of them can be matched with more than one synonym.

purpose	**begin**	**turn to**	**theme**	**summarise**	**finish**	**come to**
outline	**represent**	**sum up**	**next**	**Lastly**	**look at**	**topic**

1. overview _________
2. finally _________
3. aim _________
4. conclude _________
5. move to _________ ___________
6. show _________
7. recap _________ ___________
8. focus on _________
9. then _________
10. subject _________ ___________
11. start _________

✍**Assignment 4.** Use some of the words from Assignment 3 and complete the sentences below. Some sentences can be completed with more than one word.

1. The ______of this presentation is to give you a(n) ______ of our company and its products.
2. Firstly, I'd like to _______ you a timeline of our company so you can see how we've developed over the years.
3. Then I'll _________ our market and how it is changing.
4. After that I 'II _________ our next point – our brand new product.
5. Finally, I will _________ how we can adapt our products to fit our customers' needs.
6. Just to _________ the main points again: I began by telling you a little about ....
7. OK, I'd like to __________ by saying that it was a great pleasure presenting to you today.
8. The ____________ of my presentation is the system of English language courses at VSE.
9. This graph __________ our sales last year.

✍**Assignment 5.** Match the less formal verbs in the box with the more formal verbs below. Then find the appropriate ending for each sentence.

break into	carry out	Show	set up	buy
look into	pay	Move	speed up	use

We are planning to…

	More formal	Less formal	Ending
1.	establish		
2.	conduct		
3.	investigate		
4.	accelerate		
5.	penetrate		
6.	utilize		
7.	renumerate		
8.	demonstrate		
9.	purchase		
10.	relocate		

Endings:

a. …our interest in the project.
b. …the problem in more detail.
c. …new markets in Asia.
d. …the development of our new product.
e. …new supplies soon.

f. …our production to Bangladesh.
g. …a new subsidiary in Madrid.
h. …more market research.
i. …our staff according to their performance.
j. …the latest technology.

Assignment 6. Read the following information and discuss the questions that follow.

Presentation Equipment

The **notebook computer** is used to display text and graphics during presentations. Basically, it can display anything that you put on your computer screen, including entire presentations generated by presentation software. An excellent tool if used in moderation, but not as an alternative to you – the speaker. It is often used in conjunction with an overhead projector or other projector, which projects the image from the computer screen onto the wall screen.

The **overhead projector (OHP)** displays overhead transparencies (OHTs or OHPTs). It has several advantages over the 35mm slide projector:

- it can be used in daylight
- the user can face the audience
- the user can write or draw directly on the transparency while in use.

The flipchart consists of several leaves of paper that you 'flip' or turn over. Some people prefer the flipchart to the whiteboard, but its use is limited to smaller presentations.

The Slide projector – which must be used in a darkened room – adds a certain drama. Slide projectors have mostly been overtaken by digital electronic media and are rare today. Some slide projectors can be synchronised with audio for audio-visual (AV) presentations. These projectors are typically used for larger presentations. The majority take 35mm slides or transparencies (as seen here), but projectors for 6x6cm slides are also available.

Transparencies are projected by an overhead projector or a slide projector onto a screen –in this case a **folding screen** which can be packed up and transported.

You should check the equipment before starting. For example, you should make sure that:

• the data projector works;
• you can connect your laptop to the projector;
• everyone can see you and the screen, otherwise you need to move the chairs;
• there is no light reflecting on tne screen, otherwise you need to close the blinds or dim the lights.

(https://www.englishclub.com/speaking/presentations-equipment.php)

1. What equipment might people use when giving a presentation?
2. What are some of the advantages and disadvantages of using these things?
3. Do you think the following advice is useful? Why/not?
   a. It is a good idea to use both a PowerPoint presentation and a flipchart.
   b. Always use a light background for your slides.

c. You must never put complete sentences on your slides.
d. Use lots of pictures to liven up the presentation.
e. Put the structure of your presentation on the second slide.

Text 2. Read the text and summarise the main points in 10-12 sentences. Answer the questions that follow

SPEAKING AT YOUR FIRST ACADEMIC CONFERENCE

Participating in an academic conference for the first time can be both exciting and nerve-wracking, especially if you have been invited to speak at that conference. It offers a valuable opportunity to share your research, connect with fellow scholars, and broaden your academic network. However, to make the most of this experience, it is essential to be well-prepared and confident in your presentation skills.

Effective communication plays a vital role in making a lasting impression at academic conferences. It allows you to present your research clearly, engage with other scholars, and establish connections.

Preparing for Your First Academic Conference

Before attending your first academic conference, thorough preparation is key to ensuring a successful and enriching experience. Here are some essential steps to consider:

1. Understand the Conference Theme and Format

Familiarize yourself with the conference theme and topics to ensure your research aligns with the overall focus. Moreover, explore the conference program to get a sense of the format, including keynote speeches, panel discussions, and poster presentations. This knowledge will help you tailor your presentation and identify sessions that are most relevant to your interests.

2. Craft Your Presentation

Create a clear and concise presentation that effectively communicates your research findings. Structure your talk with a compelling introduction, a logical flow of ideas, and a concise conclusion. Use Yoodli or practice in front of a mirror to refine your delivery and ensure your message is engaging and easily understandable.

3. Prepare Visual Aids

If appropriate for your presentation, create visually appealing and informative slides to support your talk. Keep the slides visually consistent, using clear fonts, concise bullet points, and relevant visuals or graphs. Ensure that your slides enhance your presentation rather than distract from it.

4. Rehearse Your Presentation

Practice your presentation multiple times to build confidence and familiarity with your material. Pay attention to your speaking pace, clarity, and body language. If possible, practice in front of a small audience or seek feedback from peers or mentors to refine your presentation further.

Presenting at the Academic Conference

The moment has arrived for you to present at the academic conference. Follow these tips to deliver a compelling presentation:

1. Be Mindful of Time

Respect the allocated time for your presentation and rehearse to ensure your talk fits within the time limit. Practice pacing your speech to avoid rushing or speaking too slowly. Keeping to the designated time demonstrates professionalism and consideration for fellow presenters and audience members.

2. Engage Your Audience

Engage your audience by starting your presentation with a compelling opening that captures their attention. Maintain eye contact and use gestures to convey enthusiasm and confidence. Incorporate stories, examples, or anecdotes to illustrate your research and make it relatable.

3. Clearly Communicate Your Key Points

Clearly communicate the purpose and main findings of your research. Emphasize the significance and relevance of your work within the broader academic context. Structure your presentation in a way that allows the audience to follow your argument and understand the key takeaways.

4. Respond to Questions Confidently

During the Q&A session, be prepared to answer questions from the audience. Listen attentively, and if you do not understand a question, politely ask for clarification. Answer questions concisely and confidently, drawing on your research and expertise. If you do not know the answer, it is acceptable to admit it and offer to follow up with additional information.

Networking at the Academic Conference

Networking at academic conferences is an invaluable opportunity to connect with scholars in your field and establish professional relationships. Here are some tips to make the most of your networking experience.

1. Attend Social Events and Workshops

Participate in social events and workshops organized as part of the conference. These informal settings provide opportunities to engage in meaningful conversations, share ideas, and build connections with fellow attendees.

2. Approach Others with Confidence

Approach other conference participants with confidence and initiate conversations. Start by introducing yourself and expressing your interest in their work or the conference topic. Be an active listener, ask insightful questions, and engage in thoughtful discussions.

3. Exchange Contact Information

When you have a valuable conversation or establish a connection, exchange contact information with the individuals you meet. Business cards or digital contact-sharing platforms can facilitate this process. Follow up with a polite email or LinkedIn message after the conference to maintain the connection.

4. Engage on Social Media

Leverage social media platforms, such as Twitter or LinkedIn, to engage with conference attendees before, during, and after the event. Participate in conference hashtags, share interesting insights, and connect with fellow scholars online. This can help you extend your network beyond the confines of the conference itself.

Attending your first academic conference can be a transformative experience for your career and scholarly pursuits. By following the tips and strategies outlined, you can enhance your presentation skills, navigate the conference effectively, and establish meaningful connections within your academic community. Remember to be well-prepared, confident, and open to new opportunities and collaborations. Enjoy the conference and make the most of this valuable experience.

(by Sharan Jhangiani June 20, 2023 https://yoodli.ai/blog/speaking-at-your-first-academic-conference)

✍**Assignment 7.** The introduction should include the following steps. How would you order them? Think of some useful phrases for each step.

1. saying why the topic is relevant to your audience
2. explaining the purpose of the presentation
3. welcoming the audience
4. going over the structure of the presentation
5. introducing the topic
6. introducing yourself

✍**Assignment 8.** Divide these phrases into the correct categories in the table below.

1	Today's topic is of particular interest to those of you/those of us who ...	2	It's a pleasure to welcome you today.
3	What I'd like to present to you today is ...	4	My talk is especially relevant to those of us who ...
5	Let me introduce myself. I'm ... from ...	6	The subject/topic of my presentation is ...
7	I've divided my talk into ... parts/sections.	8	The aim of my presentation is to ...
9	First of all, let me thank you all for coming here today.	10	Then I 'II talk a little about ...
11	I'd like to update you on/inform you about ...	12	I'm the key account manager here and I am responsible for ..
13	For those of you who don't know me, my nameis ...	14	I'm happy/delighted so many of you could make it today.
15	What I want to show you is ...	16	In my presentation I would like to report on ...
17	First, I'd like to ...	18	My topic is /will be very important for you because ...

Welcoming the audience	**Introducing yourself**	**Introducing the topic**	**Explaining the purpose of the presentation**	**Saying why the topic is relevant**	**Going over the structure**

✍**Assignment 9.** Complete the phrases used in the introduction with the words and phrases from the box. There are two words or phrases, which do not go in any of the gaps.

particular interest	**like to talk**	**update**	**Aim**	**presentation**
let	**show you**	**welcome**	**especially relevant**	**finally**
first	**divided**	**for those of you**	**sum up**	**present**

1. The ___________ of my presentation is to make you familiar with the ERASMUS programme for students of the Zaporizhzhia National University.
2. It is a pleasure to ____________ you here today.
3. I've _______________ my talk into four parts.
4. _______me introduce myself. I'm Boris Novikov and I am studying at the Management Department.
5. Today's topic is of ____________ to those of you who would like to study abroad.
6. _______________ of all, let me thank you all for coming here today.
7. The topic of my ______________ is studying abroad.
8. My talk is _____________ to those of us who want to join the ERASMUS programme.
9. _____________ who don't know me, my name is Boris Novikov.
10. First, I'd _______________ about the advantages of studying abroad.
11. What I want to ____________ is how you can benefit from studying abroad.
12. What I'd like _________to ___ to you today is the ERASMUS programme.
13. _____________, I'll give you some useful tips for studying in Germany.

