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BUSINESS ENGLISH
SUPPLEMENTARY EXERCISES
(PRE-INTERMEDIATE)

*Учебное пособие
по деловому английскому языку*

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Учебное пособие содержит лексический и грамматический материал для развития навыков устной и письменной деловой коммуникации, перевода, анализа и изложения содержания текстов экономической тематики.

Для студентов экономических специальностей и профилей.

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ПРЕДИСЛОВИЕ

Учебное пособие «Business English Supplementary Exercises» (Английский язык для экономических специальностей) уровень pre-intermediate используется в качестве дополнительного сопровождения учебника «Market Leader (new edition)». Учебное пособие нацелено на то, что бы компенсировать недостаток лексико-грамматического материала, необходимого для формирования, развития и закрепления языковых навыков в условиях лично-ориентированного обучения и реализации индивидуального подхода к обучению в условиях работы в смешанных группах, где обучаются студенты с разными уровнями языковой подготовки.

Данное учебное пособие позволяет использовать российские и оригинальные, аутентичные учебно-методические пособия как единое целое.

Основным принципом организации учебного материала в предлагаемом пособии является принцип систематичности и последовательной адаптации к изменяющимся потребностям российских студентов. В пособии подобран широкий спектр лексических, единиц, идиоматических выражений, статей и дополнительного материала, использование которого представляется наиболее значимым в процессе изучения делового английского языка в экономическом вузе. Последовательное тематическое введение, постоянное повторение и отработка нового лексического материала посредством выполнения разного рода упражнений способствует его восприятию и обеспечивает эффективное овладение. Структура организации учебного материала имеет чётко сформулированный тематический план в соответствии с задачами и требованиями Федерального государственного образовательного стандарта высшего профессионального образования. Материалы учебного пособия могут быть использованы как для самостоятельного, так и для дистанционного обучения, т.к. снабжены ключами для самоконтроля.

Основной целью данного учебного пособия является развитие коммуникативных навыков в области делового английского языка у студентов экономических специальностей, посредством формирования профессиональных навыков на основе аутентичного материала. Учебное пособие «Business English Supplementary Exercises» (Английский язык для экономических специальностей) предназначен для широкого спектра направлений высшей профессиональной подготовки студентов в области экономики и бизнеса.

Unit 1. CAREER

Starting up

1. Match the words with their Russian equivalents:

- | | |
|-----------------------------------|------------------------------|
| 1. ambitious | a. Разработка и развитие |
| 2. career plan | b. посещать собрания |
| 3. sales and marketing | c. управление |
| 4. finance | d. опытный человек |
| 5. management | e. амбициозный |
| 6. administration and personnel | f. старший по должности |
| 7. production | g. общественные мероприятия |
| 8. Research and development (R&D) | h. финансовый отдел |
| 9. superior | i. дополнительные навыки |
| 10. attend meetings | j. план карьерного роста |
| 11. social functions | k. производство |
| 12. experienced person | l. отдел кадров |
| 13. extra qualifications | m. отдел продаж и маркетинга |

2. Translate into Russian:

1. Alfred was very ambitious and wanted to become a successful and rich businessman.
2. Her career plan was to start in a small company and then work for a larger company as she had more experience.
3. The job needs having an interest in sales and marketing.
4. The finance department of the company has come up with a budget for the new project.
5. In banking as in every other business good management is very important.
6. The administration and personnel department of the company is very well organized.
7. Toshiba is increasing production of its popular line of laptop computers.
8. The Research and Development department of our company has brought out a new project.
9. Jerry shows respect to his superiors at work.
10. Only twelve people attended the meeting.
11. The company organizes many social functions, such as parties every year.
12. The company has a small team of experienced sales people.
13. The more qualifications you have, the easier it is to find a job.

3. Translate into English:

1. Он достаточно амбициозный, чтобы начать свой собственный бизнес.
2. Необходимо разработать надлежащий план карьерного роста для каждого нашего менеджера.
3. Команда в нашем российском представительстве занимается продажами и маркетингом, а наша продукция производится в Дании, Бразилии, Китае и в США.
4. В этом году он окончил экономический университет и собирается работать в отделе финансов.
5. Все важные решения в компании принимает руководство.

