

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

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ІНОЗЕМНА МОВА

Методичні рекомендації
до самостійної роботи
для здобувачів ступеня вищої освіти бакалавра
спеціальності «Менеджмент»
освітньо-професійних програм
«Менеджмент міжнародного бізнесу»,
«Менеджмент організацій і адміністрування»

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Навчально-методичне видання до самостійної роботи з дисципліни «Іноземна мова» містить інформацію рекомендаційного характеру щодо виконання комплексу вправ для розвитку професійної англомовної компетентності. До кожної теми надано теоретичні відомості, автентичні тексти, вправи та завдання для самостійної роботи. Запропоновано тести для перевірки обсягу знань засвоєного навчального матеріалу, англо-український словник, приклади ділових листів. Видання допоможе поглибити мовні знання та розвинути вміння використовувати фахову термінологію у ситуаціях професійного спілкування.

Для здобувачів ступеня вищої освіти бакалавра спеціальності «Менеджмент» освітньо-професійних програм «Менеджмент міжнародного бізнесу», «Менеджмент організацій і адміністрування».

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ПЕРЕДМОВА

Реалії сьогодення та виклики, перед якими постало українське суспільство, підвищили актуальність проблеми англomовної підготовки кваліфікованих фахівців з менеджменту, здатних вирішувати нагальні управлінські, економічні, політичні, соціокультурні питання на міжнародному рівні та забезпечити процес ефективного співробітництва нашої держави з іншими країнами.

Метою вивчення навчальної дисципліни «Іноземна мова» є набуття англomовної професійно орієнтованої комунікативної компетентності для здійснення ефективного спілкування англійською мовою в академічному та професійному середовищі фахівців у галузі менеджменту.

Основними завданнями вивчення дисципліни «Іноземна мова» є:

- набуття комунікативних умінь та перекладацької компетентності відповідно до професійних потреб, що забезпечують адекватну мовленнєву поведінку у майбутній професійній діяльності;
- вдосконалення мовної компетентності (лексичної, граматичної), що необхідно для ефективної участі у ситуаціях ділового спілкування фахівців з менеджменту;
- оволодіння вмінням досягати розуміння важливих професійних і різнопланових міжнародних зовнішньоекономічних проблем, діяти свідомо і відповідально в аспекті міжнародних зв'язків;
- вдосконалення вміння співпрацювати у процесі навчання з викладачем та іншими студентами, вміння виконувати навчальні завдання різного типу, використовувати набуті лінгвістичні, фонові та соціокультурні знання.

Запропоновані методичні рекомендації до самостійної роботи націлені на вирішення таких завдань: 1) закріпити та поглибити знання термінологічної лексики; 2) розвинути професійні навички та вміння двостороннього перекладу; 3) розвинути вміння мовленнєвої поведінки в ситуаціях ділового спілкування; 4) сформувати вміння писемного мовлення, що пов'язані з оформленням та укладанням ділової кореспонденції.

Відбір навчального матеріалу здійснено з урахуванням принципів тематичності, комунікативної спрямованості, сучасності, актуальності й автентичності. Відібраний та методично організований у виданні навчальний матеріал забезпечить можливість аналізу, класифікації методів та засобів управлінської діяльності європейських країн та України, що сприятиме розвитку професійного, логічного та критичного мислення.

Запропонований у виданні комплекс вправ допоможе розвинути знання та навички, набуті на практичних заняттях. Для тренування мовного матеріалу (граматичного, лексичного) пропонуються вправи різного виду: розширення або складання речень, відповіді на запитання різних типів, переклад, заучування напам'ять мовних засобів для вираження певних комунікативних намірів, написання ділових листів тощо. Для розвитку мовної компетентності

пропонуються вправи у тренуванні лексико-граматичного матеріалу, читанні та перекладі для контролю розуміння змісту тексту.

Практичні вправи розроблені для закріплення та повторення теоретичних знань, вдосконалення мовної компетентності, формування вмінь правильно будувати висловлювання, укладати тексти ділових листів з дотриманням вимог стандартів. Для продуктивного опрацювання фахової лексики пропонуються адаптовані та неадаптовані тексти, запозичені з сучасних англомовних джерел, а також текстові вправи, які сприятимуть підвищенню фахового мовного рівня, кращому розумінню категорій та зв'язків у галузі менеджменту.

Зміст видання відповідає вимогам робочої програми дисципліни «Іноземна мова» та зумовлює опрацювання навчального матеріалу з метою вдосконалення вмінь професійного ділового спілкування англійською мовою.

Розділ 1. Stress. Problems at work

Метою розділу є закріплення граматичного матеріалу (Present Perfect, Present Perfect Continuous; Relative pronouns) та лексичних одиниць у лексико-граматичних вправах за темами «Stress at work», «Corporate entertaining»; розвиток навичок та вмінь користуватися граматичними структурами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів з розумінням основного змісту; написання ділових листів.

Тема 1. Stress at work

Мета: опрацювання лексичного матеріалу за темою «Stress at work» та граматичного матеріалу (Present Perfect, Present Perfect Continuous) у лексико-граматичних вправах; розвиток навичок та вмінь користуватися граматичними формами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів «Investors are turning up the heat on stress», «Freedom or slavery?» з розумінням основного змісту; написання есе за темою «How would you deal with stress in the workplace».

Методичні рекомендації: перед виконанням групи вправ повторіть правила вживання та утворення Present Perfect та Present Perfect Continuous Tenses. У запропонованих вправах Ви маєте можливість закріпити лексико-граматичні навички та розвинути вміння застосовувати набуті знання у ситуаціях професійного спілкування.

Нагадаємо, що Present Perfect утворюється за допомогою дієслова **to have** у Present Indefinite і дієприкметника минулого часу (Past Participle) основного дієслова. *I have broken my pen.*

У питальній формі Present Perfect допоміжне дієслово **have** стоїть перед підметом, а дієприкметник минулого часу (Past Participle) відмінюваного дієслова після підмета. *Have you translated the text?*

У заперечній формі заперечення **not** стоїть після допоміжного дієслова і в розмовній мові звичайно зливається з ним. *He has not done his homework.*

Present Perfect вказує на зв'язок дії, яка відбулась у минулому, з теперішнім часом, тобто з моментом мовлення. Цей зв'язок звичайно виражається в тому, що минула дія має якийсь результат тепер. *I've read many books in English.*

Відмінність між Present Perfect і Past Indefinite полягає ось у чому: Past Indefinite означає минулу дію, яка відноситься до певного моменту або періоду в минулому і ніяк не пов'язана з теперішнім часом, тоді як Present Perfect означає минулу дію, яка має результат у момент мовлення і не відноситься до якогось моменту у минулому.

Якщо на час минулої дії вказують обставинні слова або контекст, вживається Past Indefinite; якщо час минулої дії не вказаний і не зрозумілий з ситуації або контексту, то вживається Present Perfect. Present Perfect вживається переважно у розмовній мові для опису ситуацій у момент мовлення, які є результатом минулих дій.

Present Perfect вживається:

- у реченнях без обставин часу: *Has the bell gone? I've got five. You've done the exercise well. I've done my homework and I'm completely free.*

- у реченнях з прислівниками або обставинними фразами неозначеного часу або повторності **already, ever, never, yet, often, always, seldom, rarely, several times**: *Have you ever been to London? Yes, I've often been there. (I've been there several times.) Nick hasn't finished his task yet. I've never heard of it..*

- у реченнях з обставинними словами і прислівниками неозначеного часу, коли зазначений період часу ще не закінчився до моменту мовлення: **today, this morning, this week, all day, just**: *I have bought a new dress this week.*

- у реченнях з обставинами часу, які вказують на період, протягом якого відбувалася або могла відбутися дія, починаючи з якогось моменту в минулому і аж до моменту мовлення: **lately, for a long time, how long, so far, up to now, up to the present, for the past two hours (days, months, years), for three hours (days, months, years)** та ін., або з обставинами, які вказують тільки на початок такого періоду (звичайно із сполучником **since** – з, з того часу, з того часу як): *I haven't seen you for ages. I have known her since childhood.*

Present Perfect Continuous утворюється з допоміжного дієслова **to be** у Present Perfect і дієприкметника теперішнього часу (Present Participle) відмінюваного дієслова. *I have been waiting for you for a long time.*

Питальну форму Present Perfect Continuous утворюють, ставлячи перше допоміжне дієслово перед підметом, а іншу частину часової форми – після підмета, а заперечну – за допомогою частки **not**, яка ставиться після першого допоміжного дієслова.

How long have you been waiting for me?

I haven't been doing my homework since morning.

Present Perfect Continuous означає дію (стан), що почалася в минулому і тривала протягом певного періоду до моменту мовлення і або все ще продовжується в цей момент, або закінчилася безпосередньо перед ним.

I've been translating this text for two hours.

У реченнях з Present Perfect Continuous звичайно вживаються обставини часу, які вказують на тривалість або на момент початку дії або стану, виражених дієсловом. На тривалість дії вказують обставини типу *for two hours (a week, three months, ten years), for a long time, all day, all day long, how long*, а на початок дії – звороти з прийменником **since** (*since 1950, since eight o'clock, since I came here*). *How long have you been studying English? I've been studying English for ten years already.*

Present Perfect Continuous може вживатися і без вказівки на тривалість дії, якщо з контексту зрозуміло, що дія почалася в минулому і тривала (або триває) до моменту мовлення. *What have you been doing here? I've been trying to fix my bike.*

✍ 1. Put the verbs in brackets into the Present Perfect Tense.

1.... you ... (to meet) your boss today? – No, I ...7) ... Helen ... (ever to be) to England? – No, she But she ... (already to plan) her trip there.. My boss ... (just

to go) to the bank. 2.... your partners ... (yet to leave) for London? – Oh, they ... (already to be) there for three days. 3.... you ... (yet to send) a message to the supplier? – Yes, I But he ... (yet not to answer) it. 4.Nick ... (to be) very upset these days ... anything ... (to happen)? – Well, his sister ... (to be) ill. She ... (to be) ill for two days now. 5.... you ... (to read) my report? – Yes, I And I ... (to check) the data. 6.... they ... (to prepare) everything for the corporate party? – They ... (already to buy) some meat and vegetables, but they ... (yet not to decide) about the place for the picnic. 7.... Helen ... (ever to be) to England? – No, she But she ... (already to plan) her trip there. 8... you ... (lately to meet) them? – No, I ... (not to see) them since last month. 9... the conference ... (yet to start)? – No, it The members ... (not yet to get) ready.

✍ 2. Complete the sentences with the verbs given using Present Perfect Continuous.

Run, study, consider, walk, wait, snow, make, work, do, speak, paint, try.

1.He ...for two hours, tell him to rest a little. 2. How long your brother ... as a doctor? 3. I... a long time for you, said my friend with a displeased air. 4. I've got sore feet. We ... for six hours already. 5. Your face is dirty with paint. What you ...? You ... the house? 6. He is a rather experienced specialist. He ... his business for seven years. 7. They ... a noise since I came here. 8. I ask you to keep to the point. You ... for fifteen minutes, but the subject of your report is not clear yet. 9. How long you ... to get in touch with your friend? 10. There is a lot of snow in the street as it ... since yesterday. 11. They ... this problem for more than two hours.

✍ 3. Complete the text using the Present Perfect or Present Perfect Continuous of the verbs in brackets.

The Internet ... (to change) our lives in so many ways. Most people say it ... (to make) life better, and this is probably true. It ... (to have) some bad influence, too but I think it ...(to do) more good than harm. First of all, it ... (to make) communication much easier and it ... (to bring) people around the world much closer. I have a friend in Mexico, who I ... (to write) to for years. First, I used to write her letters and I had to wait for weeks before I got a reply. It took ages! Now we communicate by email. Already this week, I ... (to send) her five emails, and now I ... (to received) a reply to all of them. What else? Well, for the last few days, my son ... (to teach) me to make video calls so I can talk to friends and see them at the same time. It's amazing! Already this morning, I ... (to sit) in front of the screen for three hours, and I ... (not to finish) half my emails yet.

✍ 4. Put the verbs in brackets into the Present Simple, Present Continuous, the Present Perfect or the Present Perfect Continuous Tense.

1.Who ... (to be) in the bathroom? – It ... (to be) my sister. She ... (to have) a shower. She ... (to have) a shower for half an hour now and I ... (not to wash) my hair yet. 2. Ann and Alex can't play with you, Tom. They ... (to paint) the house at the moment. 3.The boss is in his study. He ... (to read) a report of the manager. He ... (to read) it since morning and ... (not to finish) yet. 4... you ... (to wait) for a train? How long ... you ... (to wait) for it? – I ... (to wait) for half an hour already. – How strange. It usually ... (to arrive) on time. 5.Where ... Nick (to be)? – He ... (to read)

articles in the library now. – For what? – He ... (to take) part in a conference next month. He ... (to prepare) a speech for it for a week already. 6 ... you ... (to be) to the new cinema yet, Cindy? – Well, we ... (to go) there tonight. I... (already to buy) tickets. 7. How long ... you ... (to work) in this company? – I ... (to work) here for ten years now. 8. ... you ... (to go) to the carnival next weekend? – Yes. Actually I ... (already to buy) a dress. I never ... (to miss) an opportunity to take part in carnivals. 9. ... you ... (to see) Nick today, Jack? – Yes, she ... (to have) dinner with his colleague in the restaurant now. They ... (to be) there for twenty minutes now. 10. How long ... Helen ... (to attend) computer courses? – She ... (to attend) them since last week. She ... (already to learn) a lot. . 11.... Paula ... (to find) her keys yet? – No, she She ... (to look) for them for ten minutes now. 12. What ... they ... (to do) now? – They ... (to fix) a bike. They ... (to work) since 8 o'clock.

✍ 5. Translate into English using the Present Perfect or the Present Perfect Continuous.

1. Керівник розмовляє з підлеглими вже півгодини. 2. Ми шукаємо нових постачальників з нового року. 3. Вона працює в цьому агентстві два роки? – Ні, вона працює лише півроку. 4. З ким Ваш керівник так довго розмовляє? – Він щось обговорює с юристом компанії. 5. Чи давно Ваш брат працює менеджером? – Він працює вже два роки. Але він ще не закінчив навчання в університеті. 6. Ти вже прочитав лист-запит від наших партнерів ? – Ще ні, я щойно його отримав. 7. Я шукаю інформацію для свого проєкту вже з ранку, але знайшов тільки кілька цікавих статей. 8. Ти вже купив квітки на літак? – Так, я забронював нам два квитки. 9. Алекс зустрічається з іноземними партнерами? – Так. Вони розмовляють вже півгодини. 10. Ви вже підписали угоду з нашими партнерами? – Ще ні, наступного тижня ми плануємо обговорити усі питання.

➡ Key words

6. Learn these words and word combinations by heart.

- shareholder – акціонер
- assets – активи
- to deal with – мати справу з
- to assess this risk – оцінювати ризик
- tackling – боротьба
- workplace – робоче місце
- to save costs – заощадити витрати
- mental illness – психічне захворювання

7. Before you read text 1 answer the question.

How big a problem is stress in the workplace? What are some of the main causes of stress at work?

📖 8. Read the text.

Investors are turning up the heat on stress

Workplace stress is attracting shareholders' attention. In a report, Henderson Global Investors, which manages 66.5 bn of assets for individuals and institutions, asks companies to do more to deal with the causes of stress and reveal its costs.

A survey of 22 leading UK companies finds that most companies recognize stress as a potential risk to workers' health, but more than one-quarter have no system to assess this risk. Stress has become the biggest cause of sickness absence in Britain. It accounted for 36 per cent of days lost in 2010\15.