✍**Assignment 10.** Put the words in these phrases into the correct order.
1. slide/ is/ What/ on/ is ... / interesting/ this
2. which /our/leads/ to/ This/ is ... / next/ us/ point,
3. far I questions/ Are/ any/ so/ there /?
4. It/ emphasised ... /be/ should
5. that ... / people/ Most/ argue/ would
6. next / you/ see/ slide, ... /As/ on/ can/ this
7. me / Let/ with /concrete/ explain/ a / example.
8. will / have. /answer/ any/ I /questions/ you / now/ may
9. this/ attention/ would/ to/ draw/ like/ your/ to/ point ... / I
10. like/ to/ highlight/ I'd/ this/ things/ diagram / two / on

✍**Assignment 11.** Complete the missing words that may appear at the end of your presentation. Put one word into each gap.

	Signalling the end		Summarising		Inviting questions
1.	Right, that brings me nearly ____ the end of my presentation.	5	Just ____ summarise the main points again, ..	9	Would anyone like to ask _____ questions?
2	Right, I think ____ covers everything.	6	To sum ____ (then), we talked about ...	10	If anyone has any questions I'll be happy to answer __________
3	Okay, that ends ____ talk	7	I'd like to run _____ my main points again...	11	I am ready _____ take any questions now.
4	That's all I wanted to say _____ now.	8	Before I finish, let me go _____ the key issues again	12	If you have any questions, I'll do my _______ to answer them

✍**Assignment 12.** How would you react to the following problems during the question time? Match these possible reactions to the situations given.

Situations

1. You did not hear the question (the person speaks too quietly or there is noise in the room).
2. You did not quite understand the question (you are not quite sure what the questioner means).
3. You do not know the answer to that question.
4. It is a difficult question and you need to think about it.
5. The questioner puts a strong argument against your point of view.
6. The question is not relevant to the topic and time is running out.

Possible reactions

a. That's an interesting question. Let me think...

b. Sorry. Are you asking about...?

c. Sorry. I don't think we have time to go into that. Perhaps we can discuss it later.

d. I'm not sure about that but I can find out for you.

e. That's a good point. However,...

f. Sorry, I didn't catch that. Can you repeat the question please?

g. Hmm, that's a good question. I don't have the information to answer that question right now, but I'd be happy to find out and get back to you later.

h. That's a very good point. I'm glad you asked me that. Now let me think...

i. I don't think we have enough time to go into that right now, but I'll be happy to speak to you one-on-one after the presentation if you would like.

j. I'm sorry, I didn't quite catch that. Could you say that again?

k. Sorry, can you explain that again?

l. That's an interesting point, but I do think I have shown that...

? Test for self-assesement 7

Are the following statements True or False?

1. An OHP is for the display of 35mm slides.
   a) True b) False

2. A document distributed to an audience is called *a handout*.
   a) True b) False

3. There are only two ways in which we can modulate our voice.
   a) True b) False

4. Eighty percent of the information that we absorb is absorbed visually.
   a) True b) False

5. A barchart can be horizontal or vertical.
   a) True b) False

6. Active verbs are more powerful than passive verbs.
   a) True b) False

7. Signposting is a technique used only during the introduction of a presentation.
   a) True b) False

8. "To rehearse" means "to write".
   a) True b) False

9. It is important to give as much information on a graphic as possible.
   a) True b) False

10. Indelible markers are intended for use with flipcharts, not whiteboards.
    a) True b) False

Змістовий модуль 4. Особливості апробації результатів науково-дослідних робіт іноземною мовою

Тема 8. Етапи проведення наукового дослідження згідно з міжнародними вимогами

Lead-in: Before reading Text 1, answer the following questions:

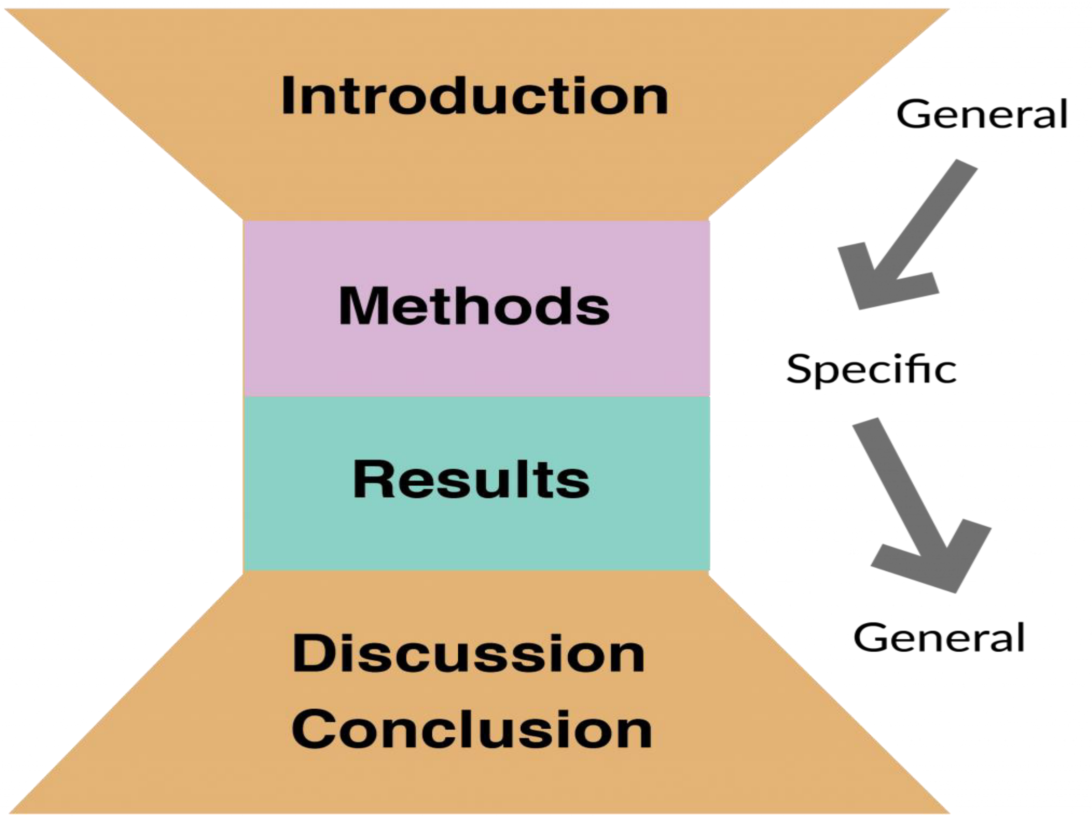
1. We often visually depict a research article with the image of an hourglass. Why do you think this image is so useful for envisioning the various sections of an RA?
2. What do you consider to be the major parts of a research article (RA)?
3. Which ones contain more general information?
4. Which ones are more specific?

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

THE SECTIONS OF A RESEARCH ARTICLE

If you have ever read or written almost any type of academic document, you might have noticed that they start with introductions and end with conclusions. However, research articles – as a genre – have other consistent sections as well. The complete list of sections for research articles include the following:

- Introduction
- Methods
- Results
- Discussion/Conclusion



Notice that the figure depicts a research article in the shape of an hourglass. That shape provides a way for us to consider which sections of a research article will be general/broad and which will be specific/narrow.

Next, we will investigate each part of a research article from a big-picture perspective.The first part – **the Introduction** – is one of the most general or broad parts of the entire article.

There are three main goals for an effective Introduction:

1. Establish a research territory that fits into the existing literature.
2. Identify a niche in the literature where your study fits.
3. Address the niche by filling the "gap" in the literature.

These goals contribute an answer to the question of why an Introduction is considered more broad or general than other parts of a research article. By establishing a territory, identifying a niche, and addressing that niche, a writer generally needs to focus on the bigger picture, the problem, and a potential solution.

The middle part – **the Methods and Results sections** – are the most narrow, or specific, areas of the entire article. As you move away from the Introduction, your content will start to become more and more specific, reaching its most specific point in the Methods and Results sections.

There are three main goals for an effective Methods section:

1. Contextualize the study's methods;
2. Describe the study;
3. Analyze the data.

These goals attempt to explain to the reader – in a very detailed fashion – how the study was carried out. Specificity is of utmost importance in this section, and one way to think about how specific the content should be is to imagine that someone is reading your Methods section with the purpose of replicating your research. Would they be able to conduct this same study based on what you have written in this section? You want the answer to be YES. Thus, by contextualizing, describing, and analyzing, you can explain to the reader exactly what, when, where, and how you did what you did.

The use of a separate **Results section** varies by discipline (field) and journal. Some disciplines utilize a section for presenting results and another section for discussing those results while others integrate the findings with an interpretation of those findings, which is called **the "Discussion."**

The Results section tends to be one of the shorter sections of the paper. This is because successful research writers present only the findings that are the most representative. Those findings are then organized according to the research questions or hypotheses outlined in previous sections of the manuscript. Results can be reported as text, tables, figures, or all three.

The Results section aims at achieving four main communicative goals:

1. Approaching the niche
2. Occupying the niche
3. Construing the niche
4. Expanding the niche

Remember that *Niche* is the area of the research where you have identified a need, problem, or gap. Your Introduction identified and addressed the niche, your Methods section provided the procedures for investigating that niche, and now, in the Results section, you're going to provide the answers to your questions by reporting your findings.

As noted above, there is variation in how writers, journals, and disciplines choose to organize/structure a manuscript. In some cases, **the Results and Discussion** sections are combined and **the Conclusion** stands alone. In other cases, the Results stand alone, and **the Discussion and Conclusion** section is combined.

Sometimes the research itself (the topic/content) drives a researcher's decision to adopt one structural pattern or the other. Moreover, there are times when the discipline or the journal tends toward one or the other. It's your job as a researcher to know which option is the best by taking into account all of the stakeholders as well as your own style preferences.

The following is a list of the goals for finalizing your article:

1. Re-establish the territory
2. Frame the principal findings
3. Reshape the territory
4. Establish additional territory.

Through these goals, writers provide readers with extended analyses and interpretations of the results by evaluating their implications and situating them within the existing literature. While the two specific middle sections of a research paper focus mainly on what is happening inside the research project, the Discussion/Conclusion section tends to expand the meaning beyond or outside of the research at hand. In other words, writers must indicate how the results add or relate to existing knowledge within the discipline, which points out the value of the work. The final section of the manuscript is also the last aspect of your work that your readers will examine, so it must convincingly finalize the scientific argument that has been unfolding through each section.

(Adapted from *Preparing to Publish* by Sarah Huffman, Elena Cotos, and Kimberly Becker. URL: https://open.umn.edu/opentextbooks/textbooks/preparing-to-publish)

✍**Assignment 1.** Find the Ukrainian equivalents for the following English scientific terms and word-combinations from Text 1. Use these terms to write 5 sentences about the research.

	English	Ukrainian
1	contextualize	
2	in a detailed fashion	
3	Replicate	
4	Findings	
5	approach the issue	
6	Construe	

7	Expand	
8	provide the answer	
9	relate to the existing knowledge	
10	frame the findings	

✍**Assignment 2.** Match the words and word-combinations from Text 1 with their Ukrainian equivalents.