6. Производство материала шло быстро и продажи выросли.
7. По вопросам сверхурочной работы, вам нужно проконсультироваться с отделом кадров.
8. Научно-исследовательский отдел разрабатывает много новой продукции, основываясь на данных о предпочтении клиентов).
9. Мой нынешний начальник – очень хороший руководитель.
10. Многие сотрудники не любят посещать собрания компании, так как считают их неэффективными.
11. Многие компании тратят большие суммы денег на общественные мероприятия компании.
12. Даже самому опытному человеку иногда нужны советы и поддержка более опытного коллеги.
13. Если вы хотите улучшить свою карьеру, изучайте дополнительные навыки в свободное время.

Vocabulary

4. Fill in the gaps with the following words:

goals, ahead, move, bonus, making, work, retirement, taking, mistakes.

1. Some ambitious people plan their next career _____ as soon as they get their first job.
2. Our negotiators are _____ very good progress in the talks with the Russian company.
3. Julia is _____ some time off next month to visit her daughter in Germany.
4. Jim kept making terrible _____ at work. His boss said he was incompetent, and gave him a sack.
5. If you reach your sales targets every month, you will probably earn a _____.
6. Few people want to _____ anti-social hours even if they don't have children.
7. Changing companies often is not a good idea if you want to get _____ in your career.
8. After working hard all her life, Maria decided to take early _____ and travel around the world.
9. A good tip is to create your own _____ and determine what skills you need to reach them.

5. Translate into English:

Когда Ян окончил университет, он точно не знал, какую работу он хочет. Он не мог определиться в профессиональном плане. Некоторые его друзья мечтали разбогатеть (заработать состояние). Другие ожидали получить легкую рутинную работу в администрации. Но Ян был заинтересован в проведении исследований и он любил химию. Он не был амбициозным и просто хотел хорошо зарабатывать на жизнь. Два года спустя, после того как он получил высшее образование, он нашел работу в крупной фармацевтической компании. Компания славится своим отделом разработки и развития. Также она предоставляет отличные карьерные возможности. Теперь Яну часто приходится работать сверхурочно, но он говорит, что он нашел, что он хотел. Он все время учится и также зарабатывает достаточно денег,

чтобы жить без забот. Его начальники говорят, он великолепно выполняет работу. Кстати, он очень скоро получит повышение.

Reading

6. Give the English equivalents:

1) преуспеть в карьере; 2) составить список; 3) очерчивать, намечать; 4) краткосрочные/ долгосрочные цели; 5) оценивать достижения; 6) овладеть навыками; 7) делегировать выполнение задач; 8) искать возможности; 9) расширять навыки; 10) определять; 11) достигать цели; 12) принимать вызов; 13) заслуживать; 14) брать отпуск; 15) значительно.

7. Translate into Russian:

1. My grandfather's advice has always helped me get ahead in my career.
2. Make a list of all advantages and disadvantages of this work.
3. We will outline our proposal to the committee.
4. Break long-term goals down into several short-term goals.
5. The CEO should regularly evaluate progress achieved in sales.
6. Now you can delegate tasks to your employees, control the execution and promptly make changes if they become necessary.
7. It takes years to master a new language.
8. Tom has always looked for opportunities to broaden his skills.
9. Investigators are still trying to determine the cause of accident.
10. What goals does the company want to reach in the next two years?
11. The job is very difficult and there are many new challenges I need to accept.
12. She deserves a promotion because her work is excellent and she always reaches her monthly goals.
13. Only one parent can take time off from work to care for a sick child.
14. By building a new factory, we will significantly increase our profits and help local economy.

8. Translate into English:

1. Амбициозные люди быстрее преуспевают в карьере.
2. Мне нужно составить список всех дел, которые я должен сделать завтра.
3. Менеджер обрисовал бизнес планы на новый год.
4. У вас должны быть краткосрочные и долгосрочные планы вашей карьеры, поэтому подумайте заранее.
5. Нам нужно оценить достижения в нашей последней маркетинговой компании.
6. Наш менеджер делегирует выполнение задач в соответствии с нашими способностями и опытом.
7. Он овладел навыком ораторского мастерства.
8. Компания ищет возможности выйти на новый рынок.
9. Уил пошел на курсы, чтобы расширить свои профессиональные навыки.
10. Мы определим цели проекта на совещании.
11. Я сделаю все возможное, чтобы достичь цели.
12. Мне нравится принимать вызовы и выполнять трудную и интересную работу.

13. Сегодня я много работал, поэтому заслуживаю перерыв.
14. Мне нужно взять отгул, так как я очень устал.
15. Количество курильщиков в этом районе значительно уменьшилось.