Jane Goodland, author of the report, says Henderson wants to understand how companies in which they invest are tackling this issue. She believes that preventive approaches to stress management can lead to business benefits.

To highlight the potential costs to individual companies, Henderson created two models – one for the transport and communications sector and another for the retail sector. It calculates the cost of stress-related absence in the transport and communications sector at 18m to 24m a year for a company with 100,000 employees. A retail company of the same size can expect annual costs of 5m to 6m. Previous research shows that larger workplaces appear to experience more stress-related absence per employee than smaller ones.

The BT group has recognized the seriousness of the problem. BT reports that 40 per cent of its work-related ill health is due to stress and mental illness. It has reduced sickness absence and saved costs in three ways: by reducing the sources of stress; identifying early signs; and helping individuals who are suffering or recovering from stress.

9. Number the paragraph headings in the correct order:

- a) One company's method of decreasing absence and costs.
- b) Majority of companies are aware of the problem.
- c) Examples of savings which could be made.
- d) Companies should tell investors the cost of stress.
- e) Companies who deal with stress will have advantages.

10. Are these sentences true or false?

- 1) *Assets* are things of value which belong to a company.
- 2) If you *reveal* something, you hide it from someone.
- 3) When you *assess* something, you calculate the value of it.
- 4) *Absence* means sickness.
- 5) If you are *tackling* a problem, you are dealing with it.
- 6) When you want to stop something from happening, you take *preventive* action.
- 7) If you *highlight* something, you draw attention to it.
- 8) The *source* of a problem is the result of the problem.

11. Translate the text into Ukrainian.

↔ Key words

12. Learn these words and word combinations by heart.

- public relations – зв'язки з громадськістю
- to stay in touch – залишатися на зв'язку
- work-life balance – баланс роботи та життя
- capabilities - можливості
- to raise a question – підняти питання
- flexibility – гнучкість
- employee – працівник
- to persuade customers – переконати клієнтів

13. Read text 2.

Freedom or slavery?

Early morning in California, and Ms Safran, a public relations consultant, is dealing with a huge number of e-mails. Everybody in the small company works from home and relies on e-mail and instant messaging to stay in touch. She worries about her work-life balance and thinks that technology makes us more productive, but everybody is working all the time – weekends, evenings. It's too much.

Five o'clock Friday afternoon in the UK, Paul Renucci, managing director of a systems integration company, switches off his computer. He now works at home and is off to pick up children. In the past, it would take him two hours to get home from the office.

Ms Safran and Mr Renucci represent different sides of a modern problem: the capabilities of the latest communications technologies, such as e-mail, text, instant messaging and videoconferencing, make it difficult to draw the line between work and leisure and raise important questions about the nature of flexible working – where employees can work where and when they choose.

There are three issues here. First, does the rise of portable, networked devices such as the Blackberry and Palm Treo really damage an individual's work and life? Second, what is the effect of these devices on traditional workplace relationship? And third, how do individuals manage them?

A Microsoft survey found that where flexibility had increased, so had productivity and employee morale, together with lowered stress levels and staff turnover.

However, individuals can suffer technology-related stress as work moves into their free time and from the complexity of the gadgets they must use, such as mobile phones where manufacturers try to persuade customers to upgrade more frequently.

14. Are these sentences true or false?

- 1) The staff in Safran's company all work in the head office.
- 2) Ms Safran is happy with the way she works.
- 3) It takes Paul Renucci a long time to get to work.
- 4) It is sometimes hard to separate work and free time.
- 5) Technology means that people can work wherever they want.
- 6) A Microsoft survey reported that everyone benefits from flexible working.
- 7) Technology can be stressful for individuals.

 15. Use the words or expressions from the text to complete the sentences.

1. If a company depends on someone, it r..... on that person.
2. When you ask someone to stay in t....., it means you want to see or speak to them again.
3. The c..... of a machine is what kind of things it is able to do.
4. F..... w..... describes when you can work where and when you want.
5. If you can carry a piece of equipment, it is describes as p.....
6. A d..... is a small machine which helps you do something.
7. Everyone needs to do more work – the company wants to improve p.....
8. The way staff feel about the company and their work is described as staff m.....

✍ 16. Make up your own sentences with the words from Ex.14 using Present Perfect or Present Perfect Continuous.

Тема 2. Corporate entertaining

Мета: опрацювання лексичного матеріалу за темою «Corporate entertaining» та граматичного матеріалу (Past perfect, Past Perfect Continuous) у лексико-граматичних вправах; розвиток навичок та вмінь розрізняти та використовувати Past perfect та Past Perfect Continuous у ситуаціях професійного характеру; читання текстів «Yachts: Business and the ultimate pleasure», «How golf appeals to blue-chip sponsors» з розумінням основного змісту; написання письма-запрошення на корпоративну вечірку.

Методичні рекомендації: перед виконанням групи вправ повторіть правила вживання та утворення Past Perfect та Past Perfect Continuous Tenses. Запропоновані вправи допоможуть відпрацювати лексико-граматичний матеріал та розвинути вміння застосовувати набуті знання у ситуаціях професійного спілкування.

Нагадаємо, що Past Perfect – складна форма часу, яка утворюється з допоміжного дієслова **to have** у Past Indefinite і дієприкметника минулого часу (Past Participle) відмінюваного дієслова. *I had finished the work by 7 o'clock yesterday.* У питальній формі Past Perfect допоміжне дієслово стоїть перед підметом, а відмінюване дієслово – після підмета. *Had she cleaned the flat by 5 o'clock?* Заперечна форма утворюється за допомогою заперечної частки *not*, яка стоїть після допоміжного дієслова. *He hadn't read the article before.*

Past Perfect є «передминулим» часом. Він виражає дію в минулому, яка відбувалася і закінчилася до іншої минулої дії або до якогось моменту чи періоду в минулому. *She had cooked supper before the children returned from the walk.*

Past Perfect вживається переважно у складних реченнях. Звичайно дієслово в головному реченні виражає якусь минулу дію і вживається у формі Past Indefinite, а дієслово в підрядному реченні виражає передминулу дію, тобто дію, яка відбувалася раніше від першої дії, і вживається у формі Past Perfect. *He said that he had translated this text.*

Past Perfect може вживатися в значенні передминулої дії також у головній частині складного речення і в простих реченнях. В останньому випадку Past Perfect виражає дію, яка закінчилася до якогось моменту або періоду минулого часу, зазначеного в реченні. *By twelve o'clock yesterday I had read all the articles.*

Past Perfect Continuous – складна форма часу, яка утворюється з допоміжного дієслова **to have** у Past Indefinite, дієслова **to be** у третій формі (**been**) та основного дієслова з закінченням **-ing**.

We had been skiing for an hour before it started snowing.

Питальна форма Past Perfect Continuous утворюється за допомогою допоміжного дієслова **had**, яке ставиться на початку речення.

Had they been running since ten o'clock yesterday? – Yes, they had. No, they hadn't.

Заперечна форма утворюється за допомогою заперечної частки **not**, яка стоїть після допоміжного дієслова. *He hadn't been playing chess before you came.*

✎1. Put the verbs in brackets into the Past Perfect Tense.

1.I ... (to arrange) my visit to the dentist the day before. 2.Nick ... (not to finish) his project by the end of November. 3.Mary ... (to see) this film before it was on at our local cinema. 4.How many articles ... you ... (to read) by the end of last month? 5.... your sister ... (to book) the tickets for concert beforehand? – Yes, she 6.Peter ... (not to attend) computer courses before he entered the university. 7.I ... (not to hear) about this folk festival before she told me about it. 8.What museums ... the tourists ... (to visit) before their departure? 9.I understood what mistake I ... (to do) some days before. 10. Where ... she ... (to leave) a note before she went to the supermarket? – She said she ... (to put) it on the table in the kitchen. 11. When we came to the station, the train ... (to arrive) already. 12.CEO took the documents which the secretary ... (to prepare) for him the day before.

✎2. Put the verbs in brackets into the Past Perfect Tense or the Past Simple.

1.Mary ... (to stop) to see who ... (to call) her name. 2.I ... (not to phone) him because I ... (to leave) my mobile at home. 3.When I ... (to return) from school yesterday, my sister ... (to tell) me that she ... (to bake) an apple pie. 4.I ... (not to see) Peter yesterday because he ... (to fly) to Paris for international trade fair two days before. 5.They ... (to be) hungry and (to decide) to go to a restaurant to have dinner. 6.The boss ... (to be) sure that the employer (to tell) him the truth. 7.In the morning Mary ... (to remember) that she ... (not to send) a message to the chief of their firm. 8. When Paula ... (to see) Mr Jonson, she ... (to remember) that she ... (to see) him before. 9.Mother ... (not to know) that her son ... (already to find) a new job in a big corporation. 10. Nick ... (to meet) me after he ... (to return) from his business trip.

✎3. Put the verbs in brackets into the Past Perfect Continuous Tense.

1.My daughter ... (to practice) for three months before the performance. 2.The boys ... (to fish) for two hours before Nick caught the fish. 3.He ... (to wait) for half an hour before he saw his assistant getting off the tram. 4.Driving to the city centre was difficult as it ... (to snow) all night. 5. Ron was irritated because the office

manager ... (to ask) him questions for two hours. 6. Alex ... (to study) English for ten years before he entered the university. 7. Tom's collection of stamps was valuable as he ... (to collect) them since he was ten years old. 8. We ... (to discuss) the budget plan for more than two hours before we found the right solution. 9. How long ... you ... (to fix) your car before Mark helped you? 10.... Alex ... (to study) for his economy exam all last week?

4. Put the verbs in brackets using the proper tense.

1. The concert was a great success. When the pianist ... (to finish) his part, the audience ... (to applaud) the orchestra for some minutes. 2. No sooner I ... (to complain) that I ... (not to hear) from them for a long time than the letter ... (to come). 3. We ... (to walk) for some hours before we ... (to realize) that we (to lose) our way. 4. When he ... (to arrive), I ... (to live) in London for a week. 5. I ... (to drive) home when I ... (to hear) the news on the radio. 6. When Alex ... (to phone) me, I ... (to write) a letter. 7. When my friend ... (to come), I ... (to do) an exercise for an hour. 8. They always ... (to have) loud parties which ... (to go on) till the early hours. 9. The bank ... (to close) by the time I ... (to get) there.

Key words

5. Learn these words and word combinations by heart.

- hospitality – гостинність
- staff incentives – стимулювання персоналу
- resort – курорт
- conference facilities – конференц-зали
- relaxation amenities – зручності для відпочинку
- guest speaker – запрошений спікер
- to impress – вражати
- partnership – партнерство

6. Before you read text 1 answer the question.

How important do you think entertaining clients is? Should companies also reward staff in a similar way?

7. Read text 1.

Yachts: Business and the ultimate pleasure.

In a world where corporate hospitality and staff incentives are big business, yachts are chartered by many companies. Miriam Cain of Camper & Nicholsons, a company which hires and sells yachts, says companies use them because they offer high levels of security and privacy.

They are like six-star, self-contained private resorts, complete with business and conference with business and conference facilities and entertainment and relaxation amenities. Their controlled environment is a key selling point, but at 90,000 a day they may seem too expensive for most companies.

It is important to get professional advice when chartering a yacht. Edmiston is one of the best-known names in the yachting world, with offices in London, Monte Carlo and Mexico. Their expertise and specialist knowledge of large yachts has led to partnerships with such companies as Netjets or Boeing Jets.

Attention to Detail is the brand name of the company that manages corporate charters for Edmiston's. They will not say who individual clients are, except that a lot of Attention's business comes from the telecommunications and motors sectors. The company can arrange anything the client wants, including celebrities, guest speakers, music and entertainment.

Yacht company Moody does a lot of business for conferences in Cannes, especially during the film festival. Companies use the yachts for accommodation, meetings and presentations. They also specialize in charters for the Monaco Grand Prix. These are mostly for companies wanting to entertain or impress clients and reward successful employees.

8. Are these sentences true or false?

- 1) People like using yachts because they are more secure than other venues.
- 2) Some yachts can cost up to 90,000 a week.
- 3) Edmiston charters are managed by a company called Attention to Detail.
- 4) Their clients are mainly famous musicians.
- 5) Moody organizes the Cannes Film Festival.

10. Match the words to make expressions from the text.

- corporate, staff, conference, professional, specialist
- facilities, advice, knowledge, hospitality, incentives

9. Use the correct form of the words from the text to complete these definitions.

1. If you want to encourage someone to do something, you may offer them an i.....
2. When you want to hire a plane or boat for your own use, you c..... it.
3. It's important to have good s..... so that no one gets into a building without permission.
4. A town, usually near the sea, where people go for holidays is known as a r.....
5. A..... are the facilities which are offered by a hotel, for example.
6. When someone has a lot of knowledge and experience, we say they have e.....
7. If you make a p....., you give a talk to people about a specific subject.
8. When someone does a job well, it is nice to r..... them with a gift or bonus.

10. Translate the text into Ukrainian

⇒ Key words

11. Learn these words and word combinations by heart.

- tournament – турнір
- involvement – залучення
- to enhance – підсилити
- splashes – бризки
- current contract – поточний контракт
- audience – аудиторія

- cost effectively – економічно ефективно
- priorities – пріоритети

12. Read text 2.

How golf appeals to blue-chip sponsors

The current popularity of golf is matched by the number of companies who want to sponsor the game. Banks and motor manufacturers are two big business sectors that have invested billions of dollars in sponsorship.

Honda, Ford, Buick, Nissan all sponsor PGA tournaments. BMW and Volvo feature on the European Tour. Elsewhere, HSBC, Barclays and RBS have all built on their initial involvement and sponsor either Asian or European tour events.

Even smaller companies are getting involved. OKI Printing Solutions, sponsors of Portsmouth Football Club, decided to enhance its profile in the golf market by announcing a sponsorship of the OKI Castellon Open de Espana Senior on this season's European Seniors Tour.

Buick created one of the biggest splashes in sponsorship history in 2001 when it signed Tiger Woods for a reported 20m to 25m for five years. And that was mainly to have its company name on his golf bag. The company says it was definitely worth the money and is sponsoring his current contract.

Businesses sponsor golf competitions for publicity and to attract certain client groups to their products. Golf is still a game played by relatively wealthy people. And that is the main commercial attraction for most companies.

RBS says: "Research has shown golf to be the closest to our key target audience of executive-level business people in our geographic priorities of the US and the Europe/UK, and more recently the Asia Pacific countries. Golf was chosen as the only global sport that, cost effectively, targets this audience on both sides of the Atlantic".

13. Match the words 1-6 with their definitions a-f.

- | | |
|---------------|--------------------------------------|
| 1. popularity | a) a way to attract public attention |
| 2. initial | b) most important things |
| 3. enhance | c) first |
| 4. profile | d) big interest |
| 5. publicity | e) improve |
| 6. priorities | f) image |

14. Complete these sentences with the correct word from the text .

- Several British banks are involved with ... and ... golf tournaments.
- Smaller companies can improve their ... by sponsoring golf.
- Buick felt that sponsoring Tiger Woods was ... doing.
- People who play golf are usually quite ..., which attract companies.
- RBS chose to sponsor golf because it ... clients in both the USA and Europe.

15. Make up your own sentences with the words from Ex.15.

 16. Write a letter to your business partners and invite them to the entertaining or sporting event, which your company organize every year.

Розділ 2. Marketing and market orientation

Метою розділу є вдосконалення навичок та вмінь використання граматичного (Question tags) та лексичного матеріалу за темами «Marketing. Companies and market», «Business planning» у ситуаціях професійного спілкування; опрацювання лексичного та граматичного матеріалу у вправах; читання текстів «Marketing: Investors adapt to consumer trends», «Advertising: Tried and tested or tired formula» з розумінням основного змісту; створення реклами нового бренду класу люкс; написання есе «Keys to good planning».