1	Розширений аналіз	**a**	Situate within the research
2	Оцінюючи наслідки	**b**	Tend to expand the meaning
3	Росташувати в дослідженні	**c**	The research at hand
4	Прагне розширити значення	**d**	Convincingly finalize
5	Вказувати на значення	**e**	Extended analysis
6	Поточне дослідження	**f**	Fill the gap
7	Переконливо завершувати	**g**	Report the findings.
8	Заповнити пробіл	**h**	Point out the value
9	Брати до уваги всі зацікавлені сторони	**i**	Evaluating the implications
10	Повідомити про отримані дані	**j**	Take into account all the stakeholders

Linguistic research on language structure and use in Methods sections of research articles has shown
common trends in the forms and structure of the section across disciplines. There is a predominant use of
the present and present perfect tenses, verbs in the past passive and past active voice, and modifiers such as
adjectives and adverbs. These common characteristics may work together to strengthen the author's claims
by calling attention to the contributions of the current work and downplaying uncertainty perhaps arising in
the attainment and analysis of data. Writers also may choose how to represent themselves in their writing.
The personification of the authors is sometimes seen by the use of the pronouns "we," or "I," though the
context and rationale for its use seem inconsistent among the disciplines.

Sequence phrases
• To begin this process, …
• The first step in this process was to …
• The second method used to identify X involved …
Passive voice verbs
• All participants were sent …
• The data were normalized using …
• Ethical approval was obtained from …
Expressing purpose with for
• For the attitude questions, a Likert scale was used.
• For the purpose of analysis, two segments were extracted from each …
• For the estimation of protein concentration, 100 µL of protein sample was mixed with …
Adverbs of manner
• The medium was then aseptically transferred to a conical flask.
• A sample of the concentrate was then carefully extracted from …
• The tubes were methodically collected by …
Using + instruments
• Data were collected using two high spectral resolution Xs.
• Semi-automated genotyping was carried out using X software and …
• Using the X-ray and looking at the actual X, it was possible to identify …

❓ Test for self-assesement 8

Тема 9. Особливості написання наукових статей англійською мовою

Lead-in: Before reading Text 1, answer the following questions:

🕮 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

ESSENTIAL FEATURES OF EFFECTIVE ACADEMIC WRITING IN ENGLISH

The prevalence of English as not only the *lingua franca* but as an important transmission medium of scientific knowledge compels the professionals in all spheres to acquire "academic literacy" in the English language. Consequently, future specialists are expected to be not only fluent in English, but also well-versed in the style and standards of the English academic discourse. Hence, it is crucial to know the peculiarities of academic writing in English to be able to produce effective profes-sional communication. Academic writing in each language possesses a number of unique features, which must be taken into account. It is well established that transfer of academic norms from a person's mother tongue to English can be a challenge, which may impair the quality of academic writing. Failure to conform to a specific academic style (among others) can create a bad impression on the reviewers and result in rejection, even if the research findings are valid. Therefore, the major challenge for researchers is the difficulty in transition to academic standards of a foreign language.

Therefore, we will discuss: (1) some insights into the specific features, including relevant grammar and lexical features and norms of academic writing in English; (2) the tips for rendering academic writing persuasive; (3) the major tendencies in the modern English language as pertains to written discourse. The study of potential difficulties, which Ukrainian professionals may face in the process of academic writing in English, is important for developing the guidelines to eliminate possible mistakes and avoid misunderstanding in communication.

Before starting any piece of research, it is essential to define the purpose of academic writing. According to the Researcher Connect teaching framework, academic writing always embraces two types of purposes: the surface and the deeper one. The surface purpose impliesdescribing one's achievements in the area / sharing one's research findings with peers / getting a promotion at work / passing a credit test or an exam, etc. Meanwhile, the deeper purpose of academic writing is to persuade the audience of the significance of one's research, i.e., that one's essay is convincing / one's presentation is worth visiting the talk/one's article is worth downloading and reading the entire paper (i.e., to persuade them to read more than an abstract).

Understanding the audience is yet another critical element of academic writing. In order to produce an effective persuasive discourse, the writer must understand the reader's perspective. It is necessary to bear in mind that the reader will scan research under the WIIFM principle: "What's In It For Me?". Therefore, a successful audience profile should adhere to the following algorithm:

1) Who are your readers (e.g., researchers, administrators, politicians, teachers, doctors, etc.)?

2) What the reader already knows.

3) What the reader needs to know: what should be included and what to read first.

4) What you want the reader to: *know* (e.g., to learn something new); *think* (of something new); *do* (e.g., convince them to attend your presentation at the conference or download and read the entire article; persuade them to perform certain actions as suggested and argued in your essay).

As one can observe, persuasion is a principal goal of any academic writing. The aim is to persuade the reader to accept the new knowledge claims. As people are not persuaded until they are convinced that something is true, the act of persuading involves showing how something is true or how it can be shown to be true. For example, in the case of essay writing at universities, the purpose of a student's text is to convince the reader – the lecturer – that the assignment purpose has been achieved. Likewise, in a typical research article, each stage has its specific persuasive goal. The purpose of the introduction section is to convince the reader that the research is necessary and useful. The methods section aims to convince the reader that the research was done well. The purpose of the results section is to convince the reader that, for example, the statistical methods used were useful and informative. The discussion section is designed to convince the reader that the results make sense and contribute to a consistent body of knowledge.

At the prewriting phase of academic writing, it is essential to choose a position. For this purpose, it is necessary to think about the issue under consideration and to pick the side, which will be advocated. One should identify the most convincing evidence, as well as the key points for the opposing view. In this context, it is reasonable to follow the PEEP principle, which suggests structuring research according to the following sections: *Point* (i.e., the statement sentence), *Evidence* (referring to authoritative sources), *Explanation* (demonstrating how these sources pertain to the point of research), *Point* (restatement of the research claim).

Furthermore, the 6Cs rule of academic writing is of particular importance: scientific communication has to be clear, concise, concrete, correct, coherent, and complete [13]. Let us focus on the conciseness principle as one of the cornerstones of academic writing. In fact, the Institute of Industrial Psychologists in the UK researched the link between readability and sentence length by asking 100 people to read three sentences once and checking the comprehension levels of each person [13]. The length of each sentence was 7, 17, and 27 words, whereas understanding at one reading was 96%, 75%, and 4%, respectively. Hence, researchers concluded that the maximum sentence length should be 20 words. The average length of a sentence should be 12-15 words. The average paragraph length should be 8 lines for printed sources, and 4 lines for online sources [13].

es for online sources [13].

It is necessary to bear in mind that the language of persuasion should always be implicit. That is to say, the participants of rhetorical persuasion must be eventually convinced that they have not been convinced at all. One of the ways to achieve this effect is by using strong and active language, which brings a confident attitude to academic writing. Using active language in academic writing helps to: stay direct and concise, get to the point, focus the readers' attention, achieve greater impact, and ultimately persuade your audience. In contrast, passive voice can be imprecise and confusing; it can slow the reader down and disrupt the sentence focus. Indeed, passive voice can weaken your writing and result in excessive wordiness, which may switch off the readers' attention. For example, cf.: The research statement has been supported by the focus group (Passive voice) / The focus group has supported the research statement (Active voice). As one can observe, the active voice sounds stronger, leaving no room for uncertainty. In general, the passive voice is used to describe a process, the results of the study, or similar material, which is objective, whereas active voice is used to describe actions. Therefore, it is usually appropriate to use a good balance of passive and active forms within academic writing. The choice of active/passive voice depends on the context. Clarity of meaning is paramount in research. The aim must be to avoid any possibility of confusion in the written and spoken meaning.

Another important aspect is the use of appropriate tenses in academic writing. In our previous study, we found that three tenses make up 98% of the tensed verbs used in academic writing [9]. The most common tense is present simple, followed by past simple and present perfect. These tenses can be used both in the passive and active voice. The present tense is appropriate for the Background or Introduction, as well as the Discussion section. The present perfect tense is mostly used for referring to previous research in the field and/or one's previous findings; it implies that the result is still true and relevant today. The actual research (the Methods and Results sections) is written in the past tense [9]. Diagrams and figures are described in Present simple tense.

Meanwhile, the Conclusion section may usually contain a combination of tenses [12].

Other potential lexical challenges in academic writing include the use of paronyms (similar-sounding words with a partial coincidence of morphemic composition) [3]; "translator's false friends", also known as pseudointernationalisms (words in two languages that look or sound similar but have entirely different meanings) [10]; contronyms (words with two contradictory meanings) [11]; eponyms (terms derived from people's names) [6]; Latinderived terms [8] and spelling differences in British and US English [7].

Thus, academic writing in English has a number of unique features, which must be respected and taken into account. The deeper purpose of any academic writing is to persuade the audience of the significance of the author's research. Therefore, specific language tools must be selected and applied. In the process of writing in English, clarity and conciseness should be the major objectives, since they ensure the persuasiveness of the written discourse. Presenting the research results without consideration of academic norms, grammar, and lexical features of English academic writing can lead to mistakes and misunderstanding, and result in a written work of poor quality. It is crucial for professionals in all specialties to be aware of peculiarities of academic writing in English in order to be able to produce effective writing which will be accepted by peer-reviewed journals, to be understood and acknowledged, and ultimately to succeed in the modern English-speaking world.

Test for self-assesement 9

Тема 10. Особливості складання анотацій наукового дослідження англійською мовою

Lead-in: Before reding Text 1, answer the following questions

📖 **Text 1.** Read the text and summarise the main points in 10-15 sentences.

HOW TO WRITE A SCIENTIFIC ABSTRACT

Scientific publications are an important source of information and knowledge in Academics, Research and development. When articles are submitted for publication, the first part that comes across and causes an impact on the minds of the readers is the abstract. It is a concise summary of the paper and must convey the right message. It is a quick overview of the entire paper and giving a gist of the paper, and gives us and insight into whether the paper fulfills the expectations of the reader.

Abstracts are significant parts of academic assignments and research papers. The abstract is written at the end and by this time, the author has a clear picture regarding the findings and conclusions and hence the right message can be put forward.

There are several types of scientific abstracts. They are as follows:

- Descriptive
- Informative
- Structured
- Semi-structured
- Non-structured

Descriptive Abstracts

This type of abstract is usually very short (50–100 words). Most descriptive abstracts have certain key parts in common. They are:

- Background
- Purpose
- Particular interest/focus of paper
- Overview of contents (not always included)

These abstracts are inconvenient in that, by not including a detailed presentation of the results, it is necessary to have access to the complete article; they may present the results via a phrase synthesizing them, without contributing numerical or statistical data. Ultimately, these guide readers on the nature of the contents of the article, but it is necessary to read the whole manuscript to know further details.