Listening

9. Match the words with their Russian equivalents:

- | | |
|-----------------------------|--|
| 1. stuck in smth. | a) войти в привычную колею |
| 2. to prioritise | b) ответная реакция |
| 3. to set objectives | c) ключевой, решающий |
| 4. to be good at smth. | d) устанавливать приоритеты |
| 5. feedback | e) участвовать в чем-либо, заниматься чем-либо |
| 6. to settle into a routine | f) погрязнуть в чем-либо |
| 7. a meeting of minds | g) иметь способность к чему-либо |
| 8. to be engaged in smth. | h) ставить цели |
| 9. crucial | i) единство взглядов, взаимопонимание |

10. Find English equivalents:

1. Во-первых, вам необходимо поставить цели и, когда вы сделаете это, вам нужно будет расставить приоритеты.
2. Ты погрязнешь в той же старой работе на всю свою жизнь.
3. Если вы регулярно будете оценивать свои достижения, у вас будет лучшее представление того, к чему у вас способности.
4. Это все связано с ответной реакцией, не так ли?
5. Если вы все время будете избегать риска, если вы войдете в привычную колею, вы никогда не продвинетесь в карьере.
6. Я уверен, что важно быть полностью сосредоточенным на задании, которое вы выполняете.

Language review

Prepositions

11. Fill in the gaps with the right prepositions:

- I would prefer to work 1) _____ one company during my career.
- Use charm 2) _____ your superiors.
- Pay attention 3) _____ every single task that you do.
- The article offers the following tips for getting 4) _____ in your career.
- Be clear 5) _____ what you want.
- If you are disappointed 6) _____ your current career, look 7) _____ ways to transform your job 8) _____ more of what you want.
- If you play it safe all the time, if you just settle 9) _____ routine, you'll never move ahead 10) _____ your career.
- I'd like to speak 11) _____ Carmen Diaz in human resources, please.
- Hold on, I'll put you 12) _____.

- I'm phoning 13) _____ your advert in Careers Now.
- Could you tell her I won't be able to make a training course 14) _____ Saturday.
- I can't get 15) _____ to them. Their phone is always engaged.

Modals

12. Put the words in the right word order and then translate sentences into Russian:

0. new/ can/ four/ Our/ fluently/ divisional/ languages/ speak/ manager/ fluently.
Our new divisional manager can speak four languages fluently.
- meeting/ you/ next/ come/ the/ Can/ to/ week?
 - come/ next/ I/ to/ meeting/ the/ can/ week.
 - I/ come/ the/ next/ be able to/ meeting/ to/ won't/ week.
 - meeting/ that/ the/ couldn't/ last/ Sorry/ to/ come/ I/ week.
 - to come/ Sorry/ that/ I/ the/ meeting/ to/ wasn't able/ last/ week.
 - we/ can/ What/ do?
 - directly/ to/ hope/ I/ fly/ to be able to/ Dusseldorf.
 - Mr Reiner/ to/ speak/ I/ was able to/ yesterday.
 - The hotel/ could/ Ok,/ I/ was/ a lot of/ from/ hear/ but/ noise/ the street.
 - on Lake Leman/ take/ was/ I/ a/can/ trip/ I/ when/ boat/ in/ was able to/ Geneva.

13. Translate the words in brackets:

- Of course, I (могу) take the message.
- I think I (мог бы) show you round our production.
- You (можете) come to the director and tell him about it.
- (Можно) I see the CEO now?
- You (можете) easily get there in 20 minutes.
- You (можете) do it directly on return.
- You (сможете) discuss the subject outside the company.
- She was in a hurry, she (не могла) wait for us.
- I was very tired but I (смог) complete my report.
- Before her illness, she (могла) work fourteen hours a day.

14. Complete the telephone conversation using phrases from the list below: *can you send, can I call you, can you hear, can I help you, can't, can't tell, could I speak to, could you hold, could you repeat, could you speak, could you tell me.*

Jon: Good morning, the Tech Store, this is Jon speaking.

Sara: (1) _____ someone in Customer Services, please?

Jon: Er. Yes, of course, I'll put you through.

Mark: Customer Services, Mark speaking, how (2) _____?

Sara: I'm calling about your new Samsung DVD players. (3) _____ if you have any in stock?

Mark: I'll just go and see. (4) _____ the line please?

Sara: Yes, no problem, I'll wait.

Mark: Hello? I (5) _____ any on the shelves. I'll need to check the order status on the computer. (6) _____ back?