Тема 3. Marketing. Companies and market

Мета: опрацювання лексичного матеріалу за темою «Marketing. Companies and market» та граматичного матеріалу (Question tags) у лексико-граматичних вправах; розвиток навичок та вмінь розрізняти та використовувати сполучні займенники у ситуаціях професійного характеру; читання текстів «A working day of a sales manager», «Don't disturb me. I'm not working» з розумінням основного змісту.

Методичні рекомендації: перед виконанням групи вправ повторіть правила Question tags (розділове запитання). У запропонованих вправах Ви маєте можливість розвинути здатність застосовувати набуті знання для виявлення, постановки та вирішення завдань у різних практичних ситуаціях спілкування англійською мовою.

Нагадаємо, що розділове запитання складається з двох частин. Перша частина – розповідне речення в стверджувальній або заперечній формі, друга – коротке загальне запитання, що складається з підмета, вираженого особовим займенником, який відповідає підмету першої частини, та допоміжного або модального дієслова. Якщо присудком першої частини є дієслово в Present Indefinite (крім дієслів **to be, to have**), в другій частині вживаються відповідні форми допоміжного дієслова **to do**.

Якщо перша частина розділового запитання має стверджувальну форму, то в другій частині вживається заперечна форма, а після заперечної першої частини друга частина має стверджувальну форму. Перша частина розділового запитання має стверджувальну форму, якщо той, хто запитує, сподівається на стверджувальну відповідь, і заперечну, якщо передбачається заперечна відповідь: *You've brought your luggage with you, haven't you? You haven't seen him yet, have you? But she loves you, doesn't she? I didn't say that, did I? You want some money, don't you?*

✍ 1. Complete the sentences using question tags.

Example: You're coming with us tomorrow, aren't you?

1. Your dad does the cooking, ...?
2. There isn't much we can do about it, ...?
3. 'It's a beautiful day, ...?' 'Yes. Let's go for a walk, ...?'

4. 'You've got a bike, ...?' 'Yes. You no longer have yours ,...?
5. 'You weren't cheating in the test, ...?' 'No! I would never cheat, ...?
6. You don't know his secret, ...?
7. You could swim when you were three, ...?
8. You'd rather stay in, ...?
9. 'She lost her temper, ...?' 'Yes, but she shouldn't have, ...?
10. Everybody thinks it's my fault, ...?
11. I'm fat, ...?
12. Stop asking so many questions, ...?
13. Nothing happened after I left, ...?
14. Keith hasn't been doing well at school lately, ...?
15. They haven't announced the result yet, ...?

✍ 2. Complete the sentences. Use question tags and any other words necessary.

Example: You enjoyed the film. You say:

'The film was great, wasn't it?'

1. Your friend has just read a book which you like too. You say:

'It's a(n) ...?'

2. You look at your watch. It's early. You say:

'We've got?'

3. You're thirsty. You like tea. You say:

'Let's have ...?'

4. You want to make sure your name is on the list. You say:

'I'm ...?'

5. You want to go out for a walk. You say:

'Let's ...?'

6. You want to check if the train leaves from Platform 2. You say:

'The train ...?'

7. You can't reach the salt. Ask someone to pass it to you:

'Pass ...?'

8. Your little sister has got cake crumbs on her sweater. You say:

'You've ...?'

9. You are washing the dishes when the door bell rings. You say:

'Answer the door, ...?'

10. You want to check that you are leaving tomorrow morning, as agreed. You

ask:

'We're ...?'

✍ 3. Mark the correct variant.

1. I'm so clever, ... I?

A) amn't

B) won't

C) am not

D) aren't

2. We haven't had a nice summer for ages, ... we?

A) hadn't we

B) have

C) had

D) didn't

3. Let's have some fresh air, ... we?

A) let

B) shan't

C) let not

D) shall

4. Open the door, ... you?
 A) will B) won't C) don't D) shall
5. You'd met Paula before, ... you?
 A) had B) hadn't C) didn't D) wouldn't
6. You wouldn't like it ... you?
 A) wouldn't B) should C) shouldn't D) would
7. She's got beautiful eyes, ... she?
 A) doesn't B) hasn't C) does D) isn't
8. There aren't as many good movies as there used to be, ... ?
 A) are they B) are there C) didn't there D) is it
9. Nick had to have the car's engine completely repaired, ... he?
 A) hadn't B) had C) didn't D) did
10. Crime and violence aren't just Ukrainian problems any more, ... ?
 A) don't they B) are there C) will they D) are they
11. We've heard a lot about the violence on TV although we could say the same thing about movies, ... we?
 A) could B) have C) didn't D) couldn't
12. Without your help Martin would never have been able to get there on time, ... he?
 A) won't B) would C) wouldn't D) will
13. Meet Max, ... you?
 A) shall B) do C) shan't D) will
14. You can't play tennis today, ... ?
 A) you can B) can you C) you can't D) can't you
15. The children had a good time, ... ?
 A) did they B) can you C) didn't they D) can't you

4. Complete the sentences using question tags.

1. Lina will always remember her birthday, ... ?
2. Nobody likes to be cheated, ... ?
3. He should stay in bed, ... ?
4. There aren't any pencils left, ... ?
5. Eugene signed the agreement, ... ?
6. You're going to school tomorrow, ... ?
7. The children had fun, ... ?
8. We mustn't climb the mountain, ... we?
9. Everyone has to answer for his actions, ... ?
10. He can play golf well, ... ?
11. You are the new secretary, ... ?
12. Mr. Snowden is speaking over the phone, ... ?
13. You like black coffee, ... ?

⇒ **Key words**

5. Learn these words and word combinations by heart.

-glossy – глянецкий

- shareholder – акціонер
- to take risks – ризикувати
- word-of-mouth – з вуст в уста
- marketer – маркетолог
- restructuring – реструктуризація
- advertising campaign – рекламна кампанія
- to lose share – втрачати частку

6. Before you read text 1 answer the question.

What do you consider to be luxury products? Does luxury always mean better quality?

7. Read text 1.

Advertising: Tried and tested or tired formula?

If you studied the advertisements in any glossy magazine with the logos and company names covered up, how easily could you identify the brands?

In reality, advertisements for most luxury brands are depressingly similar. According to Mark Tungate, author of *Fashion Brands: Branding Armany to Zara*, many brands are owned by huge corporations with demanding shareholders, so they can't afford to take risks.

Luxury brands are expert at creating word-of-mouth advertising through fashion weeks, events and PR. Milton Pedraza, chief executive of New York's Luxury Institute, however, believes selling reputation and tradition is not enough. He says luxury brands should train their marketers to focus on customer needs through research and testing, as Procter & Gamble does.

Recently, brands have started using specialist luxury advertising agencies. Dawn Coulter, managing director of McCann Erickson's Luxury Box, whose clients include Gucci, says a new approach is being driven by the restructuring of many luxury organisations. Furthermore, there is a greater interest in luxury goods from customers who mix and match luxury with cheaper products.

In luxury advertising, LVMH is the biggest player. The advertising spend of LVMH alone – 2bn this year – represents more than half the luxury industry's spend, says Antoine Colona at Merrill Lynch. He predicts a move towards more frequent campaigns, to prevent losing share of this difficult market. According to Simon Sylvester, the main differences between advertising luxury goods and customer goods is in the luxury market, the benefits and features of a product are not as important as making sure who has them and who doesn't.

8. Are these sentences true or false?

- 1) Luxury brand companies will advertise more often.
- 2) Several luxury brand companies are changing their organization structure.
- 3) Companies owning luxury brands are reluctant to use innovative advertising.
- 4) The advertising focus on luxury brands is on the customer, not the product.
- 5) More ordinary consumers are buying luxury products.
- 6) Luxury-brand marketing people need to concentrate more on what the customer wants.

9. Match the words 1-8 with their meanings a-h.

- | | |
|-----------------|------------------------------|
| 1. glossy | a) status or position |
| 2. depressingly | b) concentrate |
| 3. demanding | c) method |
| 4. reputation | d) looks shiny and expensive |
| 5. focus | e) miserably, sadly |
| 6. approach | f) stop or avoid |
| 7. predict | g) difficult, tough |
| 8. prevent | h) forecast |

10. Translate the text into Ukrainian

⇐ Key words

11. Learn these words and word combinations by heart.

- marketing tactic – маркетингова тактика
- fizzy drinks – газовані напої
- a long-term – довгостроковий
- corporate profit – прибуток підприємств
- nutrition – харчування
- core strategic focus – основна стратегічна спрямованість
- to offer – пропонувати
- consumer – споживач
- to take step – зробити крок

12. Before you read text 2 answer the question.

Does the way a soft drinks company advertise its products encourage you to buy them? Do you think people prefer to buy healthy drinks these days? Why (not)?

📖 13. Read text 2.

Marketing: Investors adapt to consumer trends.

When the world's biggest soft drink company starts changing its marketing tactics, investors should ask why. Coca-Cola, which has traditionally promoted itself via the Coke brand, using slogans such as "Coke is it", now wants to inform consumers that Coke is not the only drink it sells. Its most recent campaign, called "Make every drop count", says: "You've always known us as Coca-Cola, the soft drink. Now it's time you knew us as Coca-Cola the company".

The television, print and Internet advertisements in the UK come at a time when consumers are ditching foods and drinks that are perceived as unhealthy (such as sugary fizzy drinks and drinks and salty crisps) for products that appear to offer some kind of health benefit.

Coke is using the new campaign to impress upon consumers the fact that it sells all kinds of drinks, including bottled water, juices and teas. The campaign is important for the company, because it risks losing money if it does not sell the kinds of drinks consumers now want to buy.

Analysts say that growing demand for healthier kinds of foods and drinks is not a fashion, but a long-term trend that increasingly affects corporate profits. Companies which benefit are those that already produce the kinds of products consumers want,

or companies that are taking steps to adapt existing products. These include Danone, the French company Nestle, which has made nutritional foods a core strategic focus.

Companies that do not meet consumer needs are suffering. In March, Asda took the juice drink Sunny D (previously known as Sunny Delight) off its shelves after finding its customers did not want to buy it.

14. Number the paragraph summaries in the correct order. Two of the summaries are not used.

1. Companies need to change, as health foods are here to stay.
2. Coke needs to inform customers about its whole product range.
3. Unfortunately, if companies do not change, they will find it very difficult to survive.
4. If customers fail to recognize Coke's whole range of products, the company will face financial problems.
5. Advertisements for healthy products are very popular.
6. The campaign is well timed, as people want more healthy products?
7. Many companies are benefiting from a bigger market share.

15. Match the words and expressions 1-8 with their meanings a-h.

- | | |
|-----------------|--|
| 1. tactics | a) seen or believed to be |
| 2. slogan | b) make someone understand something |
| 3. ditching | c) change or modify something |
| 4. perceived as | d) the centre or heart of something |
| 5. impress upon | e) a saying to catch your attention in an ad |
| 6. adapt | f) doing badly, failing |
| 7. core | g) approach |
| 8. suffering | h) dropping or rejecting |

16. Make up your own sentences with the words from Ex.9, Ex.15.

17. Translate the sentences into English paying attention to the active vocabulary.

1. За останні роки наша компанія втратила значну частку ринку продовольчих товарів.

2. Акціонери компанії вирішили вкласти гроші в реструктуризацію підприємства.

3. Які глянцеві журнали ти зазвичай купуєш? - Я не читаю жовту пресу.

4. Ми вирішили ризикнути і продати частину наших активів.

5. Рекламна кампанія нового аромату мала шалену популярність серед шанувальників бренду.

6. Газовані напої та снекі дуже шкідливі для дитячого здоров'я.

7. У довгостроковій перспективі прибуток підприємств вугільної промисловості повинен зрости на 10 %.

8. Споживачі надають перевагу вітчизняним виробникам кондитерських виробів.

9. Виробники повинні зробити наступний крок і повністю змінити інформацію на упаковках товарів.

10. Великі виробники промислових товарів змінили свою маркетингову тактику і стали орієнтуватися на заможних споживачів.

✍ **18. Do you think that luxury-brand advertisements are all the same? Find some advertisements in glossy magazines and compare them. Imagine you want to sell a luxury product, create your own advertisement for a glossy magazine.**

Тема 5. Business planning

Мета: опрацювання лексичного матеріалу за темою «Business planning» та граматичного матеріалу (Talking about future plans: Future Simple, going to) у лексико-граматичних вправах; розвиток навичок та вмінь користуватися граматичними формами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів «Tesco plans to open Las Vegas supermarkets», «Ford restructuring plan shifts up a gear» з розумінням основного змісту; написання есе на тему «Keys to good planning».

Методичні рекомендації: перед виконанням групи вправ повторіть правила Talking about future plans: Future Simple, going to. У запропонованих вправах Ви маєте можливість відпрацювати навички вживати граматичні форми та лексичні одиниці у ситуаціях професійного спілкування.

Нагадаємо, що Future Indefinite є складним часом. Він утворюється з допоміжних дієслів **shall** для 1-ї особи однини і множини та **will** для всіх інших осіб і основи інфінітива відмінюваного дієслова:

I'll wait for you here. I'll be free tomorrow.

Питальна форма Future Indefinite утворюється за загальним правилом: допоміжне дієслово ставиться перед підметом, а основа інфінітива відмінюваного дієслова після нього: Will you work tomorrow?

Заперечна форма Future Indefinite утворюється за допомогою заперечення **not**, яке ставиться між допоміжним дієсловом і основою інфінітива відмінюваного дієслова. У розмовній мові вживаються скорочені (стягнені) заперечні форми **shan't** = shall not і **won't** = will not: I will not read your letter.

Майбутній неозначений час (Future Indefinite) у англійській мові означає однократні, повторювані або постійні дії і стан, що відносяться до майбутнього.

I think I'll have a cup of tea. I'll phone to you every week.

Для вираження майбутньої дії використовується як **майбутній неозначений час**, так і конструкція **be going to**.

Майбутній неозначений час вживається у таких випадках:

- Коли ми повідомляємо про факти чи дії у майбутньому, на здійснення яких ми не можемо вплинути: It will be Friday tomorrow.
- Коли ми повідомляємо про дії чи події у майбутньому, але не впевнені, що вони відбудуться (чи ще не прийняли остаточного рішення): I think I'll sell my old car.
- Якщо ми прийняли рішення в момент мовлення: I'm tired. I'll leave the office earlier today.
- Коли ми висловлюємо сподівання, побоювання, страхи, прогнози

щодо майбутнього, даємо обіцянки тощо. Як правило, в таких випадках вживаються слова hope, believe, think, expect, I'm afraid, I'm sure, I know, I promise, perhaps, probably etc.: I'm sure he will help you. He will probably come home late.

Be going to вживається у таких випадках:

- Коли ми повідомляємо про свої наміри чи плани: He attends computer courses. He is going to find a new job.
- Коли ми повідомляємо про події у найближчому майбутньому, якщо ми впевнені, що вони відбудуться: She is going to invite you to the wedding party. (she has already decided)
- Якщо в момент мовлення ми розуміємо, що трапиться найближчим часом: Be careful! You are going to fall off the ladder.

§1. Put the verbs in brackets into the Present Simple, the Future Simple or the Present Continuous Tense or be going to.