Informative Abstracts

From these abstracts, you must get the essence of what your report is about, usually in about 200 words. Most informative abstracts also have key parts in common. Each of these parts might consist of 1–2 sentences. The parts include:

- Background
- Aim or purpose of research

- Method used
- Findings/results
- Conclusion

The abstracts provide accurate data on the contents of the work, especially on the results section. Informative abstracts are short scientific productions and can in fact replace the whole text, because readers extract from these the most valuable information and in many instances, it is not necessary to read the complete text.

Structured Abstracts

A structured abstract has a paragraph for each section: Introduction, Materials and Methods, Results, and Conclusion (it may even include paragraphs for the objectives or other sections). This type of presentation is often required for informative abstracts. Structuring an abstract permits its informative development

Semi-structured Abstract

A semi-structured abstract is written in only one paragraph, where each sentence corresponds to a section. All the sections of the article are present as in the structured abstract.

Non-structured Abstract

When the abstract does not present divisions between each section, and it may not even present any of them, it is a non-structured abstract. The sentences are included in a sole paragraph. This type of presentation is ideal for descriptive abstracts.

There are the following key steps to plan writing an abstract.

1. Introduction – the topic description.
2. Statement of purpose.
3. Summarizing why other studies have not tackled similar research questions.
4. Explaining how the research question has been tackled.
5. Show the way the research was done.
6. State the key impact of the research.

The abstract of an article should contribute to readers the most relevant aspects of each part of the whole manuscript, maintaining a balance between excessive detail and a vague contribution of information.

The abstract should be written by adequately selecting the words and sentences to accomplish coherent, clear, and concise contents. A common defect in writing the abstract is including adequate information like abbreviations, excessive acronyms, bibliographic references, or figures.

The length of an abstract is determined by the instructions to authors by each journal; an excessively lengthy abstract is the most frequent error.

Sections should maintain coherence and order and that the conclusions must be substantiated by the results revealed and respond to the objectives proposed. Frequently, abstracts have poorly defined objectives, excessive numerical data and statistical results, and conclusions not based on results presented.

Thus, a good abstract is one that is coherent and concise, covers all the essential academic elements of the full-length paper, only contains the information included in the paper, is written in plain English and understandable to a wider audience as well as to a discipline-specific audience, uses passive structures in order to report on findings, uses the language of the original paper in a more simplified form, and does not include any referencing. In publications such as journals, abstract is found at the beginning of the text, but in academic assignments, it is placed on a separate preliminary page.

A good abstract usually ensures a good article, but a bad abstract often points towards an undesirable article. Scientific abstracts are a challenge to write and for the success of publications, careful and planned writing of the abstract is essential. (Adapted from Nagda S. (2013). How to Write a Scientific Abstract. The Journal of the Indian Prosthodontic Society, 13(3), 382–383. https://doi.org/10.1007/s13191-013-0299-x)

Task 1. Analyse the Abstracts given below, define the type of abstracts, and prove your point:

Abstract 1

In the global economy, the international strategies of family firms, influenced by family ownership and management, remain underexplored. Bridging the family business and international business fields, we use the socioemotional wealth lens to examine 1,236 international expansions from 2007 to 2013. Categorizing firms into pure family, nearly pure family, borderline family, and non-family typologies, we assess the influence of internal (experience, knowledge) and external (country risk) factors on their entry modes. Results indicate that higher family involvement in ownership/management increases the preference for greenfield investments over acquisitions or equity alliances, a relationship further moderated by international experience and country risk. This study provides nuanced insights into the international behaviors of family firms.

(D'Allura, G. M., Calabrò, A., Bannò, M., & Pisano, V. (2024). Family firms' equity entry modes: Bridging family business and international business. Journal of Management & Organization, 1–21. doi:10.1017/jmo.2024.14)

Abstract 2

Purpose

This research aims to analyse the perceptions of practitioners in three regions regarding the challenges faced by their firms during the pandemic, considered a black-swan event. It examines the strategies implemented to mitigate and recover from risks, evaluates the effectiveness of these strategies and assesses the difficulties encountered in their implementation.

Design/methodology/approach

In the summer of 2022, an online survey was conducted among supply chain (SC) practitioners in France, Poland and the St. Louis, Missouri region of the USA. The survey aimed to understand the impact of COVID-19 on their firms and the SC strategies employed to sustain operations. These regions were selected due to their varying levels of SC development, including infrastructure, economic resources and expertise. Moreover, they exhibited different responses in safeguarding the well-being of their citizens during the pandemic.

Findings

The study reveals consistent perceptions among practitioners from the three regions regarding the impact of COVID-19 on SCs. Their actions to enhance SC resilience primarily relied on strengthening collaborative efforts within their firms and SCs, thus validating the tenets of the relational view.
Originality/value
COVID-19 is (hopefully) our black-swan pandemic occurrence during our lifetime. Nevertheless, the lessons learned from it can inform future SC risk management practices, particularly in dealing with rare crises. During times of crisis, leveraging existing SC structures may prove more effective and efficient than developing new ones. These findings underscore the significance of relationships in ensuring SC resilience.
(Enz, M.G., Ruel, S., Zsidisin, G.A., Penagos, P., Bernard Bracy, J. and Jarzębowski, S. (2024), "Supply chain strategies in response to a black-swan event: a comparison of USA, French and Polish firms", The International Journal of Logistics Management, Vol. 35 No. 7, pp. 1-32. https://doi.org/10.1108/IJLM-07-2023-0288)

Abstract 3

The transformation of transnational organizations coincides with the innovation ability and is based on the evolutionary changes in MNEs. The phenomenon of interest is investigated with a qualitative study through interviews with senior directors of a pharmaceutical MNE in both headquarters and subsidiaries supplemented with company data and information. A configurational analysis using fuzzy set Qualitative Comparative Analysis (fsQCA) transfers the antecedent and outcome conditions into equifinal paths. The ability to innovate effectively is a function of the complexity of organization, complexity of science in light of local responsiveness. The findings contribute to enlarging the transnational theory regarding the ability to innovate effectively and the reconfiguration to a neomultidomestic archetype. The transnational organization with its evolutionary developments and re-configurations is the driver for worldwide innovation in an uncertain environment and with the challenges of new drug development a vehicle for innovation in the pharmaceutical industry. The study is important because it provides access to one of the leading pharmaceutical companies investigating its evolution and reconfiguration to adapt to new challenges in an ever-changing international business and scientific environment.

Write a 20–40 word summary of the following text by B Alvarez. Decide what parts you might need to quote directly, i.e. which words might be better expressed by the original author rather than being paraphrased by you.
Researchers often believe they do not need to consider style when writing scienti fi c papers. They consider style a matter of 'decorating' their prose to make it more attractive to the reader. In our survey of 1,000 papers written by Ph.D. students we found that this is not the case. It is much more fundamental than that and involves such things as point of view and sentence structure.

We tested six different approaches to writing papers. We found that the best was to instruct writers as follows: As you begin to organise your thoughts and your fi ndings, decide who your reader is. It's even useful to imagine a particular person, in some cases a colleague, in others a student. What attitude should you assume? Are you trying to instruct and explain or to inform and persuade? Specialists in the same fi eld will be familiar with your subject and its particular jargon and so won't need a lot of "prompting." You should ask yourself what essential information or meaning you want to put across in your paper.
We believe that writers should overcome the idea that they must adopt a certain 'of fi cial' style when writing technical papers. There is no one correct or 'of fi cial' voice. It is a fallacy that serious scienti fi c journals do not accept papers written in the fi rst person.
Many researchers aspire to an objectivity they believe is obtained by using impersonal constructions or the passive voice. They want to lay emphasis on the experiment or results and not on the observer. Scienti fi c fi ndings are no more or less valid because they are expressed by an identi fi able author. Our survey of the literature of early scienti fi c work highlighted that some of the greatest men of science, such as Einstein, Darwin and Louis Pasteur, were also gifted writers, unafraid to report their fi ndings in the fi rst person. Even today their papers exude a degree of warmth and immediacy.

7.19 making a summary: 3
Write a 10–20 word summary of the following text, which comes from a freely available NASA document on writing technical reports.
You will be given, say, 20 minutes in which to present to visiting scientists a review of your research. Your fi rst reaction is to insist that you need more than 20 minutes. Your arguments will be rejected, however, so you eventually proceed complainingly to your task. With great ingenuity you apply yourself to outwit your stubborn and arbitrary boss by getting an hour's material into a 20-minute talk. You concoct long and brilliantly comprehensive sentences for your discussion, your organize all of your numerical results so that you can present them in rapid- fi re order, and you lay out 15 slides, each crammed with detailed information. Unfortunately, when you fi rst read through your prepared speech, it takes nearly 30 minutes instead of 20. You are not very disturbed, however, because you are con fi dent that, with a little practice, you will be able to increase your speaking rate until the delivery time is down to the required 20 minutes.
All that is missing from your approach is consideration for the central fi gure – the man in the audience. After 2 minutes of your talk he will be rapidly developing mental indigestion; after fi ve minutes he will have lost the thread of your discussion; and during the remainder of your talk he will simply concentrate on hating you or on trying to sleep.
7.20 making a summary: 4
Write a 10 word summary of the following text. Note: This text was written

in 1906 before the age of political correctness. Make sure you only use he in reference to the male sex.
In its crudest form education consisted in training the child in the pursuits – hunting, fi shing, fi ghting, etc. – necessary to enable him to maintain himself and his family when he should reach adult life. As occupations became more specialized the training took the general form of teaching the boy the craft or trade of his father and the girl the household duties performed by the mother.
But as communities became more organised the conception of the child as the future citizen became dominant, and, as a consequence, the idea that education is intended to train loyal and useful citizens overshadowed the conception that it is a means of bene fi tting the individual.
Task 2. Analyse the introduction

INTRODUCTION

Artificial intelligence (AI) is now expanding into both the media and business ap-plications, including business tools and online search platforms such as Bing and google. Corporate enterprises cannot afford to ignore this development, since it is expected to shift the way business is conducted. ai has been around for some time (delipetrev et al., 2020); however, the race to keep ahead of this technological advancement became evident in 2023, particularly among big technological corporations such as Microsoft and google. on the one hand, the challenge to be first movers in this field has accelerated the propaganda for the use of ai. on the other hand, critics have been calling for caution and regulation,
46Journal of ManageMent & adMinistration, 2023considering the possible threats to humanity and other potential risks of ai, such as, for example, job losses. this paper presents a literature review, highlighting business opportunities that ai offers to corporates, while exposing the potential dangers of its adoption and the need for urgent regulation to mitigate these threats. the paper adds to the existing literature on the debate regarding the emergent applications and development of ai, risks of impetuous embracement of the ai technology, and the urgency of regulating the ai development for business, as well as its wider applications in government and society.

Text 2.

FORMAL FEATURES OF ABSTRACTS: LENGTH, WORD CHOICE, AND GRAMMAR

In this text, we will examine the formal features of abstracts, including length, word choice, and some grammatical issues.

Length. The first step to writing an abstract is to find out the word or character limit. Indeed, word/character limits are an especially noteworthy aspect of abstracts because they are so often used as a gateway into acceptance – especially for conferences. Abstracts in journals are usually between 150-200 words without

subheadings (unstructured) or a bit longer (~250 words) if structured (with headings).
Disciplinary differences may allow for longer (~500 words or more) abstracts; specifically, those for conference submission are generally longer.

The Institute of Electrical and Electronics Engineers uses shorter abstracts (~50 words) for "short communications," which is a type of article in many of the journals that it publishes.

Although length is often a challenging component of writing an abstract because it is difficult to summarize an entire study in only a few hundred words, it is a fairly straightforward aspect of this section of a research article. Each journal has a requirement, so you can look up their maximum word lengths on their website.

Word Choice. The primary determinant of the language used in an abstract is its function/purpose. The purpose drives the decisions you will make about what kinds of words and information to use or avoid. Prescriptive guidelines for abstracts are usually dictated by either the discipline or the journal/editor, and, there are often "not rules to follow, but rather choices you can make" about what language to include or exclude.

Since the abstract is a prominent way for others to be introduced to your research, it is particularly important that the language be clear and appropriate. Several research writing guide books claim that because of the heavy reading requirements that researchers face, they must be extremely selective about what they choose to read. Therefore, one best practice is to include every important word from the title in the abstract. This will help you consider the content of the abstract, but there are other considerations as well. For instance, generally abstracts present information in the same order as the research article. As noted previously, the final section may or may not be included based on what stage the research is in, but regardless, the abstract will flow in this general order/pattern.

Some particular ***word/grammatical categories*** below will provide you with some ideas. These are not rules, but rather, are suggestions based on linguistic research and general academic writing standards.

Pronouns. The use of personal pronouns (e.g., I, me, my, you, s/he, you, they, etc.) in academic writing are a common source of confusion for many graduate students and other novice academic writers. If you are writing about someone else's work, the third person *"they"* or *"s/he"* is widely accepted. In contrast, the use of the second person *"you"* is typically avoided.

In general, there is much variation in the use of personal pronouns in academic writing even among expert writers. Most writing style guides advise against the use of first and second pronouns and the use of the singular masculine ***he***. Often the suggestions about alternative structures include the use of passive voice, the combined ***s/he*** (which can be formed as she/he, he/she, or with the conjunction and between the two), or they regardless of gender and number. In fact, studies show that the singular pronoun they is the most frequent personal pronoun, and has been for at least two decades.

Given this information, we suggest that the use of ***they*** is very likely the best choice regardless of the number (singular or plural) or gender. That is, the pronoun they can have antecedents that are male, female, singular, or plural.

Verbs/Tense. Generally, the use of verb tenses varies by section within an abstract. Abstracts tend to begin and end in the present tense but vary significantly in their mid-sections. A recent study found that past tense is often used to write about the purpose/background of the article, to explain the methods, and to highlight the most significant results. However, that study also notes that when a writer wants to focus on the generalizability or boost the significance of the findings, authors will often opt for present tense. Note the difference in the strength of these two sentences:

Our results ***showed*** *that there* ***were*** *significant differences between the two types of X.*
Our results ***show*** *that there* ***are*** *significant differences in the two types of X.*

The second sentence presents a stronger stance simply because it is in the present tense, which is typically used for facts, general truths, or fixed circumstances. Simple past tense is used for actions started and finished in the past but not necessarily continuing into the present. Therefore, choose your tense carefully because it can be indirect evidence of your stance.

Modality. Modal verbs indicate stance; in other words, they allow the writer to strengthen or weaken a claim. In English, there are nine modal verbs as follows: ***can, could, may, might, should, must, had better, ought to, will/shall.*** It is important to note that each verb carries a level of certainty or doubt that is a really useful way to hedge or boost your claims about findings. Since the abstract is such an important part of representing your work, the careful use of modals is essential to striking the right tone in terms of your level of confidence. Of course, there are other words you can use that also indicate the tentative nature of your work (e.g., adverbs and adjectives such as ***possibly/possibly, obviously/obvious***, etc.). The important point to remember is that you always have a choice about presenting your level of certainty, and modal verbs are important tools in your writing toolbox.

Clauses with that. In 2005, linguistic researchers did a study of over 200 abstracts from six disciplines. The most important finding from the study was that writers tended to use "that" clauses when writing about their results. For example, *"The study's results indicate that ...*" or *"The findings confirm that ..."*. In the full research article, you will probably be using these clauses in the Introduction to review literature (e.g., "Other studies have shown that …") as well as to report the findings in the Results section. However, in an abstract, you will not be reviewing literature at such a fine level of detail, so it is more likely that you will use such a clause to highlight your findings.

Reporting verbs are often used with the word that to form such clauses. So, it's important for you to familiarize yourself with some of the more common reporting verbs, e.g. ***describe, assert, indicate***, etc.

Each verb has a level of certainty of its own (e.g., ***assert*** is more confident than ***indicate***), so be sure that you are familiar with the exact meaning of each verb.

On top of that inherent meaning, such verbs can be combined with adverbs (e.g., possibly, certainly, etc.) and/or modal verbs that can strengthen or weaken the claim as well.

Citations in Abstracts. There may be some instances, in which it is incumbent upon you to cite the work of others. When you are doing research that is a direct response to another researcher's findings, theories, or claims, then it is important to cite them. Likewise, if you are using a little-known term that was coined by someone in particular, then it is important to reference that person. Undoubtedly, when you are doing a replication study or some meta-analyses, it is necessary to have citations.

On the whole, though, the best practice is not to cite sources in an abstract unless it is absolutely necessary. As with other topics in this book, there are different approaches within disciplines, journals, and writers, who may all have variable stylistic approaches to this issue, so read the Instructions for Authors for your target journal. If there are no guidelines, then examine the abstracts of previously published papers in that journal to see what the common rule seems to be. If all else fails, you can contact the editor.

Task 1. Make a list of the journals that are ideal publication venues for your research. Explore their author guidelines to see what kinds of standards they set for writing abstracts. Note the length, format (structured or unstructured), and any other suggestions or requirements they have for writing this very short yet crucial piece of the research writing puzzle. Using this information, model your own abstract on the functions and language you see used in such writing in your field.

Describe	Show	reveal
Study	Demonstrate	note
point out	Indicate	report
Observe	Assume	claim
Assert	Examine	state
Believe	Mention	reveal

Argue	Discuss	find
Suggest	Focus	provide
Propose	Reveal	write

? Test for self-assesement 10

Keys to the Tests for Self-Assessment

	Test 1	Test 2	Test 3	Test 4	Test 5
1	b	c	c	b	b
2	b	c	b	a	b
3	c	a	a	c	a
4	a	b	b	b	b
5	c	b	c	b	a
6	b	a	c	a	a
7	c	b	b	a	a
8	a	c	a	b	b
9	b	a	a	a	b
10	a	b	b	d	a
	Test 6	**Test 7**	**Test 8**	**Test 9**	**Test 10**
1		b			
2		a			
3		b			
4		a			
5		a			
6		a			
7		b			
8		b			
9		b			
10		a			

Рекомендована література

Основна:

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Додаток А
Глосарій наукових термінів англійською та українською мовами

Для передачі наукової інформації англійською мовою ми пропонуємо глосарій найбільш вживаних зворотів, які використовуються у наукових працях, статтях, рефератах тощо. Кожний розділ цього глосарію містить як лексичні так і вільні словосполучення загальнонаукової тематики, які є характерними для відповідної структурної частини наукової роботи. Кожний розділ складається з декількох підрозділів, які містять синонімічні звороти (що дозволятиме уникнути одноманітності у викладанні фактів.

I. МЕТА, ЗАВДАННЯ, МЕТОДИ І АНАЛІЗ ДОСЛІДЖЕННЯ

1. Вступ

The present paper is concerned with …	Запропонована робота присвячена...
The research work is about … (deals with, devoted to ...)	
Our main (primary) concern is ...	Нас, передусім, цікавить...
We are concerned with ...	
We would like to concentrate on ...	Ми хотіли б зосередитися на ...
... will be observed here.	... розглядатиметься тут.
The paper embraces a wide range of problems	Робота охоплює широке коло проблем.
The main emphasis in this work will be on ...	Головна увага цієї роботи буде зосереджена на ...
In this paper we shall present ...	У даній роботі ми представимо ...

2. Формулювання проблеми дослідження.

The problem is ...	Проблема полягає у тому, що ...
The problem posed (raised, studied, considered, discussed) here is ...	Проблема, яка викладається (вивчається, розглядається, обговорюється), полягає у ...
We shall consider (briefly) in detail the problem of ...	Розглянемо (стисло) детально проблему ...
We would like to dwell on the problem of ...	Ми б хотіли зупинитися на проблемі ...
I shall touch upon a question of ...	Я торкнуся питання ...

3. Формулювання об’єкту та предмету дослідження

The object of this work is ...	Об’єктом дослідження даної роботі є ...
... is the subject of the investigation	... є предметом дослідження
The subject of the investigation is ...	Предметом дослідження є …
The topic of my investigation (exploration, work) is ...	Предметом мого дослідження є …
At the heart of the discussion is the issue of ...	У центрі обговорення знаходиться питання ...

... is under discussion	... обговорюється (розглядається)

4. Формулювання цілій і завдань дослідження

The (main) aim of the paper is ...	(Головна) мета цієї роботи полягає у ...
The present paper aims at ...	Метою цієї роботи є ...
It is the main aim of this paper to examine some of the main causes of ...	Головною метою цієї роботи є вивчення деяких основних причин ...
The (main) purpose of the paper is ...	(Головна) мета роботи полягає ...
One of the purposes of the paper is ...	Однією з цілей цієї роботи є ...
The purpose of my work is to examine and investigate and consequently to determine more precisely …	Мета моєї роботи полягає в тому, щоб вивчити й дослідити і, як результат, точніше визначити ...
For carrying out this task it is necessary ...	Для вирішення цього завдання необхідно ...
The solution of the problem facilitates the fulfilment of the following task …	Вирішення даної проблеми сприяє виконанню наступного завдання ...

5. Визначення методів дослідження.

There are different approaches to the solution of the problem.	Існують різні підходи до вирішення цієї проблеми.
The methods used in the research paper are as follows ...	У дослідженні використовуються наступні методи …
A modern approach to this problem of ... is based on (consists in...)...	Сучасний підхід до проблеми … ґрунтується на (полягає в ...)
The methods of the research depend on …	Методи дослідження залежать від …
The proposed methods allow us to solve the problem of …	Запропоновані методи дозволяють нам вирішити проблему …
A comparative method will help to distinguish a few common features ...	Порівняльний метод дозволяє виділити загальні риси ...
The proposed method is able to demonstrate ...	Запропонований метод може показати ...

6. Аналіз

It is worth analysing precisely...	(Це) потрібно ретельно проаналізувати ...
Complete (comparative, the detailed, profound, typological) analysis of ... reveals that ...	Повний (порівняльний, детальний, глибокий, типологічний) аналіз ... показує, що ...
The analysis of ... is based on ...	Аналіз ... ґрунтується на ...
It requires a thorough analysis of …	Це потребує більш ретельного аналізу …

7. Характеристика проблеми дослідження

The problem of ... is very complicated.	Проблема ... є дуже складною.