1. This dress fits me perfectly. I think I ... (to buy) it. 2. It (to be) April in a week. 3. What time ... the ferry ... (to depart) tomorrow? – it ... (to depart) at 11.30 a.m. 4. Shella can't attend the lecture tomorrow. She ... (to visit) her dentist. 5. Henry has sent an e-mail letter to you. – It isn't urgent. I ... (to read) it a bit later. 6. The wind is getting stronger. It ... (to be) a stormy night. 7. ... I ... (to show) you our town? – Oh, yes! I'm sure we ... (to enjoy) your excursion. 8. Look at that boy! He ... (to break) a window. 9. I promise I ... (to send) you the photos from Spain. 10. Be careful! You ... (to get) sunburned. 11. What ... your sister ... (to plan) to do after the exams? – She ... (to spend) a week in the village and then she ... (probably to look) for a part-time job. 12. Take your umbrella if you ... (to get) wet! 13. The train ... (to leave) the station at eleven o'clock next Monday. Don't be late!

§2. Put the verbs in brackets the Future Simple or be going to.

1. I suppose she ... (to tell) about her future plans. 2. I hope they ... (to enjoy) our wedding party. 3. It's too cold in the room. I ... (to close) the window. 4. Be careful! You ... (to fall) off the ladder. 5. His son ... (to be) ten next year. 6. They have bought a new suitcase. They ... (to fly) to London. 7. I promise ... (to buy) your favorite cake for your birthday party. 8. My uncle has sold his old car. He ... (to buy) a new one. 9. I'm sure he ... (to win) this music contest. 10. My colleagues ... (to come) from France next Monday. 11. My friends ... (to spend) next weekend in the countryside. 12. Perhaps you ... (to find) all necessary information for your report. 13. I know that our chief ... (to have) an interview tomorrow morning. 14. The conference ... (to take) place in our new head office next week.

§3. Put the verbs in brackets into the Present Simple, the Future Simple or the Present Continuous Tense or be going to.

1. So, what time you ... (to leave) tomorrow? 2. Look! That car over there ... (to crash)! 3. I ... (not to come) with you tonight. I have to stay in and finish my project. 3. You look tired. Sit down and I ... (to make) you a cup of tea. 4. The film ... (to start) at half past seven. 5. Do you think Jack (to mind) if I use his mobile phone? 6. What's wrong? You look as if you ... (to cry). 7. The restaurant ... (to

close) at half past ten tonight. 8. Look? Is that Hellen over there ? ... (to go) and say hello. 9. Hurry up! Our plane ... (to leave) in an hour. 10. Sam and Nick ...(to have) a party next week. 11. The sky is grey. It ... (to rain). 12. I'm sure he ... (to fail) his exam. 13. I ...(to buy) this car. We've already agreed on the price. 14. I ... (to take) the kids to the cinema this evening.

⇒ **Key words**

4. Learn these words and word combinations by heart.

- expansion – розширення
- retailer – роздрібний продавець
- comprehensive – всебічний
- trial store – пробний магазин
- to overtake – наздоганяти
- to fund – спонсорувати
- to decline – відмовлятися
- intense competition – напружена конкуренція

5. Before you read text 1 answer the question.

Do you prefer shopping in a supermarket or small shops? Why? How easy or difficult do you think it is for supermarkets to move into other countries?

6. Read text 1.

Tesco plans to open Las Vegas supermarkets.

Tesco's unusually low-profile US expansion strategy is about to take it to Las Vegas, one of the fastest growing cities in the US, in addition to its plans to open stores in the Los Angeles and Phoenix areas next year.

Tesco is the UK's biggest supermarket chain, and retail analysts predict it will become Britain's biggest non-food retailer by the end of the year, overtaking Argos Retail Group.

The US push is part of Tesco's plan to expand in its domestic market and abroad. Tesco is looking for sites in Las Vegas for its planned Fresh & Easy range of mini-supermarkets.

Tesco announced its US plans in March, after conducting comprehensive market research that included a trial store in a warehouse in Los Angeles that looked like a film set. Tesco has not said how many stores it plans to open in the US and declined to comment on its strategy for Las Vegas.

The company said in March it would invest 250m a year to fund its US expansion, a budget that should enable it to open as many as 200 stores a year. Las Vegas, with 1.7m people, is in Nevada, the fastest-growing state in the US. There is intense competition there for new customers between its existing traditional supermarkets – dominated by Kroger and Safeway – and Wal-Mart, the largest US retailer, which now has about 20 per cent of the overall US grocery market.

Tesco's strategy is based on creating a range of small stores on sites of about 14,000 sq ft similar to its Tesco Express concept in Europe.

7. Are these statements true or false?

1. This year, Tesco plans to open a store in Phoenix.
2. Tesco is already UK's largest non-food retailer.

3. Tesco has plans to expand both in UK and abroad.
4. Tesco is planning to make films in the USA.
5. Tesco will open up to 200 stores in America.
6. Wal-Mart has more of the US grocery market than Safeway.
7. Tesco's strategy is to have large food stores in America.

8. Match the words 1-8 to their meanings a-h as they are used in the article.

- | | |
|---------------|---------------------------|
| 1. predict | a) doing or carrying out |
| 2. conducting | b) idea or design |
| 3. trial | c) expect or forecast |
| 4. declined | d) test |
| 5. witnessing | e) experiencing or seeing |
| 6. intense | f) controlled |
| 7. dominated | g) refused |
| 8. concept | h) strong |

9. Translate the text into Ukrainian

↪ **Key words**

10. Learn these words and word combinations by heart.

- to accelerate – прискорити
- to halt losses – зупинити втрати
- utility – корисність
- non-core assets – непрофільні активи
- cost-cutting – скорочення витрат
- to keep up with – йти в ногу з
- market trends – тенденції ринку
- closure – закриття
- to boost sales – збільшити продажі

11. Before you read text 2 answer the question.

How important is planning for a company? How often should companies revise their plans?

 **12. Read text 2.**

Ford restructuring plan shifts up a gear

Ford will unveil its accelerated restructuring plan at the end of next month as the US car-maker tries to halt losses and adapt to a huge change in domestic demand. Mark Fields, president of Ford Americas, yesterday said it would speed up the 'Way Forward' plan announced in January in response to the changes in buying habits caused by high fuel prices and market trends.

Ford suffered from the fall in demand for large pick-up trucks and utility vehicles, once its most profitable segment, in the face of 3-a-gallon \$ petrol prices. It has also been hit by the poor performance of its luxury car segment and has hired advisers to explore a potential sale of non-core assets.

Mr Fields outlined a range of future product launches, including an addition to the luxury Lincoln brand. 'I can confirm that our plans do include more new products

and quicker and deeper cost-cutting' he said. They may have to add to the 14 plant closures and 12,000 job cuts outlined in January. Acceleration doesn't mean a new plan. It means a new timetable.

Mr Fields said Ford's own new product line-up had seen it gain market share in the light-truck sector and maintain the steady share in the car segment, despite being overtaken in July sales by Toyota, the first time the Japanese auto-maker has claimed the second spot in the US market behind GM.

Ford is also considering plans to invest 1bn at its plants in Michigan to improve flexibility and boost research and development to keep up with changing consumer tastes.

13. Which of these are parts of Ford's plans?

- a) increasing exports
- b) building new factories
- c) launching new product in Lincoln brand
- d) further cost-cutting
- e) restructuring
- f) laying off staff
- g) investing in existing factory
- h) producing new truck designs

14. Choose the correct definition of the word in italics.

1. If you *unveil* a plan you ...
 - a) show it to people.
 - b) keep it secret.
2. When a company *adapts* to something, it...
 - a) agrees to do something.
 - b) it makes necessary changes.
3. We *speed up* when we need to go...
 - a) faster.
 - b) more slowly.
4. *Non-core* assets of a company are ones which are...
 - a) the most important.
 - b) the least important.
5. He *outlined* a range of future plans means he...
 - a) showed diagrams of the plans.
 - b) described them briefly.
6. If something *boosts* sales, it means that sales are...
 - a) up.
 - b) down.
7. If a company *keeps up with* changing consumer tastes, it...
 - a) makes changes according to consumer tastes.
 - b) is always changing product designs.

✍ 15. Make up your own sentences with the words from Ex.4, Ex.10.

✍ 16. Write an essay "Keys to good planning".

Розділ 3. Business people and business leaders

Метою розділу є закріплення граматичного матеріалу (Talking about future plans: Future Simple, going to; Reported speech) та лексичних одиниць у лексико-граматичних вправах за темами «Managing people» та «Conflict»; розвиток навичок та вмінь користуватися граматичними структурами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів з розумінням основного змісту тексту; написання ділових листів.

Тема 5. Managing people

Мета: опрацювання лексичного матеріалу за темою «Managing people» та граматичного матеріалу (Reported speech) у лексико-граматичних вправах; розвиток навичок та вмінь користуватися граматичними структурами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів «Secrets of the maverick cobbler», «Bonds that keep workers happy» з розумінням основного змісту; написання звіту керівнику про результати проведення переговорів з постачальниками.

Методичні рекомендації: перед виконанням групи вправ повторіть правила вживання граматичного матеріалу Reported speech. Запропоновані вправи надають можливість розвинути здатність застосовувати набуті знання для вирішення завдань у різних практичних ситуаціях спілкування англійською мовою.

Нагадаємо, що непряма мова (Reported Speech) – це слова людини, передані іншою людиною. У реченнях з непрямою мовою лапки не вживаються, на відміну від речень із прямою мовою (Direct Speech). При трансформації речень з прямою мовою у речення з непрямою мовою особові та присвійні займенники змінюються відповідно до змісту:

He says, «I need a car». – He says that he needs a car.

У реченнях з непрямою мовою вживаються дієслова *say* та *tell*. *Say* вживається, якщо ми вказуємо або не вказуємо людину, до якої звертаємось. *Tell* вживається тільки тоді, коли ми вказуємо людину, до якої звертаємось:

She said to me, «I have no time». – She said that she had no time. She said to me/told me that she had no time.

У деяких випадках вживається тільки *say* або *tell*. Зверніть увагу на правила вживання дієслів *say* та *tell* з деякими словосполученнями.

Say вживається у таких словосполученнях: *say good morning/afternoon etc., say something, say one's prayers, say a few words, say so, etc.*

Tell вживається у таких словосполученнях: *tell the truth, tell a lie, tell somebody the time, tell somebody one's name, tell a story, tell a secret, tell somebody the way, tell one from another, etc.*

У реченнях з непрямою мовою часто вживається сполучник *that*, але його можна випустити:

He said, «I read a book every evening». – He said that he read a book every evening. He said he read a book every evening

Якщо у словах автора в реченнях з прямою мовою дієслово-присудок стоїть у теперішньому часі, то після перетворення прямої мови на непряму час дієслів не змінюється:

They say, "We are playing football". – They say (that) they are playing football.

She says, "I bought a new dress". – She says (that) she bought a new dress.

Якщо у словах автора в реченнях із прямою мовою дієслово-присудок стоїть у минулому часі, то після перетворення прямої мови на непряму час дієслів змінюється.

Модальні дієслова та дієслово to be змінюються на відповідні форми минулого часу (окрім дієслів should, could, might):

He said, "I can ride a horse". – He said he could ride a horse.

She said, "I am happy". – She said she was happy.

Якщо в реченнях з прямою мовою йдеться про загальновідомі факти, то після перетворення прямої мови на непряму граматичний час дієслів не змінюється:

The teacher said, "There are twelve months a year". – The teacher said that there are twelve months a year.

За допомогою непрямої мови також можна передавати накази, прохання, пропозиції тощо. Для їх передачі використовуються дієслова (Introductory Verbs) order, ask, tell, suggest, beg, advise, forbid, warn, insist, promise, agree, refuse, remind etc., після яких вживається інфінітив або герундій. У реченнях з непрямою мовою не вживається слово please:

She said, "Open the window, please". – She asked me to open the window.

She said, "Don't touch this dog". – She asked not to touch that dog.

Для того щоб передати непрямою мовою запитання, використовуються слова ask, wonder, want to know. У питальних реченнях із непрямою мовою (загальних запитаннях) підрядна та головна частини поєднуються за допомогою слів if чи whether і граматичні часи змінюються відповідно до правил. У підрядних реченнях такого типу порядок слів прямий (як у розповідному реченні). Знак питання в кінці речень з непрямою мовою не ставиться. Bob said, "Do you have lunch?" – Bob asked if / whether I had lunch.

Для того щоб передати непрямою мовою спеціальні запитання, головна та підрядна частини речення поєднуються за допомогою відповідного питального слова (when, what, where, which, how), граматичний час у підрядній частині змінюється за правилами. У підрядних реченнях такого типу порядок слів прямий (як у розповідному реченні).

Alex said, "Where are you going, Nick?" – Alex asked where Nick was going.

Обставини місця та часу у реченнях з непрямою мовою змінюються таким чином:

here-there;

this-that;

these-those;

now-then, at that time;

today-that day;
 tonight-that night;
 yesterday- the day before, the previous day;
 tomorrow – the next day, the following day;
 last week/month, etc. – the week/month before, the previous week/month;
 next week/month, etc. – the next week/month, the following week/month;
 an hour ago – an hour before/earlier.

✍ 1. Report the statements.

1. She says, “I always have a big breakfast in the morning”. 2. Tom said, “My brother work in a big company”. 3. Jane said, “I am preparing a budget report”. 4. Alex said, “I have watched this film twice already”. 5. The doctor said, “You should take these pills twice a day”. 6. Office manager said, “I have just booked a table for tonight”. 7. Emma said, “I’ll finish the translation tomorrow morning”. 8. Brian said, “I didn’t meet the delegation at the airport”. 9. The lawyer said, “I ll explain everything a bit later”. 10. They said, “We were discussing a new project at this time”. 11. Ale[said, “My boss wants me to go to London”.

✍ 2. Put the following sentences into indirect speech.

1. She said, “I’m working in a restaurant , and don't much care for it”. 2.”I can’t live on my basic salary,” said Peter. 3“We’re waiting for the school bus,” said the children. 4. “I’ve made a terrible mistake!” said Peter. 5. “The ice will soon be hard enough to skate on,” said Tom. 6. “Would you like to come with us?” they said. 7. “Whom did you give the money to?” asked Ann. 8. “How much do you think it will cost?” he said. 9. “Did you sleep well?” asked my hostess. 10. “Have you been here long?” the other pupils asked the teacher. 11. “How long have you been learning English?” the examiner said. 12. “Where are you going for your summer holidays?” I asked them. 13. “Who do you want to speak to?” said the telephonist. 14. “Does anyone want tickets for the boxing match”” said Charles. 15. “Could we speak to the manager, please?” said the two men. 16. “Which train are you going to get?” my friend inquired.

✍ 3. Put the following questions into indirect speech.

1. Can I have some more pocket money? The boy asked
 2. Are you still living in Kyiv? I asked him...
 3. Do you work in the central branch or in the provinces? She asked me...
 4. Are you going to give me the money or not? She asked him...
 5. Has he brought the camera back? I wanted to know...
 6. Is it snowing in Lviv? He asked...
 7. Are you married? The man asked me...
 8. Have you been eating properly? The doctor asked him...
 9. Would you like to join us tomorrow? They asked me...
 10. Do you speak Arabic? The manager asked me....
 11. Have you finished the work? The chief asked the worker...

✍4. Report the questions.

1. "Where were you born?" I asked Jane. 2. "How far is the airport?" The man asked us. 3. "Who bought this strange painting?" she asked. 4. "What were they doing in the library?" the teacher asked. 5. "How long have lived here?" Nick asked us. 6. "How often do you visit your granny?" I asked Sam. 7. "Why are you laughing at them?" she asked me. 8. "How long have you been waiting for the doctor?" he asked. 9. "What did she say?" the chief asked. 10. "What should I do?" she asked her friend. 11. "Where are you going to stay?" I asked them. 12. "When will you finish decorating the conference hall?" the chief asked the workers. 13. "Why do you like your job?" the lawyer asked him. 14. "How long have you been working as a manager?" he asked me. 15. "What are you looking for?" the shop-assistant asked me.