The problem of ... has not lost its topical significance.	Проблема ... не втратила своєї актуальності ...
This problem requires a detailed study.	Ця проблема потребує детального вивчення.
The topic of my paper is significant in interpreting a very important problem of ...	Тема моєї роботи суттєва для розуміння дуже важливої проблеми ...
The detailed (comprehensive, careful, profound) study of ... is of great importance.	Детальне (всебічне, ретельне, глибоке) вивчення ... має велике значення.
A complex approach to the study of ... allowed me not only to precisely analyse the materials but to reach specific conclusions based on the analysis.	Комплексний підхід до вивчення ... дозволив не тільки ретельно проаналізувати матеріал, але й на цих засадах зробити висновки.

II. ПРОБЛЕМА ДОСЛІДЖЕННЯ

1. Стан вивчення проблеми

Much has been said and written about...	Багато було сказано і написано про ...
Much (little) has been done on ...	Багато (недостатньо) було зроблено у ...
Much has been done in the field of ... but undoubtedly much remains to be done in it.	Багато було зроблено у галузі ..., однак, без сумніву багато ще має бути зроблено.
Although a number of issues have been analysed and discussed much remains to be done in the field of ...	Незважаючи на те, що деякі питання були проаналізовані й обговорені, багато ще потрібно зробити у галузі ...
Particular attention is paid to ...	Особлива увага приділяється ...
The problem has not received all the attention it deserves.	Проблема не отримала належної уваги.
The issue remains unclear.	Питання залишається незрозумілим.
We know little (much) about	Ми мало (багато) знаємо про ...
Our knowledge of ... is based on ...	Наше знання про ... ґрунтується на ...

2. Огляд літератури.

There is a vast number of sources on ...	Існують чисельні джерела з ...
This issue has been widely discussed in the scientific literature.	Це питання широко обговорювалося у науковій літературі.
The issue of ... was repeatedly raised in research works.	Питання про ... неодноразово висвітлювалося у дослідженнях.
In recent years a considerable amount of (valuable) work has been done in ...	Останнім часом було проведено чималу кількість (визначних) досліджень ...
Recent works of modern scholars show...	Останні праці сучасних учених свідчать ...
It has been established by recent studies that ...	В останніх дослідженнях було встановлено, що ...

3. Викладення існуючих думок, концепцій, точок зору.

The concept of ... involved the view that ...	Концепція ... включає в себе уявлення про ...
The concept of ... was introduced by ...	Поняття … було запропоновано ...
This supports the concept of ...	Це підтверджує поняття ...
This conception is current.	Це поняття є загальновизнаним.
The conception is based on...	Поняття ґрунтується на ...
According to this view...	Згідно з даною точкою зору ...

4. Виклад загальновизнаних положень

It is generally accepted (acknowledged, recognized, agreed, believed) that …	Загальновизнано, що …
It is commonly (usually) assumed (known, held) that ...	
It is far from being accepted …	Це не є загальновизнаним …
It is now believed that ...	Сьогодні вважають, що ...
It has often been claimed at present...	Останнім часом стверджують, що ...
As everybody knows...	Як відомо, ...
It is known that ...	Відомо, що ...

III. ОРГАНІЗАЦІЯ І СИСТЕМАТИЗАЦІЯ МАТЕРІАЛУ

1. Виклад і характеристика існуючих матеріалів

The information which is available is scanty.	Наявні дані є недостатніми
The information was derived from...	Інформація була отримана з ...
There is no direct information regarding...	Безпосередніх даних про ... немає
There is little information about...	Ми маємо мало свідчень щодо ...
There is some evidence that ...	Є деякі свідчення щодо ...
There is a considerable evidence that ...	Є суттєві свідчення про те, що ...
There is enough evidence to confirm ...	Є багато свідчень, що підтверджують ...
All the available data permit to say that ...	Всі наявні дані дозволяють констатувати, що ...
As no data are available of ...	Оскільки немає даних про ...
No data can yet be available on...	Поки що немає даних щодо ...

2. Класифікація матеріалу

We must arrange facts...	Ми маємо розмістити факти ...
The classification of ... is as follows:...	Класифікація … є наступною:...
The classification proposed ... is bound up with ...	Запропонована класифікація … безпосередньо пов’язана з ...
Classification of the wide range of this material has provided ...	Класифікація безлічі матеріалу забезпечила ...

We cannot classify ... as being ...	Ми не можемо класифікувати … як …
To describe and classify according to ... it is necessary ...	Для того щоб описати і класифікувати згідно …, необхідно …

IV. СТРУКТУРНО-КОМПОЗИЦІЙНЕ ОФОРМЛЕННЯ РОБОТИ

1. Процес інформування

We may begin by ...	Ми можемо почати з ...
We shall begin by saying...	Ми почнемо з того, що вкажемо ...
Let us begin by looking at ...	Почнемо з розгляду ...
We'll begin by considering ...	
We can best begin by ...	Краще почати з ...
First, I would like to consider...	Насамперед, мені хотілось би розглянути ...
We shall now proceed to ...	Тепер перейдемо до ...
It will be clear from what has been said above...	З вищезгаданого ясно, що ...
We shall see below...	Нижче ми розглянемо ...
The next point to be made is ...	Далі потрібно відзначити, що ...
In this connection a question is bound to arise	У зв'язку з цим виникає питання ...
In this connection the following observation can be made ...	У зв'язку з цим необхідно зробити наступне зауваження ...
We turn now to ...	Тепер перейдемо до ...
This obviously leads to ...	Це, вочевидь, веде до ...

2. Передача зв'язку з наступними висловлюваннями

As we shall see (later)...	Як ми побачимо нижче …
The next point concerns...	Наступне питання стосується ...
We then consider some of the problems posed by ...	Нижче ми розглянемо деякі проблеми, що виникають ...
Various aspects of this problem will be considered here...	Деякі аспекти цієї проблеми розглядатимуться тут ...
We shall turn our attention to ...	Ми звернемо увагу на ...
The next point concerns...	Наступний момент торкається ...
We have mentioned...	Ми згадали ...
As it has been mentioned earlier...	Як було згадано раніше ...
As we have indicated...	Як було відзначено …
It has been suggested that...	Було запропоновано ...
We noted earlier that...	Ми раніше відзначали, що ...
It has been repeatedly pointed out...	Неодноразово відзначалось ...
As it was noted above...	Як відзначалося вище ...

3. Призупинення процесу викладання

Now let us look more specifically at ...	Зараз розглянемо детальніше ...
We have now to trace...	Ми повинні простежити ...

We have now to observe...	Ми повинні вивчити ...
In this connection it should be noted that...	У зв'язку з цим необхідно відзначити, що …
It is at this point that we can say that...	Саме зараз можливо сказати, що ...
We must now briefly look at their common characteristics of ...	Ми повинні стисло розглянути загальні риси ...
Let us consider the following...	Розглянемо наступне ...
We now turn our attention to the problem of ...	Тепер звернемося до проблеми ...
In this connection I would like to give some comment on ...	У зв'язку з цим ми хотіли б прокоментувати ...
Speaking of ... I would like to make some comment on ...	Кажучи про ..., ми хотіли б прокоментувати ...

4. Уточнення, роз'яснення, доповнення

A brief word must be said with respect to ...	Необхідно стисло висвітлити ... (зупинитися на, торкнутися)
To put the same thing in another form ... In other words ...	Іншими словами ...
It is at this point that we can say that ...	Зараз можливо сказати, що ...
Now we can generalize and say ...	Зараз можливо узагальнити і сказати ...
This is not to say that ...	Це не означає, що ...
It should be added that ...	Необхідно додати, що ...
We may add that ...	Ми можемо додати, що ...
Other items could have been added ...	Можливо також навести інші фактори ...
Before we proceed, we should like to add a few words about...	Перш ніж продовжити, необхідно додати декілька слів про ...
It should be added in this connection...	У цьому зв'язку необхідно додати ...

5. Привертання уваги

It seems essential to emphasize that...	Уявляється можливим відзначити, що...
It is also important to show that...	Важливо також показати, що...
It is worth pointing out that...	Доцільно відзначити, що...
It should be noted that...	Необхідно відзначити...
We have repeatedly drawn attention to...	Ми неодноразово звертали увагу на ...
It is especially noteworthy...	На особливу увагу заслуговує...
We shall special emphasis (stress) on...	Особливо відзначимо...

V. ПЕРЕДАВАННЯ ЗНАНЬ

1. Виклад особистої точки зору

We have come to accept that ...	Ми дійшли до того, що...
We bear in mind that...	Ми маємо на увазі...

We believe that...	Ми вважаємо, що...
As far ...is concerned	Що стосується...
As far as... is concerned...	
As far...	
As regards...	
It can be regarded as...	Це можливо розглядати як ...
It is necessary to note that...	Необхідно відзначити, що ...
It is possible to speak of ...	Можливо говорити про ...
It is possible to indicate that...	Можливо відзначити, що ...

2. Ілюстрація теоретичних положень, екземпліфікація

The chief aim of ... is to demonstrate...	Головною метою ... є показати ...
This may serve as a good example of...	Це є гарним прикладом ...
This example illustrates well enough...	Цей приклад досить добре ілюструє ...
A characteristic example of this is ...	Типовим прикладом є ...
This is illustrated by the following examples...	Це можливо проілюструвати наступними прикладами ...
It is another illustration of ...	Це є ще одним прикладом ...
All the figures are based on ...	Усі дані базуються на ...

3. Висловлювання припущень

If we assume...	Якщо припустити, що ...
If it be assumed that...	
It is possible to assume that ...	Можливо припустити, що ...
We may assume that ...	
We can guess that...	
It may be suggested that...	
It could be wrong to suppose that...	Було б невірно вважати, що ...
It would be mistaken however, to suppose that...	Було б помилковим вважати, що ...

4. Пояснення

This calls for further explanation ...	Це потребує подальшого пояснення ...
This explains much of what followed ...	Це, багато у чому, пояснює наступне ...
It is difficult to interpret ...	Важко інтерпретувати ...
We must account for...	Ми повинні пояснити ...
This explanation lacks conviction ...	Це пояснення є непереконливим ...
The explanation of ... will help to solve the problem of ...	Пояснення … дозволить вирішити питання про ...

2. Аргументація

It is now argued that …	Зараз стверджують, що …
It has been argued that …	Стверджувалося, що …

We may argue that...	Можливо стверджувати (довести), що …
There are no particular arguments to be advanced for...	Немає особливих аргументів на користь ...