↪ Key words

5. Learn these words and word combinations by heart.

- maverick - індивідуаліст
- engraving - гравірування
- to acquire - набувати
- annual sales - річні продажі
- equity - власний капітал
- to persuade - переконувати
- newsletters - бюлетені
- boardroom – зал засідань

6. Before you read text 1 answer the question.

What kind of manager do you think you are / would be? Do you think it's better to work for a manager with strong opinions or one who asks staff for their ideas?

📖 7. Read text 1.

Secrets of the maverick cobbler

Fifteen years ago, Mr Timpson bought out his partners in the shoe-repair business that bears his family name. In 1995, he bought Automagic, the shoe-repair and key-cutting chain. Since then Timpson has turned to key cutting, watch and jewellery repairs and engraving, acquired two big high-street rivals and broken through 100m pounds in annual sales. Still only Mr Timpson owns shares.

'We are committed to being independent. I'm not interested in a deal that involves equity being given to anybody', says Mr Timpson, who is company chairman, while his son James is managing director. To some, the company style might seem rather old-fashioned, with holiday homes for staff, training schemes and newsletters with personal input from Mr Timpson.

Tight control of the business ensures the company's commitment to what Mr Timpson calls 'upside-down management': giving power to those a long way from head office in Manchester. Mr Timpson believes that the most important staff are those who cut customers' keys and reheel their shoes. Everyone else, from area managers to the boardroom, is there to serve the shop staff, who are given plenty of freedom as long as they prioritise customers' needs.

'I think it would be difficult for some professional manager to come in and do it our way. I don't expect other people to come up with the ideas. That is my job or Jame's job. But I can't then tell them what is going to happen. I have got to persuade them. My form of management is a lot of communication. It won't work unless they approve of it,' says Mr Timpson.

8. Are these statements true or false?

- 1) Timpson's repairs watches and jewellery.
- 2) There are several family shareholders.
- 3) Employees can use holiday homes owned by the company.
- 4) Mr Timpson believes that only people in head office can make decisions.
- 5) People who work in his shops are very important.
- 6) The most important thing is to look after customers.
- 7) Management's job is to support staff in the shops.
- 8) Mr Timpson encourages staff to come up with ideas.
- 9) Communication is a key factor in Mr Timpson's management style.

9. Choose the alternative that best explains the words in *italics*.

- 1) A *cobbler* is someone who makes
 - a) keys
 - b) shoes
 - c) jewellery
- 2) In business, a *rival* is a...
 - a) competitor
 - b) supplier
 - c) sub-contactor
- 3) If a company is *committed* to doing something, it means it has ...
 - a) negotiated to do it
 - b) promised to do it
 - c) refused to do it
- 4) If you *persuade* someone to do something, you
 - a) stop them from doing it
 - b) make them believe it is a good idea to do it
 - c) keep telling them to do it

10. Complete these sentences with the correct preposition.

- 1) The company is committed listening to what customers say.
- 2) Mr Timpson is not interested selling any of his shares.
- 3) It can be difficult some people to take responsibility.
- 4) Mr Timpson does not expect his staff to come up new ideas.

⇒ **Key words**

11. Learn these words and word combinations by heart.

- workplace – робоче місце
- bonds – облігації
- to emerge – виникнути
- software – програмне забезпечення

- mountain-hiking – гірські походи
- noticeable – помітний
- to mark achievements – відзначати досягнення
- employee – працівник
- investment company- інвестиційна компанія

12. Before you read text 2 answer the question.

Do you think that companies should have events to bring everyone together? If so, what sort of events do you think work best?

📖 14. Read text 2.

Bonds that keep workers happy

Many people would laugh at the idea that the workplace can be a relaxing place. With their mobiles, laptops and BlackBerries, they would be more likely to complain about the way their work takes over their private lives.

The employees of Europe's best workplaces take a very different view, however. One noticeable theme to emerge from this year's survey is the strong attraction that many employees feel to their work and the personal bonds they have with their colleagues and managers.

At Confinimmo, a small Belgian property investment company in this year's European top 10, employees go on a paid team-building trip each time a new person joins their department. Celebrations and informal lunches are another way of bringing employees and managers together. 'Although the company has seen strong growth, it keeps its feeling of a small, familiar team,' says one employee.

At Boehringer Ingelheim, a family-owned Danish drug company that has been in the top 100 since the survey began four years ago, there are social events and celebrations all year, often attended by employees' children. Champagne and chocolate are brought out to mark achievements. 'Our managing director knows everyone by his first name,' says one member of the 132-strong workforce.

It is, of course, easier to create a family feeling in a small business. But bonding is also a feature of the smaller European offices of Microsoft, which is in this year's top 10. The employees of the software giant in Norway, for example, go mountain-hiking together and recently climbed seven of the highest mountains in southern Norway to symbolise their seven business goals.

13. Match the words and expressions (1-5) with their meanings (a-e).

- | | |
|--------------|-----------------------|
| 1) bonds | a) represent |
| 2) theme | b) come out of |
| 3) emerge | c) links, connections |
| 4) giant | d) topic |
| 5) symbolise | e) huge company |

14. Are these statements true or false?

- a) Employees of Europe's best workplaces think the workplace can be like home.
- b) At Confinimmo, every new person has to pay for a team-building trip.
- c) Confinimmo feels like a smaller firm than it is.

- d) This is the first time the Danish company has been in the top 100 companies.
- e) Employees' children are welcome at the social events.
- f) The MD knows the first name of all his employees.
- g) Bonding is easier in a small company.
- h) Microsoft has failed to rank in the top ten this year.

✍ 15. Make up your own sentences with the words from Ex.11 using Reported Speech.

✍ 16. As the sales manager of the company, write the recommendations section of a report to the CEO about the actions agreed on the meeting with the suppliers.

Тема 6. Conflict

Мета: опрацювання лексичного матеріалу за темою (Conflict) та граматичного матеріалу (Relative pronouns) у лексико-граматичних вправах; розвиток навичок та вмінь розрізняти та використовувати сполучні займенники у ситуаціях професійного характеру; читання текстів «A working day of a sales manager», «Don't disturb me. I'm not working» з розумінням основного змісту; написання есе про професію менеджера.

Методичні рекомендації: перед виконанням групи вправ повторіть правила вживання граматичного матеріалу Relative pronouns. Запропоновані вправи допоможуть розвинути здатність застосовувати набуті знання у різних практичних ситуаціях спілкування англійською мовою.

Нагадаємо, що відносні займенники:

- who (хто)
- whom (кого)
- whose (чий)
- which (котрий, який)
- that (той, що, котрий, який)

вживаються для зв'язку головного речення з підрядним, для введення у речення додаткової інформації. Більшість відносних займенників співпадає з питальними займенниками, але вони відрізняються від них особливостями використання. В реченні ці займенники можуть бути підметом (хто? що?) або додатком (кого? чого? що? тощо).

I have never met the guy, who sends me flowers every week. – Я ніколи не зустрічала (того) хлопця, що надсилає мені квіти кожного тижня. (who – підмет)

Here is your homework which you need hand in till Monday. – Це твоє домашнє завдання, яке ти повинен здати до понеділка. (which – додаток)

Відносний займенник **who** використовується для поєднання підрядного речення з головним у якості його підмета (хто?). Займенник **who** вказує тільки на людей, інколи на хатніх тварин.

There are a lot of people in the world who suffer from wars and famine. – В світі багато людей, що страждають від війн та голоду.

Відносний займенник **whom** вживається в якості додатка в підрядному реченні. **Whom** може вказувати тільки на людей і несе дещо офіційний та формальний відтінок, тому у повсякденному мовленні часто замінюється на **who**.

The client whom I have introduced our business plan to has been very positive about it. – Клієнт, якому я показав наш бізнес проект, залишив дуже позитивний відгук про нього. (офіційно-діловий стиль)

Відносний займенник **whose** (чий) в підрядному реченні виражає приналежність певного предмета або особи певній людині. В цьому випадку **whose** використовується тільки на позначення людей та тварин.

Jessica, whose daughter is only 2 years old, takes her to work. – Джессіка, чий доньці всього 2 роки, бере її з собою на роботу.

Відносний займенник **which** (котрий, який, що) вживається для позначення предметів, явищ, а також тварин. **Which** також використовується, коли він означає все головне речення в складнопідрядному. В цьому випадку ніколи не використовується займенник **that** (котрий, який, що).

The activity which Jack has chosen is judo. – Заняття, що вибрав собі Джек, – це дзюдо.

That (що, котрий) в якості відносного займенника може вказувати як на людей, тварин, так і на предмети, явища. **That** вживається тільки в обмежувальних підрядних реченнях (реченнях, що передають важливу інформацію, яку неможна опустити). В реченні **that** може використовуватися в якості підмета (хто? що?) та додатка (кого? чого?що?).

That was the hardest choice that Alain had ever made. – Це був найважчий вибір, який Алан коли-небудь робив.

✍1. Complete the following sentences:

1. My sister ... is out at the moment, will phone you when she comes back.
2. The girl ... I was speaking to is the daughter of my colleagues.
3. Tell me ... you want me to do.
4. He didn't know the language ... made it difficult for him to get a job.
5. A person ... has a lot of friends is happy.
6. That was the day ... I first met Ann.
7. The girl ... is talking to me now is my friend.
8. The book ... is on the table is mine.
9. There are many pupils ... can speak English fluently.
10. Where is the article ... you have translated?
11. I don't know ... was here before.
12. She early became ... she is now.

✍2. Complete the following sentences:

1. We esteem people ... are brave.
2. We saw the writer about everybody talks so much.
3. Spot, ... was a clever dog, looked at us and seemed to understand.
4. The mice ... ran there at night are quiet now.

5. Where is the book ... you have read?
6. There is a man here ... wants to talk to you.
7. The noise ... he made woke everybody up.
8. Everyone ... knew him liked him.
9. The man ... is sitting next to him is my teacher.
10. The watch ... I lost was a very good one.
11. There is the man ... we saw in the park yesterday.
12. The article ... I translated yesterday was very easy.

3. Complete the following sentences:

1. Do you know the man ... wrote this letter?
2. The magazine ... you lent me is very interesting.
3. The street ... leads to the station is very wide.
4. The doctor ... she visited told her to stay in bed.
5. The man ... you want to see has just left.
6. There is the student ... book you found.
7. The girl ... you see at the door is my sister.
8. A friend of mine ... was present at the meeting, told me all about it.
9. Is the man with ... you spoke a writer?
10. These are some of the finest pictures ... I have ever seen.
11. He will be glad of any help ... you can give him.
12. This is the only example ... I can give you.

4. Complete the following sentences:

1. Yesterday I met my brother, ... showed me a letter ... he had received from our parents.
2. My youngest sister, ... you met at my house last week, has just got married.
3. I went fishing last Sunday, ... is one of the pleasantest ways of spending one's free time.
4. He has three sons, ... all work at the same factory.
5. The house ... I live in was built ten years ago.
6. I have found the book for ... I was looking.
7. There are many people ... do not smoke.
8. Yesterday I met an old friend ... I didn't recognize at once.
9. Peter, ... you saw last week, has been appointed CEO of our company.
10. This is the hotel at ... we stayed.
11. The library is in the house ... stands on the corner.
12. I have just found a letter ... I had to post.

Key words

5. Learn these words and word combinations by heart.

- to increase – збільшити
- to expand – розширити
- to be in charge of – бути відповідальним за
- to run the company – керувати компанією
- to look through the mail – переглядати пошту

- to discuss business matters – обговорити ділові питання
- to make appointment with – домовитися про зустріч з
- company subsidiaries – дочірні компанії
- terms of delivery – умови поставки

6. Read the text.

A working day of a sales manager

Timberland is a world-famous company in the market for boots and shoes. It is a real market leader. At the moment it is rapidly increasing its export to Japan, Taiwan and Hong-Kong. The goods of this company are of high quality. They meet up-to-date international standards.

Timberland is a large corporation. It has a lot of foreign and domestic subsidiaries. The company consists of nine departments.

The company CEO and president is Sidney Swartz. He is in charge of the global strategy. His son, Mr. Jeffry Swartz, is executive vice-president. He knows everything about his business and helps his father to run the company. Now they are planning to expand their business to Latin America.

Mr. Stevens is the company Sales Manager. His working day starts at 9 a.m. and finishes at 5 p.m. He works hard every day. Mr. Stevens always gets up early, takes a shower and has breakfast. During the breakfast, he watches the latest news on TV or listens to the radio. Then he drives to work. It takes him twenty minutes to get to the office. When he starts his working day, he usually switches on his computer and looks through the mail. After that, he sends some e-mails or asks his secretary to do. Then he and his assistant make the plan for the day. He discusses a lot of business matters on the phone. Sometimes he makes appointments with his suppliers. After lunch, he meets customers or regional sales managers.

It is 4 p.m. now and Mr. Stevens is having a talk with Mr. Brown from the Public Relations Department. They are discussing the new advertising campaign of their new product. Now they are speaking about budget problems. They are hoping to find a reasonable solution to the issue.

Mr. Stevens is efficient and hard-working. He tries to solve all the problems quickly. He and his colleagues always discuss the terms of delivery and payment, prices and discounts. He travels a lot and visits company subsidiaries. He enjoys his job.

7. Answer the questions.

1. What is Timberland famous for?
2. What are the company present-day plans?
3. What is Mr. Stevens responsible for?
4. When does Mr. Stevens start and finish his working day?
5. How long does it take him to get to work?
6. What does he usually discuss at work?
7. He is a good manager, isn't he?

8. Are these statements true or false?

1. Timberland is a national company with a lot of foreign and domestic subsidiaries.

2. The company CEO is in charge of everyday problems and the company global strategy.

3. At present Timberland is increasing its export to south Asia.

4. Mr. Stevens is the head of the marketing department.

5. He has flexible working hours.

6. He goes to work by train.

7. During his working hours, he meets his customers, suppliers and regional sales managers.

8. Mr. Stevens and Mr. Brown are discussing how to promote their new product.

9. Mr. Stevens likes his job, because he travels to different countries.

9. Translate the text into Ukrainian.

⇒ **Key words**

10. Learn these words and word combinations by heart.

- to reveal – розкрити

- gossiping – плітки

- on personal business – в особистих справах

- to prevent – запобігти

- to be suspended – бути призупиненим

- solution – рішення

- to confess – зізнатися

- socializing – спілкування

📖 11. Read text 2.

Don't disturb me. I'm not working

How do office workers spend their day? Well, they work of course, but they also find time for other things. A recent report reveals that the UK office workers spend about an hour and a half a day on personal business. They spend 54 minutes gossiping, 16 minutes flirting, 14 minutes surfing the Net, 9 minutes emailing friends and family, and 3 minutes shopping online.

Surfing the Net in office time for personal reasons is common throughout Europe. Nearly half of workers in Italy, the UK, and Germany confess to visiting sites for holidays and finance when they should be working. In Italy, 4 out of 10 office workers flirt in the workplace and 1 out of 3 employees sends and receives text messages on their mobile during their working day.

Unsurprisingly, employers are not happy with this “absenteeism in the office”. Many companies use filters to prevent surfing, and even turn off coffee machines to prevent gossip. In Milan, a worker who regularly surfed unsuitable sites was suspended for ten days.

But is the best solution to stop workers socializing and surfing the Net? After all, you don't stop thinking about work when you go home, and your private life doesn't stop when you go to work. A study of the best employers in the UK says that laughing with colleagues, socializing, and having fun creates a workplace where staff work the hardest. One successful company has a room with perfumed oils and music,

where staff can relax. Another offers games rooms and satellite TV. It seems that only motivated workers give 100% attention to their jobs.