6. Верифікація

There is another proof that ...	Є ще один доказ тому, що …
It is true that …	Вірно, що …
It is not true that …	Невірно, що …
A careful examination of ... proves that...	Ретельний аналіз доводить, що …
For confirmation of ... we shall turn to ...	Для підтвердження ... ми звернемося до ...
This supports the concept of ...	Це підтверджує поняття …
The facts cannot be proved...	Неможливо підтвердити ці факти ...
This is proved by the fact ...	Це підтверджується фактом ...

7. Висловлювання впевненості, сумніву

It is hardly acceptable that...	Це майже неприпустимо...
It is not sufficient to say that...	Недостатньо сказати, що...
We have sufficient ground to assume that...	Ми маємо серйозні підстави вважати, що...
There can be no doubt as to (that) ...	Не може бути сумніву щодо...
There is no doubt that...	
It is likely that...	Імовірно, що ...
We may be sure that...	Ми можемо бути впевненими, що...
It is very doubted how...	Досить сумнівно...

8. Висловлювання оцінки

To assess the events we must...	Щоб дати оцінку явищам, ми повинні ...
The problem raised by...assumed a place of first importance...	Проблема, що її було висунуто ..., набула першочергового значення ...
It is difficult to accept this reasoning...	З такою точкою зору важко погодитися ...
It is difficult to interpret the details of...	Дуже складно пояснити деталі ...
It is impossible to estimate...	Неможливо оцінити ...
What is important is...	Важливим є те, що ...
The important point is that...	Помітним є той факт, що ...
One of the outstanding features of ... is...	Однією з характерних рис ... є ...
A special significance attaches to ...	Особливого значення набуває …

9. Викладання фактів

In this work account should be taken of the following facts...	У цій праці необхідно врахувати наступні факти ...
The facts have shown that...	Факти довели, що ...

From these facts it follows that...	Ці факти доводять, що ...
These facts have been considered from various points of view...	Ці факти були розглянуті з різних точок зору ...
All these facts prove that...	Всі ці факти підтверджують, що ...
It is a well-known fact, and there is little to comment.	Це є досить відомим фактом, який не потребує коментарів.

10. Встановлення зв'язків і відмінностей між існуючими фактами

There is nothing to which it can be compared...	Це неможливо ні з чим порівняти ...
The comparative study of ...affords a strong presumption to say that...	Порівняльне дослідження ... дозволяє стверджувати, що ...
As compared to...	У порівнянні з ...
It may be compared to...	Це можливо порівняти з ...
On the contrary...	Навпаки ...
The most important difference lies in...	Головна відмінність полягає у ...
Let us note the similarities...	Розглянемо схожість між ...
Apart from...	На відміну від ...
Unlike...	

11. Встановлення причин і наслідків

There is more than one reason for...	Існує більш ніж одна причина ...
The main reason for ... was...	Головною причиною … було …
There were perfect convincing reasons why...	Існували досить важливі причини чому …
This may be due to a fundamental misconception of the reasons that...	Ймовірно, це було наслідком глибокого нерозуміння причин, які ...
The main reason for this lies in...	Головною причиною цього є ...
The main reason is that...	
It is one of the main reasons for...	Саме з цієї причини ...
Nevertheless, this factor must not be analysed in isolation...	Однак, цей фактор неможливо вивчати окремо (від інших факторів) ...

12. Наведення характерних рис факторів, явищ

The other thing which is characteristic of ... is...	Іншою рисою, характерною для ... є …
We must note the essential features of...	Ми повинні відмітити основні риси ...
It was an essential feature of...	Це було основною рисою ...
It is impossible to trace in detail the...	Неможливо детально простежити ...
One characteristic feature was ...	Одна характерна риса полягала у ...
It is the main characteristic of...	Це є головною особливістю ...
It is necessary at this point to describe the main characteristics of...	Тут необхідно описати основні особливості ...
The key feature of... is...	Головною рисою ... є ...

VI. ПІДСУМКИ, ВИСНОВКИ, ПІДБИТТЯ ПІДСУМКІВ.

We must conclude that...	Підбиваючи підсумки, відзначимо ...
We cannot but conclude that...	Можливо зробити висновок ...
From this we can conclude that...	У результаті ми можемо зробити висновок, що ...
Perhaps it is most reasonable to conclude that...	Мабуть, доцільно закінчити ...
All this allows us to conclude that...	Все це дозволяє дійти до висновку ...
We must conclude that...	Необхідно зробити висновок …
Having described ... we must conclude in general that...	Після того як ми описали ..., ми повинні у загальних рисах зробити підсумки ...
We thus arrived at the following conclusion...	Таким чином, ми дійшли до наступного висновку ...
On the basis of the work made we have come to the following conclusion...	Базуючись на роботі, що її було виконано, ми дійшли до наступного висновку ...
These facts give rise to important conclusions...	Ці факти дають підґрунтя для того, щоб зробити важливі висновки ...
Here it is necessary to draw a conclusion...	Тут необхідно зробити висновок ...
Finally mention should be made of...	У висновках необхідно згадати про ...
It appeared possible to define...	Стало можливим визначити (встановити) …
We can sum up ...as follows...	Ми можемо підвести підсумки …
(Finally) It can be summed up by saying that...	Підсумовуючи, можливо сказати, що ...
Summing up the results of our research we would like to say...	Підсумовуючи наше дослідження, ми хотіли б відзначити ...
It could be summarized in the following way...	Це можливо узагальнити наступним чином ...
The direct result of...was...	Безпосереднім результатом ... є ...
An important result of ... was...	Важливим результатом … є...
The main result of ... was...	Основним результатом ... є ...
The results of the work show that...	Результати роботи свідчать, що …

Додаток Б
Приклади написання анотації та реферату й виконання анотаційного та реферативного перекладу

Анотаційний та реферативний переклад нерозривно пов'язані з процесами анотування та реферування; виконання цих видів перекладу неможливе без вміння робити смислову компресію тексту. Нижче наводимо різні методи здійснення смислового згортання текстів, які стануть у пригоді перекладачеві залежно від насамперед функціонального призначення документа та вимог цільової аудиторії. Функціональні підходи до здійснення анотування та реферування, а також до виконання анотаційного та реферативного перекладів роблять можливим надання рекомендацій загального характеру.

a. Етапи роботи із укладання анотації та реферату

Укладання анотації являє собою суттєве згортання первинного документа. Робота зі складання анотації зазвичай охоплює наступні етапи:

- позначення найбільш ємних і вагомих положень і розділів роботи;

- виділення з вибраних положень тільки ключових моментів, їх скорочення, перефразування так, щоб зміст цілого розділу можна було вмістити в одній змістовній фразі (послуговуючись ключовими словами);

- перечитування анотації двічі: вперше – задля скорочення, вдруге – задля відновлення необхідних втрачених елементів змісту.

Укладання реферату є смисловим згортанням первинного документа, яке поєднує такі етапи:

1) ознайомче читання, попередній аналіз. Вивчення реферованого документа починається з заголовка, довідкового апарату, рубрик у тексті, висновків і резюме. Основна мета оглядового аналізу полягає в здобутому враженні про первинний документ загалом, його проблематику і структуру;

2) уважне прочитання, поглиблений аналіз. Мета – детальне ознайомлення з первинним документом, виключення несуттєвих даних або елементів, щоб отримати чітке уявлення про об'єкт роботи, її властивості, мету твору, застосовані методи, основні результати й висновки автора, ступінь реалізації й галузі застосування даних із першоджерела.

Під час аналізу тексту відбувається оцінка важливості складників першоджерела з приводу доцільності їх використання в рефераті. Виділення ключових фрагментів складає перший етап інформаційної обробки тексту. Передусім до реферату вносять нові ідеї й гіпотези, експериментальні дані, нові методики, оригінальні конструкції, якісно нові явища, процеси і т. д. Ця група елементів підлягає максимальному відображенню в рефераті; тут допустимі лише текстові скорочення без втрати інформації. Щодо даних, які не є принципово новими (традиційні методи, загальновідомі формулювання, цифровий матеріал, аргументи, пояснення, приклади тощо), ця інформація може бути представленою в рефераті вибірково залежно від значення та мети реферату.

Наступним етапом є організація і перегрупування виділених фрагментів відповідно до їх тематичної спрямованості. Потім відбувається складання логічного плану тексту. Виділені ключові фрагменти спочатку виписуються (або підкреслюються) в тому порядку, в якому вони зустрілися в першоджерелі. Після цього вони групуються за тематичним принципом довкола декількох великих підтем, що розвивають головну тему тексту. Цей матеріал служить основою для складання реферату.

2. План аналізу тексту під час реферування

План поаспектного аналізу документа під час реферування ммістить такі пункти:

- мета дослідження;
- запропонований варіант вирішення проблеми (або об'єкт і предмет розгляду);
- специфіка запропонованого варіанту вирішення проблеми;
- призначення чи галузь застосування дослідження;
- місце проведення дослідження;
- методи дослідження;
- експериментальна перевірка;
- результати;
- висновки;
- переваги застосування запропонованого варіанту вирішення проблеми;
- рекомендації.

Наведений план-макет є універсальним, придатним для реферування документів будь-якої галузі. Певні аспекти із наведеного переліку можуть бути відсутні, але послідовність викладу зберігається. Допускається включення до реферату додаткових даних: зазначення наявності та кількості ілюстрацій, таблиць, додатків, бібліографічних посилань

3. Основні способи реферативного викладу

Під час написання рефератів рекомендується використовувати такі основні способи реферативного викладу:

- цитування, тобто дослівне відтворення фрагментів первинного документа;
- перефразування, що передбачає часткову зміну (скорочення, об'єднання, заміну, згрупування та інші подібні процедури) окремих фрагментів тексту первинного документа;
- заміщення – заміна фрагменту тексту (речення загалом, його частини, словосполучення чи слова), якщо це не спотворює зміст документа;
- опущення – пропуск слова чи словосполучення без спотворення смислового змісту тексту реферату. Пропустити можна дані пояснювального характеру, роз'яснення чи ілюстрації до основних положень реферованого документа;
- суміщення – операція, за якої два чи кілька речень, де є подібні елементи, накладають одне на одне, утворюючи складну конструкцію, коли подібні компоненти використовуються лише один раз.

Ці операції часто виконуються на етапі редагування реферату.

4. Етапи виконання анотаційного перекладу

1. Знайомство з оригіналом, уважне прочитання тексту. На цьому етапі визначається основне питання (тема) оригіналу.
2. Укладання плану оригіналу. Слід відмітити найважливіші пункти (питання).
3. Опис змісту та будови оригіналу. Викладення змісту оригіналу у вигляді переліку основних питань.
4. Надання критичної оцінки оригіналу. На цьому етапі слід відмітити актуальність теми, призначення оригіналу.

5. Етапи виконання реферативного перекладу.

1. Знайомство з оригіналом; перегляд спеціальної літератури задля ознайомлення з даною галуззю та її термінологією.
2. Розмічання тексту за допомогою квадратних дужок задля виключення його другорядних частин та повторів (виключені частини тексту беруться у дужки). Виключенню підлягають: несуттєві подробиці, опис попередніх експериментів, варіантів систем, посилання на інші роботи, що не стосуються безпосередньо змісту статті тощо.
3. Усунення можливих диспропорцій та незв'язаностей.
4. Повний письмовий переклад тієї частини оригіналу, що залишилася поза дужками, яка має бути зв'язним текстом, побудованим за тим самим принципом, що й оригінал. За наявності в оригіналі рисунків та іншого ілюстративного матеріалу відбирають лише найважливіші.

6. Приклади написання анотації та реферату й виконання анотаційного та реферативного перекладу

Нижче наводимо приклад компресії статті з оригінального джерела й оформлення анотації та реферату згідно з вимогами, що містяться в теоретичній частині. Абзаци заздалегідь нумеруємо задля аналізу процесу компресії тексту.

HUNT FOR CAR BOMBS USING LASERS

(by Marks P. https://www.newscientist.com/article/mg21829165-900-hunt-for-car-bombs-using-lasers/)

A system uses lasers to detect traces of explosives left on car door handles by would-be bombers

1. AT SOME roadside checkpoints in Iraq there are still guards who will point a handheld device at people, cars and trucks in the hope its antenna will twitch to reveal the presence of a bomb. But the contraption doesn't work; it's just a radio aerial swinging on a handle. Unfortunately, the message about its deadly ineffectiveness hasn't reached all its users.
2. Last week, James McCormick, whose company made £50 million selling the fake bomb detectors for up to £27,000 each, was jailed for 10 years for what a judge at London's Old Bailey called a "callous confidence trick" that resulted in dozens of

deaths after cars containing bombs were waved through checkpoints where the device was being used to screen for explosives.

3. But there is some good news in the field of bomb detection. As McCormick was being jailed, the European Commission's innovation arm announced the successful creation of a much more believable bomb-sniffing device. Created by a consortium funded by the EC, the portable laser rig is claimed to detect as little as 1 microgram of explosives from up to 20 metres away.
4. "No other research organisation or company has to date achieved similar breakthrough results," says Paul Codd, a spokesman for the project, known as Optical Technologies for the Identification of Explosives (OPTIX).
5. The system works by firing laser pulses at objects like door handles, windows, luggage or steering wheels to detect the traces of explosives that would-be bombers leave behind after handling bombs. It can be mounted in a van or on a mobile robot.
6. Just a few years ago, such an announcement would have been met with scepticism worthy of McCormick's bomb-dowsing device. The problem was that, outside of pristine lab conditions, available laser technology was foiled by the presence of environmental contaminants.
7. OPTIX gets around this by combining two methods that didn't work alone: laser-induced breakdown spectroscopy (LIBS) and Raman spectroscopy. In LIBS, a high-energy laser is fired at a target – a suspicious car door handle, say. This causes any residue to turn into a plasma that emits certain wavelengths of light, which reveal the elements in the residue. The molecular makeup of a residue can be worked out using the Raman technique, because the laser induces vibrations that are unique to each chemical compound. Combining the two pieces of information allows technicians to work out if the residue is from an explosive.
8. As one might expect, it isn't without risk. "Caution is required when directing laser beams at explosives, since a beam of sufficient intensity and appropriate wavelength can cause them to ignite or detonate," says Sidney Alford, founder of bomb disposal equipment maker Alford Technologies in Chippenham, UK. But he thinks OPTIX will be safe, if used carefully. "Provided the laser is aimed only at trace quantities of explosive, this problem should not arise," he says.
9. "The [new] trace explosives detector will increase security in all scenarios," says Alberto Calvo, a director at Indra Sistemas, part of the OPTIX consortium. But given recent events, it might be worth withholding judgement until trials, now underway with police bomb squads across Europe, come back with unassailably positive results.

Охарактеризуємо кожен з абзаців та підкреслимо головні інформативні відрізки.

Абзац 1. У цьому абзаці міститься опис проблеми – внаслідок недостатнього рівня інформованості триває застосовування непридатного пристрою для виявлення вибухових речовин.

1. AT SOME roadside checkpoints in Iraq there are still guards who will point a handheld device at people, cars and trucks in the hope its antenna will twitch to reveal the presence of a bomb. But the contraption doesn't work; it's just a radio aerial swinging on a handle. Unfortunately, the message about its deadly ineffectiveness hasn't reached all its users.

Абзац 2 сповіщає про тяжкі наслідки, які спричинило використання фальшивого пристрою та про покарання особи, чия компанія отримала чималі прибутки від продажу підроблених детекторів.

2. Last week, James McCormick, whose company made £50 million selling the fake bomb detectors for up to £27,000 each, was jailed for 10 years for what a judge at London's Old Bailey called a "callous confidence trick" that resulted in dozens of deaths after cars containing bombs were waved through checkpoints where the device was being used to screen for explosives.

Вважаємо, що інформація щодо імені особи, терміну її ув'язнення та розміру прибутків компанії несуттєва, тому ми не включаємо її до вторинного тексту.

Абзац 3 надає позитивну інформацію щодо створення надійного пристрою для виявлення бомб та коротко його характеризує.

3. But there is some good news in the field of bomb detection. As McCormick was being jailed, the European Commission's innovation arm announced the successful creation of a much more believable bomb-sniffing device. Created by a consortium funded by the EC, the portable laser rig is claimed to detect as little as 1 microgram of explosives from up to 20 metres away.

Абзац 4 повідомляє про дослідницьку організацію – автора проекту зі створення детектора вибухівок. Звернемо увагу на абревіатуру, наведену в дужках.

4. "No other research organisation or company has to date achieved similar breakthrough results," says Paul Codd, a spokesman for the project, known as Optical Technologies for the Identification of Explosives (OPTIX).

Абзац 5 інформує про те, як працює система.

5. The system works by firing laser pulses at objects like door handles, windows, luggage or steering wheels to detect the traces of explosives that would-be bombers leave behind after handling bombs. It can be mounted in a van or on a mobile robot.

Абзац 6 називає технічні труднощі, з яким зіткнулися розробники пристрою.

6. Just a few years ago, such an announcement would have been met with scepticism worthy of McCormick's bomb-dowsing device. The problem was that, outside of

pristine lab conditions, available laser technology was foiled by the presence of environmental contaminants.

Абзац 7 наводить шляхи подолання труднощів, згаданих у попередньому абзаці.

7. OPTIX gets around this by combining two methods that didn't work alone: laser-induced breakdown spectroscopy (LIBS) and Raman spectroscopy. In LIBS, a high-energy laser is fired at a target – a suspicious car door handle, say. This causes any residue to turn into a plasma that emits certain wavelengths of light, which reveal the elements in the residue. The molecular makeup of a residue can be worked out using the Raman technique, because the laser induces vibrations that are unique to each chemical compound. Combining the two pieces of information allows technicians to work out if the residue is from an explosive.

Найважливіша інформація наведена в першому реченні, яке ми й виділили. Подальші речення розкривають сутність застосування спектроскопії збудження лазерним пробоєм та Рамановської спектроскопії. Вважаємо, що замовник реферату обізнаний зі вказаних питань, тому ці деталі до тексту реферату не включаємо.

Абзац 8 застерігає щодо можливих негативних наслідків, до яких може призвести використання лазерного пристрою.

8. As one might expect, it isn't without risk. "Caution is required when directing laser beams at explosives, since a beam of sufficient intensity and appropriate wavelength can cause them to ignite or detonate," says Sidney Alford, founder of bomb disposal equipment maker Alford Technologies in Chippenham, UK. But he thinks OPTIX will be safe, if used carefully. "Provided the laser is aimed only at trace quantities of explosive, this problem should not arise," he says.

Абзац 9 наводить позитивні наслідки використання детектора.

9. "The [new] trace explosives detector will increase security in all scenarios," says Alberto Calvo, a director at Indra Sistemas, part of the OPTIX consortium. But given recent events, it might be worth withholding judgement until trials, now underway with police bomb squads across Europe, come back with unassailably positive results.

Задля укладання реферату використовуємо всі способи реферативного викладу – цитування, перефразування, заміщення, опущення, суміщення. В результаті отримуємо текст реферату:

Failure to reveal the explosives caused by using the fake bomb detectors resulted in dozens of deaths after cars containing bombs were waved through checkpoints in Iraq. Therefore, the European Commission launched a project known as Optical Technologies for the Identification of Explosives (OPTIX) aimed at creating a much more successful bomb-sniffing device. The portable laser rig that can be mounted in a van or on a mobile robot is claimed to detect as little as 1 microgram of explosives from up to 20 metres away. The system works by firing laser pulses at objects like door handles, windows, luggage or steering wheels to detect the traces of explosives that would-be bombers leave behind after handling bombs. Developing the device, the designers faced with the following problem: contamination outside of pristine lab conditions foiled the available laser technology. They managed to cope with the problem above by combining two methods that didn't work alone: laserinduced breakdown spectroscopy (LIBS) and Raman spectroscopy. Using the detectors requires caution since directing laser beams of sufficient intensity at explosives can cause them to ignite or detonate. However, if used carefully, the device will increase security in all scenarios.

Приклад анотації англійською мовою:

Abstract

The article describes an explosive detector created by a consortium funded by the EC. The design features, the principle of operation of the device as well as the reasons of its development are presented. The technical challenges and the advantages of its using are briefly touched upon.

На основі виконаної компресії тексту й укладених реферату та анотацій англійською мовою наведімо їх відповідники українською.

Реферат

Використання непридатного до експлуатації детектора вибухових речовин спричинило неспроможність виявити вибухівки на автомобілях, які перетинали контрольно-пропускний пункт, що призвело до загибелі десятків людей в Іраку. Отже, Європейська комісія започаткувала проект під назвою «Оптичні технології задля ідентифікації вибухівок» (ОПТІВ), метою якого є розробка більш вдалого «бомбошукача». Стверджують, що портативний лазерний пристрій, який можна прикріпляти до фургона або до мобільного робота, здатний розпізнати до 1 мкг вибухівки на відстані до 20 м. Система працює шляхом стріляння лазером по об’єктах (ручки дверей, вікна, багаж або кермо автомобіля) задля розпізнавання залишків вибухових речовин, які потенційні терористи залишають після тримання бомб. Під час роботи над пристроєм команда розробників зіткнулася з проблемою забруднення лазеру за межами лабораторії. Але спеціалістам вдалося впоратися зі вказаною проблемою шляхом застосування двох методів, які не спрацьовують поодинці: спектроскопія збудження лазерним пробоєм та Рамановська спектроскопія. Використання детекторів вибухівок потребує обережності, оскільки направлення лазерних променів достатньої інтенсивності на вибухові речовини може спричинити їх загоряння або вибух. Однак, якщо дотримуватися правил безпеки, застосування детекторів значно поліпшить стан справ у всіх сферах.

Анотація

Повідомляється про розробку детектора вибухових речовин за фінансування Комісією Євросоюзу. Наводяться технічні характеристики та принцип дії пристрою, а також причини його розробки. Коротко наголошуються технологічні труднощі та переваги його застосування.