12. Answer the questions.

1. How much time each day do UK office workers spend not working?
2. What's their most popular non-work activity/
3. How much time each day do they spend using the computer for non-work activities?
4. What percentage of Italian office workers flirt in the office?
5. What do some employers do to reduce absenteeism in the office?
6. What do some employers do to make their staff happier at work?

13. Match the words 1-7 to their meanings a– f below.

- | | |
|------------------|------------------|
| 1) to prevent | a) rumors |
| 2) to surf sites | b) communication |
| 3) socializing | c) use the Net |
| 4) to reveal | d) inappropriate |
| 5) to turn off | e) to block |
| 6) unsuitable | f) find out |
| 7) gossiping | g) switch off |

14. Make up your own sentences with the words from Ex.13 using Relative Pronouns.

15. Translate the sentences into English paying attention to the active vocabulary.

1. Керуючи величезною компанією, президент відповідає за глобальну стратегію розвитку.
2. Керівник домовився про зустріч з головними постачальниками сировини.
3. Кожного ранку я обговорюю усі ділові питання з працівниками та переглядаю пошту.
4. Курівник відсутній, він у відрядженні. Ви можете зателефонувати йому завтра.
5. Ви знайшли рішення цієї фінансової проблеми? Так, ми вирішили продати частину наших активів.
6. Мотивовані працівники не витрачають час на плітки та спілкування у робочий час.
7. Зараз ми плануємо розширити наш бізнес та відкрити дві дочірні компанії на заході країни.
8. Умови поставки та знижки зазначені в контракті, який ми підписали минулого тижня.
9. Використання Інтернету на робочому місці призупинено на тиждень.
10. Азійська делегація чекає на зустріч для обговорення важливих бюджетних питань.

16. A friend is looking for a job in your field. Write a letter and explain to him/her about your job as a manager, the company you work for, and the essential qualities needed for the job.

Розділ 4. New Business. Innovation and invention

Метою розділу є закріплення граматичного (Conditionals I, II, III; Умовні речення: I wish, If only) та лексичного матеріалу за темами «New business», «Making things. Products» у лексико-граматичних вправах; розвиток навичок та вмінь користування граматичними структурами та лексичним матеріалом у ситуаціях професійного характеру; читання текстів з розумінням основного змісту; написання есе та ділових листів

Тема 7. New Business

Мета: опрацювання лексичного матеріалу за темою «Travelling on business» та граматичного матеріалу (Conditionals I, II, III) у лексико-граматичних вправах; розвиток навичок та вмінь користуватися граматичними формами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів «Hippychock completes first steps and prepares for growth», «The gains from growing pains» з розумінням основного змісту; написання твору за темою «I'm going to start my own business soon».

Методичні рекомендації: перед виконанням групи вправ повторіть правила Conditionals I, II, III. У запропонованих вправах Ви маєте можливість відпрацювати навички вживати граматичні форми та лексичні одиниці у ситуаціях професійного спілкування.

Нагадаємо, що *Conditional Mood* утворюється з допоміжних дієслів *should* і *would* та інфінітива основного дієслова без частки *to*. У першій особі вживається *should* або *would*, у другій і третій особах – *would*.

Отже, *Conditional Mood* за формою збігається з *Future-in-the-Past* дійсного способу, але відрізняється від нього за значенням.

Future-in-the-Past вживається для вираження реальної дії, що була майбутньою стосовно минулого:

I knew something would happen today.

Я знав, що сьогодні щось трапиться.

Conditional Mood вживається для вираження дії, яка відбулася б за певних умов у теперішньому, минулому або майбутньому часі, але не відбудеться з якихось причин:

I should call on him but I have very little time.

Я б зайшов до нього, але у мене було дуже мало часу.

Conditional Mood має дві часові форми: *present* і *past*.

Present Conditional утворюється з допоміжних дієслів *should* і *would* та інфінітива основного дієслова без частки *to*, тобто за формою збігається з *Future Indefinite-in-the-Past*:

I (we) should/would work.

He (she, it, you, they) would work.

Present Conditional виражає дію, що за певних умов могла б відбутися в теперішньому або майбутньому часі:

But for the rain we would go for a walk today.

Якби не дощ, ми пішли б сьогодні на прогулку.

Past Conditional утворюється з допоміжних дієслів should/would та перфектної форми інфінітива основного дієслова, тобто за формою збігається з Future Perfect-in-the-Past:

I (we) should/would have worked.

He (she, it, you, they) would have worked.

Примітка: Перфектна форма інфінітива (Perfect Infinitive) утворюється з інфінітива допоміжного дієслова to have та дієприкметника минулого часу основного дієслова: to have worked.

Past Conditional виражає дію, яка за певних умов могла б відбутися в минулому, але через відсутність цих умов не відбулася:

She would have bought a watch but the shop was closed.

Вона купила б годинник, але магазин був зачинений.

♪ Умовне речення складається з двох частин: умови і результату. Умову легко впізнати, вона завжди починається зі слова if (якщо). Результат зазвичай повідомляє нам, що буде, якщо виконати умову. Існує 4 основних типи умовних речень в англійській мові: нульовий (Zero Conditional), перший (First Conditional), другий (Second Conditional) і третій (Third Conditional).

Zero Conditional – умовні речення нульового типу. Цей тип показує умову, яка завжди буде правдою: наукові факти, закони природи, загальноприйняті або очевидні твердження. Зазвичай речення з Zero Conditional переводяться теперішнім часом, оскільки вони завжди є правдою. Zero Conditional утворюється за такою схемою:

If + Present Simple, Present Simple.

If you cut your finger with a knife, it hurts.

First Conditional – умовні речення першого типу. Умовне речення першого типу називають ще «реальним» умовним, адже воно показує дію, яка з великою ймовірністю трапиться, якщо виконати умову. Такі речення описують ситуацію, яка відбудеться в майбутньому часі.

При побудові подібних речень у нашій мові ми використовуємо в умові та в результаті майбутній час, але в англійському тільки в результаті буде майбутнє час, а в умові – теперішній.

If + Present Simple, Future Simple.

If the weather is fine, we'll go for a walk

Second Conditional – умовні речення другого типу. Цей тип умовних речень називається «майже нереальним». Він показує малоімовірну або уявну ситуацію, яка відноситься до теперішнього або майбутнього часу. Така ситуація звичайно не відповідає фактам в теперішньому. Тобто шанс того, що це подія відбудеться, невеликий, але не виключений зовсім.

If + Past Simple, would + дієслово без to.

If I were rich, I would buy a new car.

Third Conditional – умовні речення третього типу. Третій тип називається «нереальним». Всю його суть можна висловити однією фразою:

співчуття про минуле. Колись в минулому щось сталося, ми про це шкодуємо, але змінити подія вже не можемо (якщо, звичайно, не винайдуть машину часу). Це єдиний тип умовних речень, який відноситься до минулого часу.

If + Past Perfect, would have + Past Participle.

If I had not missed the bus, I would not have been late for the meeting.

Нагадаємо, що умовні речення: I wish/ If only для висловлювання побажань використовується конструкція I wish, if only з дієсловами у таких граматичних формах:

	Граматичний час	Вживається
I wish (if only)	+ Past Simple: I wish/if only I were with you. (Я би хотів бути з вами. На жаль, я не з вами.) I wish/if only I had some free time. (Я би хотів мати трохи вільного часу. На жаль, я не маю вільного часу.)	Коли йдеться про бажання змінити теперішню ситуацію.
I wish (if only)	+ subject + could + bare infinitive: I wish/if only she could take part in the conference. (Я би хотів, щоб вона взяла участь у конференції. На жаль, вона не може взяти участь у конференції)	Коли йдеться про бажання, які не можуть реалізуватись через певні теперішні обставини, висловлюється жаль з приводу цього.
I wish (if only)	+ subject + would + bare infinitive: I wish/if we would go on a holiday. (Я би хотів, щоб ми поїхали у відпустку. На жаль, ми не поїдемо у відпустку.)	Коли висловлюється побажання щодо майбутнього.
I wish (if only)	+ Past Perfect: I wish/if only I had bought that camera. (На жаль, я не купив той фотоапарат.)	Коли йдеться про бажання, які неможливо було реалізувати у минулому, або висловлюється жаль щодо того, що сталося чи не сталося у минулому.

✍1. Complete the sentences. Use the correct form of the verbs in brackets.

Example: If she *phones* (phone), I'll let you know.

1. If he (not be) busy, I'll come.
2. If he (be) careful, he wouldn't break so many things!
3. If we didn't have to work late, we (join) you.
4. If she breaks that vase, Grandma (be) furious!

5. Unless you (stop) wasting time, I'm leaving right now!
6. I can't help you if you (not give) me more information.
7. If a fire (start), the alarm goes off.
8. You (should/make) your own food if you don't like my cooking!
9. (take) more exercise and you'll feel much better soon.
10. If it wasn't raining, we (go) for a walk.

2. Complete the sentences. Use the correct forms of the verbs in brackets.

Example: If you had come (come) to the theatre yesterday, you would have enjoyed (enjoy) the play.

1. If you ... (come) to Athens last year, I ... (visit) you.
2. If we ... (know) you already had tickets, we ... (not get) any for you.
3. If you ... (not destroy) my computer, I ... (not need) a new one now.
4. If you ... (not leave) the party so early on Sunday, you ... (might meet) Joe.
5. If you ... (not spend) all your money, your father ... (not be) angry now.
6. I ... (could/become) an accountant if I ... (be) good at maths.
7. If she ... (try) harder, she ... (get) that promotion last year.
8. He ... (not get) the job if he ... (miss) his interview.
9. If I ... (meet) you before, my life ... (be) different now.
10. If he ... (not see) that car, there ... (be) an accident.

3. Write two sentences for each item.

Example: we/leave at eight, we/ arrive on time

Likely: *If we leave at eight, we'll arrive on time.*

Less likely: *If we left at eight, we'd arrive on time.*

1. I/not be busy, I/pick you up

Likely:

Less likely:

2. you/fall, you/break your leg

Likely:

Less likely:

3. we/not leave now, we/be late

Likely:

Less likely:

4. you/get the job, we/have a party

Likely:

Less likely:

5. the questions/be easy, everyone/pass the test

Likely:

Less likely:

4. Write third conditional sentences.

Example: I felt tired, I went to bed early.

If I hadn't felt tired, I wouldn't have gone to bed early.

1. I didn't have enough money, I didn't take a taxi.

If...

2. I wasn't interested in the film. I didn't go to the cinema.
If...
3. We took the wrong turning. We arrived late.
If...
4. Romeo thought Juliet was dead. He committed suicide.
Romeo...
5. Oliver lied. He was punished.
Oliver...
6. I didn't go to the wedding. I wasn't invited.
I...
7. I was afraid of the dark. I didn't go downstairs.
If...
8. You didn't train hard enough. You didn't win.
If...
9. He didn't apologize. She didn't forgive him.
If...
10. She didn't have a car. She had to take a taxi.
If...

✎5. Hellen doesn't like her life. Write what she wishes.

Example: I wish my days weren't so busy.

My days are too busy. I don't want to get up so early. My mother makes me eat porridge for breakfast. I have too many lessons at school. My teachers give me too much homework. I have to prepare for my exams. I have no time to meet my friends. I want to have a new computer and the Internet.

Nick wants to change his future life. Write about his wishes.

Example: I wish my parents would give me more pocket money.

I want my parents to give me more pocket money. I want my father to teach me to drive. I don't want my mother to make me tidy my room every week. I don't want to study Maths. I want to find a job for summer. I want to go to the seaside with my friends. I want my parents to buy me new jeans and T-shirt. I want my parents to give me a puppy for my birthday.

Sam regrets some things in his past life. Write about his wishes.

Example: I wish I had studied well at school.

I didn't study at school well. I failed my final exams. I didn't get a higher education. I found a poorly-paid job. I quarreled with my best friend. My boss didn't give me a promotion. My wife left me. I didn't spend much time with my son.

✎6. Write a sentence for each item. Use *I wish* or *if only* and the words in brackets.

Example: I The weather is awful. (improve) If only the weather would improve!

1. He leaves the tap running all the time. (turn off)
2. Jamie is very angry. (calm down)
3. People hunt animals for sport. (stop)
4. The people next door have their TV on and it's too loud. (turn down)

5. Your friend keeps complaining about everything all the time. (stop)
6. Your favorite team has lost every match so far. (win)
7. Too much rubbish is thrown away. (recycle)
8. It doesn't rain enough. (more)

✎7. Complete the sentences. Use the correct form of the verbs in brackets.

1. My grandad wishes he ... (to use) a computer.
2. Nick wishes he ... (to have) more money so he could buy a new mobile.
3. If only I ... (to be) taller! I'd love to be in the basketball team.
4. I wish I ... (not to spend) all my savings. Now I don't have enough for flat rent.
5. I wish you ... (not to watch) TV while I'm talking on the phone.
6. I wish you ... (not to do) that. It's really annoying.
7. Olga wishes she ... (not to speak) to her friend like that last morning.
8. If only they... (not to build) that house right in front of our window.
9. Alex wishes he ... (to come) with us but he has to stay here and work.
10. I wish we ... (to go) to the park on Sunday but we are visiting my aunt.
11. I really wish you ... (not to tell) her. Now she knows everything.
12. If only you ... (not to lose) all your money. Now we are in trouble.
13. He is always late. If only he ... (to turn up) on time for a change.

✎8. Write two sentences for each item using *I wish* or *if only*.

Example: I've gained a lot of weight. I wish I had't eaten so much. If only I'd taken more exercise.

1. He crashed his car.

I wish...

If only.....

2. I had a row with my best friend.

I wish...

If only...

3. Children don't read enough today.

I wish...

If only...

4. We are cutting down too many trees.

I wish...

If only...

5. I failed my English exam.

I wish...

If only...

6. People use their cars when they don't need to.

I wish...

If only...

➡ Key words

9. Learn these words and word combinations by heart.

- shareholder – акціонер
- assets – активи
- to deal with – мати справу з
- to assess this risk – оцінювати ризик

- tackling - боротьба
- workplace – робоче місце
- to save costs – заощадити витрати
- mental illness – психічне захворювання

10. Before you read text 1 answer the question.

Would you like to set up your own business? What sort of problems do you think new businesses face in today's business world?

11. Read text 1.

Hippychick completes first steps and prepares for growth

Julia and Jeremy Minchin, entrepreneurs, are learning that small businesses grow fast. Julia founded Hippychick, an upmarket parenting products business, in 2009. She had already worked in a start-up as marketing head at Cobra Beer and was keen to start a business of her own.

Hippychick's launch product was the Hipseat, a baby carrier which is strapped to the user's waist. The company now sells a range of items, from baby boots to mattress protectors, many of which are distributed under licence through Mothercare, Early Learning Centre, Boots and about 500 independent toy shops. We are not inventors, but we are very good suppliers, Julia says. They also export successfully to 45 countries. The Hippychick workforce consists of just eight people, but the minchins are under pressure to expand as the business hits a period of high growth.

Turnover for the past financial year was 1.2m and is expected to hit 2m during the current 12 months of trading. In the In three years, the Minchins expect turnover to be 5m. Getting the right product mix is crucial, and Julia, who oversees marketing in the business, would like to have more Hippychick-branded products. However, she is reluctant to expand into some areas, such as clothing, because it is such a difficult market. Operations have moved to a 6000sq ft warehouse, and they are now considering taking a 3000sq ft space next door. Renting the additional space would cost another 15000\$ a year, but Jeremy believes that doing nothing is not an option.

12. Answer the following questions.

1. What are Julia and Jeremy Minchin?
2. What does the company sell?
3. Where do they export their goods?
4. How many people work in their company?
5. Are they inventors or very good suppliers?
6. Turnover for the past financial year was 1.3m, wasn't it?
7. What are they going to do in some years?

9. Choose the best answer to complete each sentence.

1. Julia has a background in
 - a) baby products.
 - b) marketing.
 - c) farming.
2. Some of Hippychick's products are

- a) produced by Mothercare.
- b) sold in Hippyck's own shop.
- c) distributed through toy shops.
- 3. According to Julia, she and her partner
 - a) are very good at supplying products.
 - b) come up with brilliant ideas.
 - c) are trying to invent new products.
- 4. The turnover of the company
 - a) doubled last year.
 - b) should be 2m this year.
 - c) will increase by 5m next year.
- 5. What does Julia say about product mix?
 - a) She wants to sell more brands.
 - b) She will start selling clothing brands.
 - c) She wants more Hippyck brands.
- 6. What are the company's options for the future?
 - a) to rent a 6000sq ft warehouse.
 - b) to spend 15000 on more warehouse space.
 - c) to do absolutely nothing.

↪ **Key words**

13. Translate the text into Ukrainian.

14. Learn these words and word combinations by heart.

- entrepreneur – підприємець
- venture – підприємство
- outlet – торгова точка
- to spot – помічати, виявляти
- to inherit – успадковувати
- to launch – запускати
- to sacrifice – жертвувати, посвячувати
- to afford – дозволити собі
- slightly – трохи, злегка

15. Before you read text 2 answer the question.

How difficult do you think it is to spot a gap in a market? Have you ever thought of a product/service which you'd like to see in the market, but which doesn't exist at the moment?

📖 16. Read text 2.

The gains from growing pains

The best start-up ideas are often the simplest. But entrepreneurs often need to experiment with business models as their ventures grow. For young retail companies, one of the biggest challenges is getting the right mix of outlets as they perfect their products. Christian Rucker, founder of The White Company, which made pretax profits of £2.2m the year before last, is a classic example.

While working as an editor at fashion magazine *Harper's*, Ms Rucker spotted a gap in the market for stylish white bed linen and accessories priced midway between designer labels and mass-market lines. After finding £20,000 from a local government grant and shares inherited from her grandmother, she launched her business in 1994, initially through mail order. Last year, The White Company made sales of £49.5m, up by almost £10m on the previous year.

'Offering choice is part of great customer service,' says Ms Rucker, whose company owns 14 shops, plus space in department stores and franchises in Dubai. 'One channel feeds another. Someone might see something in a store then place an order online. Customers will spend more because you are making it easy for them.'

Having survived the early days, the entrepreneur must find ways of sustaining growth in future, without sacrificing the individuality that attracted their customers in the first place.

Ms Rucker, who aims for sales of £110m by 2011, believes the solution is to improve quality. 'There comes a point when it's easy to drop the quality a little and take a higher profit margin. But, as the quantity goes up, you can actually afford to buy slightly better materials but keep the price [for customers] the same.'

17. Complete this summary with the correct figures from the article.

Ms Rucker started her business in **a)**..... with just **b)**..... . The year before last, her profit before tax was **c)**..... . And last year, turnover increased by **d)**..... to reach **e)**..... . She has set a sales target of **f)**..... by 2011.

18. Are these statements true or false?

- a)** Young retail companies have problems finding the right place to sell their products.
- b)** Ms Rucker works for a fashion magazine.
- c)** She used a bank loan to set up her company.
- d)** She believes that customers like choice.
- e)** It is important to keep a product's unique features when a company expands.
- f)** Ms Rucker says that quality can only be improved when a product is profitable.

19. Match the words (1-8) with their meanings (a-h).

- | | |
|-------------------|----------------------|
| 1) experiment | a) at first |
| 2) venture | b) giving up, losing |
| 3) outlet | c) shop |
| 4) classic | d) try new things |
| 5) midway between | e) activity |
| 6) initially | f) keeping |
| 7) sustaining | g) typical |
| 8) sacrificing | h) in the middle of |

20. Write the composition "I'm going to start my own business soon". Think about four key ingredients when starting a new business: an innovation, a good team, the right market opportunity and the right financing strategy.

Тема 8. Making things. Products

Мета: опрацювання лексичного та граматичного матеріалу (The Passive Voice) у лексико-граматичних вправах; розвиток навичок та вмінь користуватися граматичними формами та лексичним матеріалом у ситуаціях професійного спілкування; читання текстів «Kraft gives products healthy makeover», «Raymarine to launch 12 new products» з розумінням основного змісту; створення web сторінки компанії та презентація нового продукту.

Методичні рекомендації: перед виконанням групи вправ повторіть правила The Passive Voice. У запропонованих вправах Ви маєте можливість відпрацювати навички вживати граматичні форми та лексичні одиниці у ситуаціях професійного спілкування.

Нагадаємо, що в англійській мові вживаються два граматичні стани:

- активний (дійсний);
- пасивний.

Активний стан (Active Voice) - це граматична категорія, яка вказує, що дія в реченні(присудок) виконується підметом.

I met my friend yesterday.

Пасивний стан (Passive Voice) – це граматична категорія, яка вказує, що підмет (хто або що) не виконує самостійно дію, зазначену в реченні, а відчуває цю дію на собі, тобто є об'єктом цієї дії. Той (та, те), над ким (чим) виконується дія, називається passive subject (пасивний суб'єкт, пасивний підмет).

The text was translated yesterday.

Пасивний стан утворюється за допомогою допоміжного дієслова **to be** в необхідній часовій формі та форми Past Participle (третьої форми смислового дієслова). Тільки перехідні дієслова можуть утворювати форми пасивного стану.

Пасивний стан використовується практично у всіх граматичних часах, для кожного часу допоміжне дієслова **to be** має свою особливу форму. Пасивний стан не використовується в часах групи **Perfect Continuous** та у формі часу **Future Continuous**.

Для утворення форми пасивного стану в ствержувальному реченні потрібен об'єкт, над яким виконується певна дія, допоміжне дієслово **to be** в необхідній часовій формі та третя форма смислового дієслова (Past Participle).

The parcels are delivered every day.

The parcel was delivered yesterday.

The parcel will be delivered tomorrow morning.

Для заперечного речення з пасивним станом необхідно після допоміжного дієслова в потрібній часовій та особовій формі поставити заперечну частку **not**.

This article was not translated.

I am not informed about this meeting.

This project won't have been finished by the end of the month.

Щоб утворити загальне питання в пасивному стані необхідно допоміжне дієслово в необхідній часовій та особовій формі поставити перед Passive Subject (пасивним підметом). Інша частини складного дієслова залишається після підмета.

Are you allowed to go to the cinema?

Has the translation been already done?

Will the letter be delivered soon?

Спеціальне питання в пасивному стані утворюється за допомогою додавання питального слова або фрази на початок речення перед допоміжним дієсловом. Подальший порядок слів у реченні такий самий, як і в загальному питанні в пасивному стані.

When will the parcel be brought?

Where was he sent for?

Passive Voice використовується, якщо виконавець дії неважливий для змісту речення, невідомий або очевидний з контексту. Якщо необхідно вказати на того, хто саме виконує дію, то використовується непрямий додаток з прийменником **by**, прийменник **with** вживається, коли йдеться про знаряддя, яким виконується дія.

The cup was broken by Alex.

This letter was written with a pen.

В пасивному стані виражаються дії, що важливіші за їхнього виконавця. Пасивний стан широко використовується в ділових листах, статтях, газетних заголовках, інструкціях, рекламі тощо.

✎1. Change the following sentences into the Passive Voice.

Example: She gave me a pen. – The pen was given to me.

1. They play tennis all around the world.
2. The manager will sign contracts tomorrow.
3. The policeman fined the driver for exceeding the speed limit.
4. We usually send our children to camp for summer.
5. Alex will make a report at the conference.
6. The scientists will make a new discovery soon.
7. She sent them for a taxi.
8. She did not touch upon this question unfortunately.
9. The manager looked through all the advertisements very attentively.
10. Listen carefully! She is giving a very interesting talk.
11. The company was developing a new brand project.
12. The president of the board has signed the document.
13. I will have answered all the business letters by the end of the working day.
14. We had painted the walls by her arrival.
15. Scientists say that we should take care of our planet.
16. The chief agreed that the club should raise membership fee.
17. He must send for lawyer immediately.
18. She is a good teacher. She can find a job easily.

19. I suppose they will meet us only in a month.
20. The journalists are interviewing the participants of the conference.

2. Open the brackets and use the verbs in appropriate form of the

Passive Voice.

1. David wants to know when the final decision ... (to take).
2. Don't make a noise, we ... (to listen) to.
3. The first draft resolution ... (not to discuss) yesterday, it ... (to withdraw) long before the beginning of the negotiation.
4. The chief is not at work, he ... (to send) to a special mission.
5. Do you suggest that this problem can ... (to solve)?
6. The money ... (to lend) to her three weeks ago, but it ... (not to give) back yet.
7. This translation may ... (to write) with a pencil.
8. The working day was in high gear: the mail ... (to look) through, documents ... (to type), letters ... (to answer), talks ... (to hold).
9. The contract which ... (to sign) last month is discussing now.
10. If you ... (to ask) about it, will you be able to answer?
11. A new factory ... (to construct) now.
12. It must ... (to do) without delays.

3. Open the brackets and use the verbs in appropriate form of the

Passive Voice.

1. The government says tax reforms ... (to introduce) next year.
2. In some countries, books ... (to sell) in Kiosks as well as supermarkets.
3. A new CEO ... (to elect) by the end of the month.
4. A new security system ... (to install) in all our offices in the next few months.
5. At the moment, the president ... (to interview) by the journalists.
6. The news ... (to broadcast) at 5 o'clock every day.
7. The theatre ... (to close down) four years ago.
8. There must be a mistake. The bill ... (to pay) by my partner already.
9. The office ... (to clean) twice a week in the morning.
10. The meeting ... (to postpone) yesterday.

Key words

4 Learn these words and word combinations by heart.

- makeover – макіяж
- ultimate – остаточний
- middle-income – з середнім рівнем доходу
- to maintain – підтримувати
- to highlight – виділяти
- to reinvent – винаходити
- to eliminate – усунути
- strength – міцність

5. Before you read text 1 answer the question.

Do companies need to come up with new products all the time to be successful?

6. Read text 1.

Kraft gives products healthy makeover

Ever since it was invented by Kraft Foods in 1937, packaged macaroni and cheese has been the ultimate American comfort food. In the past six months, Kraft has been reinventing ‘Supermac’ with a version made with healthy ingredients.

Kraft believes that many of its famous products – like Ritz crackers, introduced in 1934. Kool-Aid powdered soft drinks and Jell-O instant pudding – must be brought up to date to take advantage of the ‘health and wellness’ trend in the food industry. Food companies typically charge customers more for ‘healthy’ products. And Kraft needs such customers more than most of its rivals.

Its products like ‘Supermac’, aimed at the middle-income consumer, are the most vulnerable to private-label competition. It has also struggled to maintain the right price gap between its brands and non-branded competition.

Kraft risks being left out as consumers buy more expensive products – a trend highlighted by Campbell Soup’s success with more expensive soups sold in cartons and marketed as ‘restaurant quality’.

Roger Deromedi, Kraft chief executive, admits Kraft could be doing better. However, Mr Deromedi says the launch of new products carrying premium prices – such as luxury Carte D’Or chocolate launched last quarter in the UK and Germany – has improved sales mix. Also, new product revenues jumped by 50 per cent in two years, driven by new items like DiGiorno microwaveable frozen pizzas.

Kraft also plans to target older consumers with higher spending and has been eliminating slower-selling product lines. ‘It’s reinventing the brands within the categories that exist. That is the power of our company – the strength of our brands.’

7. Are these sentences true or false?

- a) Packaged macaroni cheese was first sold in 1937.
- b) Kraft is changing its products because of changes in the market.
- c) Healthy products are cheaper than less healthy products.
- d) One of Kraft’s competitors is Campbells.
- e) Sales of Campbell’s restaurant-quality soups were poor.
- f) Completely new products are doing less well than expected.
- g) Kraft plans to improve the slower-selling products.

8. Choose the correct meaning for the words in *italics*.

- 1) If you give something a makeover (headline), you
 - a) change its look or content.
 - b) promote the products in a different way.
- 2) “The ultimate ... comfort food” means
 - a) the best food to make you feel happy.
 - b) the highest-quality food possible.
- 3) “A version of something” means

- a) an unusual design of something.
- b) a different type of something.
- 4) If something is vulnerable, it is
 - a) likely to be in danger.
 - b) dangerous to people.
- 5) If you struggle to do something, you
 - a) find it hard to do it.
 - b) enjoy trying to do it.
- 6) Premium prices mean
 - a) discounted prices.
 - b) more expensive prices.
- 7) If you eliminate something, you
 - a) sell it cheaply.
 - b) remove it.

9. Translate the text into Ukrainian.

↔ Key words

10. Learn these words and word combinations by heart.

- marine – морський
- device – пристрій
- pinpoint – чітко
- overboard – за борт
- navigation charts – навігаційні схеми
- engine – двигун
- circuit – схема
- adjusted – скоригований
- to expect – очікувати

11. Before you read text 2 answer the question.

Raymarine is going to launch 12 new products. What kind of strategy do you think a company needs when launching so many products in one year?

📖 12. Read text 2.

Raymarine to launch 12 new products

Raymarine, the marine electronics group, is to launch 12 new products this year, including a device that uses the satellite positioning system to pinpoint anyone falling overboard.

The company also expects continuing strong sales of the E-series of navigation products, launched a year ago. These products use one screen to display information such as navigation charts, fish-finding equipment and engine performance.

Last year, the company moved most of its production from Portsmouth to Hungary, where all its printed circuit boards are now made. It expects to complete the transfer of all production facilities to Hungary by the end of this year.

The restructuring led to charges of 10.9m for the year to December 31, leaving pre-tax profit at 8,1m, compared with 5,3m for the previous year. However, adjusted

operating profits rose 38 per cent to 19.4m (14.1m) after a rise in sales from 106.3m to 121.9m.

This is both a restructuring story and one of the few successful consumer electronics stories. The fact that the company was still manufacturing anything in the UK shows how old-fashioned it was, and the outsourcing to Hungary should add at least 5m to profits next year and 10m the following year. It should also enable the company to lift its market share in a market that is expanding as more people retire and have money to spend on leisure. In the US, for example, many of those who move to Florida and take up boating love spending their money on such equipment. Profits this year are expected to be about 21m, rising to 28.5m next year.

13. Choose the correct word to complete the summary.

*Abroad, expanding, launch, manufacturing, operating
outsourcing, overboard, restructuring, retire.*

Raymarine produces electronic devices for use on boats. One of its new products can signal when someone has gone

The company is now moving its to Hungary. The has been expensive, but a lot of money should be saved by to Hungary. The market is because more people in the USA are buying boats when they

14. Match the words (1-8) with their meanings (a-h).

- | | |
|---------------|-------------------------------|
| 1. marine | a) stop working |
| 2. pinpoint | b) relocation |
| 3. overboard | c) free time |
| 4. navigation | d) make a slight change |
| 5. transfer | e) locate |
| 6. adjust | f) connected to the sea |
| 7. retire | g) into the sea (from a boat) |
| 8. leisure | h) finding the direction |

✎ 15. Create a web page of your company describing the products manufactured. Make a presentation.

GRAMMAR TEST

1. The book Is on the table.
a) what b) who c) whose d) which
2. The problem is to do.
a) which b) whose c) who d) what
3. She early became she is now.
a) what b) who c) which d) that
4. I am busy at the moment. I On the computer.
a) work b) am working c) worked d) have been working
5. I alreadymy things and I am ready to go.
a) packed b) have packed c) pack d) was packing
6. He usually ... this fence once a year.
a) paint b) painted c) paints d) was painting
7. We our parents since last Christmas.
a) haven't seen b) didn't see c) hadn't seen d) haven't seing
8. I am busy, I?
a) am b) is not c) aren't d) amn't
9. The teachers didn't have dinner at the canteen, they?
a) did b) didn't c) had d) hadn't
10. Which team the game yesterday?
a) will win b) had won c) won d) did win
11. She is never late, ?
a) isn't she b) is she c) doesn't she d) does she
12. I ... anyone play so well in my whole life.
a) did never see b) had never seen c) have never seen d) will have never seen
13. She asked when the chief usually
a) is coming b) comes c) came d) will come
14. I didn't know if he ... a photograph of me the day before.
a) took b) had taken c) takes d) was taking
15. At this time tomorrow he to London.
a) flies b) shall be flying c) will fly d) will be flying
16. Jim was cooking supper in the kitchen while Alex ... the dog.
a) is feeding b) was feeding c) has been feeding d) had been feeding
17. There was no money left because we ... it all.
a) spent b) had spent c) had been spending d) spend
18. I believe she ... the job she has applied for.
a) will get b) gets c) will be getting d) will have get
19. I ... my lawyer tonight.
a) saw b) am seeing c) will have seen d) see
20. I can't get Nick on the phone. I ... all morning.
a) am trying b) have been trying c) try d) had been trying
21. We ... to the cinema this afternoon. Would you like to come?
a) went b) are going c) will be going d) will have gone

22. By the time we get back he ... a bath and we shall find him asleep in his bed.
a) will have taken b) will take c) will be taking d) would take
23. How long for this company? Five years.
a) had you worked b) were you working c) have you been working
d) had you been working
24. The rain ... before we arrive in the city.
a) stopped b) had stopped c) will have stopped d) would stop
25. Will she be upset if she ... the news?
a) heard b) is hearing c) hears d) had heard
26. If he drops out college he ... to look for a job.
a) have b) will have c) would have d) had
27. If I ... the question, I would be able to answer it.
a) would understand b) understood c) will understand d) had understood
28. We would go by plane if it ... cheaper.
a) would be b) will be c) is d) were
29. We all our friends to stay if we had a bigger house.
a) had invited b) need invite c) must invited d) could invite
30. ... you sing before breakfast, you will cry before night.
a) Unless b) If only c) If d) I wish
31. If I were him ... a bodyguard.
a) I shall hire b) I would hire c) I have hired d) I am hiring
32. If we ... missed the train, we wouldn't have been late for the interview.
a) wouldn't b) hadn't c) shouldn't d) couldn't
33. If he ... here, he wouldn't have got a ticket.
a) hadn't parked b) had parked c) parked d) didn't park
34. If he hadn't been afraid of height, he ... to the tower.
a) will try b) would try c) will have tried d) would have tried
35. If he hadn't failed one of his final exams, he ... to spend part of the summer in college.
a) wouldn't have had b) wouldn't had had c) won't have had d) will not have
36. The judge asked the witness ... give her more information.
a) that he b) if he could c) that he could d) whether he
37. They asked if ... always wanted to be a doctor.
a) did she b) has she c) was she d) she had
38. They wanted to know what ... the money on.
a) she had spent b) had she spent c) did she spend d) she spent
39. I asked Joe ... in a flat.
a) if she lives b) does she live c) if she lived d) did she live
40. Mark asked ... going to lend them the money.
a) that I was b) if I was c) was I d) whether was I
41. I wish I ... more free time.
a) have b) had c) have had d) will have
42. If only I ... a little bit taller.
a) be b) will be c) were d) was

43. I wish we ... on the same flight tomorrow.

- a) will travel b) would travel c) had travelled d) travelled

44. Pineapples ... in Greece.

- a) are growing b) is grown c) are grown d) grew

45. They said that the new cinema ... in the town.

- a) is being built b) will be built c) build d) would be built

46. Many new schools ... in our city now.

- a) were built b) are built c) have been built d) are being built

48. A new skirt ... for my daughter tomorrow.

- a) will be bought b) is bought c) will buy d) was bought

49. The match ... because of the weather.

- a) was put off b) was being put off c) was putting off
d) were put off

50. Just sit there and wait till the time of departure ...

- a) will be announced b) will announce c) was announced d) is announced

TEST YOUR BUSINESS VOCABULARY

1. The CEO is the head of ... team.
a) administration b) management c) organization
2. They have not been paid this month? Ok, I will put you through to the ... department.
a) salary b) finance c) pay
3. I am in charge of training in the human Department.
a) support b) resources c) staff
4. I supervise all the ... workers on the manufacturing line.
a) manual b) white-collar c) labour
5. Our company has a ... of 65 in Paris and about 30 in Kyiv.
a) staff b) union c) headquarters
6. Our ... department is responsible for recruitment.
a) worker b) personnel c) employee
7. When you join a company now you can not expect a ... for life.
a) work b) job c) career
8. He was appointed on a ... contract so his job isn't very safe.
a) full-time b) overtime c) permanent
9. My aunt works in a bank and her ... is about 5.000 a month.
a) salary b) bonus c) wages
10. When he is 65 he will be able to give up work and live on his ...
a) package b) pension c) perks
11. We need to ... two new people for our new office.
a) recruit b) join c) hire
12. Over 50 people have applied for the ...
a) posts b) works c) jobs
13. We will invite you to come to ...
a) interview b) appointment c) meeting
14. Workers look forward to 5 because they can ... off for the day.
a) shift b) clock c) go
15. We ... about 30 in our office and most have been with us for ten years.
a) hire b) employ c) appoint
16. We have carried out a lot of market ... lately.
a) focus b) development c) research
17. Next month they are going to ... three new products.
a) innovative b) launch c) forecast
18. Competition is ... in the fast food business.
a) efficient b) intense c) successful
19. Our most important market ... is women aged from 20 to 30.
a) segment b) share c) place
20. We are well known in Greece, but now we want to ... the European market.
a) penetrate b) entrance c) compete
21. Our product ... include tables, chairs and wardrobes.

- a) package b) group c) portfolio
22. We will be launching a new product ... next year.
- a) line b) cycle c) brand
23. We want the brand ... to be bright, eye-catching and exciting.
- a) picture b) logo c) image
24. Fast-moving ... goods, such as fresh food, have to be sold quickly.
- a) customer b) client c) consumer
25. The red colour we use on all the labels is a key part of ...
- a) marking b) positioning c) branding
26. This lamp is very popular. It's a real ...-spinner.
- a) cash b) money c) finance
27. We make a ... of 15 \$ on this item.
- a) budget b) expense c) profit
28. I have a serious cash ... problem because they haven't paid me.
- a) credit b) expense c) flow
29. Our only ... liability is a 1000 \$ bank loan to be paid off over ten years.
- a) fixed b) long-term c) short-term
30. The ... include a 1000 \$ tax bill and 5000 \$ we owe our suppliers.
- a) assets b) debtors c) liabilities
31. We do our printing in-house but we ... delivery to a small, local company.
- a) supply b) source c) subcontract
32. If you pay cash for this TV, we will give you a 5 %
- a) sale b) discount c) refund
33. The annual inflation ... is below 2%.
- a) growth b) rate c) gap
34. We also have a trade ... of over 16 \$ billion.
- a) benefit b) share c) surplus
35. The country's gross domestic ... has grown by more than 100\$ billion.
- a) payment b) product c) profit
36. Geno Science was ... on the stock exchange last year.
- a) floated b) invested c) issued
37. Alex is off sick so Nick will have to ... the staff meeting.
- a) charge b) chief c) chair
38. They announced the merger at a press ... last night.
- a) workshop b) conference c) seminar
39. A person or company that sells goods in large quantities to businesses.
- a) supplier b) retailer c) wholesaler
40. The value of the goods or services sold during a certain period of time.
- a) order b) turnover c) invoice
41. Experts estimate the ... of the deal at 20 million euros.
- a) value b) sales c) profit
42. We have to ... the meeting for Friday because the CEO is busy all day.
- a) arrange b) implement c) reschedule
43. Goods will be ... next week.

a) dispatched b) purchased c) exchanged

44. Products and services offered at a large discount are generally ...

a) bargain b) offer c) sale

45. Goods are kept in our ... until ready for delivery.

a) warehouse b) storage c) stock

46. When you can pay some time after you buy, but at no extra cost

a) out of stock b) interest-free credit c) cooling off period

47. A company which is more than 50% owned by a parent company is called...

a) subsidiary b) head office c) office

48. The money a company makes after taking away its costs is its...

a) market share b) profit c) turnover

49. A business which advises companies on advertising and makes ads.

a) advertising campaign b) agency c) leaflet

50. Length of time people continue to buy a product.

a) launch b) lifecycle c) range

Англо-український словник

accounting (to) n бухгалтерський облік
account for складати
activity n діяльність
adjust v пристосовувати
advertising n реклама
administrative red tape адміністративне регулювання
agreement n угода
annual щорічний
appealing target приваблива мета
arrange v врегулювати
authority n управління, влада, авторитет
balance-of-payments deficit дефіцит платіжного балансу
balance-of-payments surplus активне сальдо платіжного балансу
bank-note n банкнота
barter n бартер
beneficial adj вигідний, корисний
benefit n користь, вигода
business-to-business market підприємницький ринок
board of directors n рада директорів
bond n облігація
branch n галузь
cause v спричиняти, визивати
catalogue sales продаж по каталогу
capital n капітал, активи
censure v осудити
chief accountant n головний бухгалтер
commodity n продукт, товар
comparative adj порівняльний, відносний
consumer n споживач
consultancy projects консультаційні проекти
contractor n підрядник
commercial n рекламний ролик
corporate customer корпоративний замовник
cost-cutter n скорочення витрат
coowner n співвласник
deal with v мати справу з
dealer n дилер
debt n борг
decrease v зменшувати
deliver v доставляти
demand n попит
determine v визначати

detergent's smell запах миючого засобу
deposit n депозит
dividend n дивіденд
discourage v заважати
distribution n розповсюдження
drop v падати
dumping n демпінг
domestic carmakers вітчизняний автовиробник
efficiently adv ефективно
elimination n усунення
employ v наймати, використовувати
end-user n кінцевий споживач
entity n економічна одиниця, об'єкт
enterprise n підприємство
establishment n встановлення
essence n сутність
executive adj керівник, фахівець
exceed v перевищувати
expand v розширяти
extend v розширяти
entity n сутність
fierce competition жорстка конкуренція
finance v фінансувати
financial instability фінансова нестабільність
forecast v прогнозування, передбачення
fluctuations n коливання
goods n товар
garment production виробництво одягу
growth n зростання
gross national product GNP валовий національний продукт
hard currency тверда конвертована валюта
heighten v підвищувати
household n домогосподарство
interfere in transactions втручатися в угоди
incentive n стимул, спонукання
increase v збільшувати
inflation n інфляція
input n вхід, подача
insurance n страхування
invest v вкладати
investment n капіталовкладення, інвестиції
import- competing industries імпортні конкуруючі галузі
issue shares v випускати акції
joint-venture n спільне підприємство

jobber *n* оптовий продавець
labour force робоча сила
lack *n* брак чогось, нестача
loophole *n* лазівка
levy *v* оподатковувати
liability *n* відповідальність
liabilities зобов'язання
licence *n* ліцензія
loss *n* втрати
management *n* управління
means *v* засіб
merchant *n* продавець
merchandise agent *n*
meet demands відповідати вимогам
mortgage *n* іпотека
output *n* випуск продукції
officials *n* чиновники
partnership *n* партнерство
productivity *n* продуктивність
profit *n* вигода, користь
provide *v* забезпечувати, постачати
purchasing decisions рішення про закупівлю
protective tariff пільговий тариф
procurement *n* закупівлі
proprietorship *n*
rate *n* ставка, норма
reimburse *v* відшкодовувати
relatively *adv* відносно
research *n* наукове дослідження
require *v* вимагати
revenue-sharing agreements - угоди про розподіл доходів
revenue tariff тариф на прибуток
road warrior *n* фрілансер
scarce *adj* недостатній
scale *n* шкала
share *n* акція, доля
shareholder *n* акціонер
shortage *n* брак, нестача
skilled graduate кваліфікований випускник
stock *n* фонд, запас
steady *adj* стійкий, постійний
stock exchange фондова біржа
supply *n* пропозиція, поставка
sufficient *adj* достатній

surplus *n* надлишок
suffer losses зазнати збитків
tax package податковий пакет
technological gadgetry технологічні новації
tool *n* інструмент, знаряддя праці
trade *n* торгівля
turnover *n* товарообіг
unemployment *n* безробіття
underpay *v* недоплатити
underprivileged people малозабезпечені люди
value-added tax податок на додану вартість
wholesaling *n* оптова торгівля

WRITING BANK

Letters

Mr (Mrs, Miss, Ms) Nick Brown
Universal Imports
31 Cambridge Court
London E17 5 NB

Dear Mr Brown

Re: Diana Johnson

Diana Johnson has been accepted for a position as Marketing Manager with British Airlines at Midland Airport.

In order for Diana to work at Midland, she must have a special pass which would permit her to visit high security areas. She has given your name as a reference.

I would appreciate it if you could complete the enclosed form and return it to us as quickly as possible. She is due to start work with us on 20 June, but can only do so after we receive your reference.

Thank you for your cooperation. I enclose a stamped addressed envelope.

Yours sincerely

(signature)

Tracy Valdes
Personnel Manager

E-mails

To....

From...

Subject...

Dear Mr White

It was very good to see you again at our meeting in Madrid on 21 July. I hope you had a safe journey home afterwards.

We agreed that your company will continue to represent us and to promote the full range of our services throughout Europe, North and South America for five years with effect from 1 November. During this period we expect to see an increase of at least 5 percent in the value of business we do in this region.

Full details of the payments we will make and the expenses we will cover are included in the attached agreement. Can you please check this and, if all as in order, sign and return one copy of the agreement to me.

We look forward to continuing to develop our business in the region in association with yourselves.

Best wishes
David Nadstoge
Managing Director
Reswik Professional Services
567 City Lane
London DC2 98W

Reports

Business Software plc

Product report

Executive summary

We have been contracted by Lensses AM, a Spanish manufacturer of mobile phones, and asked about the possibility of a co-operation agreement. We would adapt our business software for use in their products. Tests show that their product is a very good one and popular with our target market.

Introduction

This report will look at:

- the hardware manufacturer and their equipment
- software that could be used on their mobile phones
- the advantages of working together
- recommendations for action

Findings

1. Lensses AM has been developing cheap, small-scale electronic devices for twenty years. In the last two years they have focused on more luxurious phones for businesspeople. These have been very successful. One in three mobile phones for the business market is Lensses AM.

2. Our new Executive Organiser software has a lot of attractive features for the travelling businessperson (e.g. address book, voice recorder, google maps, etc.)

3. Market research shows that there is a big demand in our products being used on machines apart from laptops.

Conclusion

The two companies have products which fit well together.

Recommendation

We should have a meeting with our representatives as soon as possible to discuss a joint venture between our companies, with the aim of putting our software onto their mobile phones.

John Smith
R&D Director
(date)

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Навчально-методичне видання
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ІНОЗЕМНА МОВА

Методичні рекомендації
до самостійної роботи
для здобувачів ступеня вищої освіти бакалавра
спеціальності «Менеджмент»
освітньо-професійних програм
«Менеджмент міжнародного бізнесу»,
«Менеджмент організацій і адміністрування»

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