Sara: Certainly. My name is Sara Hall and my telephone number is 0582 1067.

Mark: Sorry, (7) _____ up? It's a terrible line.

Sara: Is that better? (8) _____ me now?

Mark: Yes, that's much better. (9) _____ the number please?

Sara: Of course, It's 0582 1067. I'll be on this number all morning.

Mark: Sorry, (10) _____ you if we've got any DVDs in stock right now, but I'll get back to you as soon as I have information. Was there anything else?

Sara: Er, yes, (11) _____ send me a copy of your latest catalogue?

Mark: Of course, I'll put one in the post to you today. What's your address?

Sara: It's 25 Ridley Lane, Lower

15. Translate into English:

1. Боюсь, что в данный момент не могу тебе помочь.
2. Не думаю, что я смогу прийти на собрание.
3. Переговоры провалились, потому что мы не смогли договориться о цене.
4. После шести часов переговоров, мы наконец-то смогли добиться успеха.
5. Если вы сможете сделать заказ сегодня, мы сможем отправить заказ к пятнице.
6. Я считаю португальский язык очень трудным. Я могу понимать его, но не могу говорить на нем.
7. Извините, но я не смогу встретиться с вами на следующей неделе, но возможно я смогу через неделю.
8. А: Вы сможете пойти на обучающий семинар?
Б: Нет, я не смогу – я очень занят.
9. Извините, я не смог прийти на ваше выступление вчера. Мне пришлось решать проблемы.
10. Я думал, что опоздаю на самолет, но я смог приехать в аэропорт во время.
11. Когда я был молодым, я мог бегать несколько километров, не чувствуя усталости.
12. Ей удалось найти хорошую работу, несмотря на то, что у нее нет образования.

16. Match situations 1-5 with questions a)-e):

- | | |
|--------------------------|---|
| 1. Making a request | a) Would you like a coffee? |
| 2. Asking for permission | b) Would you like me to carry your coffee for you? |
| 3. Offering help | c) Would you like to come with us for a coffee? |
| 4. Offering something | d) Could you get me a cup of coffee from the canteen? |
| 5. Inviting somebody | e) Can I have some sugar? |

Now match situations 6-12 with replies f)-l). You can look back at the questions in the previous part to help you.

- | | |
|-------------------------------|---|
| 6. Agreeing to a request | f) Actually, I think I'd rather have water if you don't mind. |
| 7. Refusing a request | g) Of course, no problem. |
| 8. Expressing a preference | h) Actually, I'm really busy at the moment. |
| 9. Accepting an offer of help | i) OK, let's do that. |
| 10. Accepting a suggestion | |

11. Rejecting an offer of help

j) Thanks, I'd really appreciate that.

k) Thanks, but I can manage.

17. Read the following impolite dialogue between a hotel receptionist and a guest.

- | Receptionist | Guest |
|--------------------------------------|---|
| 1. Give me your name. | 2. It's Jessop. |
| 3. Spell it. | 4. It's J-E-S-S-O-P. |
| 5. Leave your passport. | 6. OK. I want an early morning call. |
| 7. Of course. | 8. When is breakfast? |
| 9. It's from seven thirty until ten. | 10. Also, I must leave a message for a colleague. |
| 11. Do you want a pen? | 12. Thank you. |

Now rewrite the following lines from the dialogue. The words in brackets will help you.

Line 1 (Can/ have/ name please) _____

Line 3 (Could/ spell/ that/ me please) _____

Line 5 (Could/ leave/ your passport) _____

Line 6 (Do/ think/ book me/ early morning) _____

Line 8 (I wonder/ you/ tell me when) _____

Line 10 (Would/ mind if I/ message/ colleague) _____

Line 11 (Would/ like me/ lend/ a pen) _____

18. Translate into English:

1. Не поможет ли мне донести эти коробки, пожалуйста?
2. Не хотите ли еще супа?
3. Могу я задать Вам личный вопрос?
4. Извините, не могли бы Вы мне сказать, какая эта улица?
5. Могу ли я открыть окно?
6. Не могли бы Вы здесь поставить подпись?
7. Можем мы Вас подвезти до города?
8. Не хотите ли, чтобы я Вам помог?
9. Могу я здесь сесть?
10. Могу я взять твою машину на выходные?
11. Могу ли я воспользоваться твоим телефоном?
12. Не хотите ли, чтобы мы переслали Вам каталог?
13. Не могли бы Вы сделать мне одолжение?
14. Не могли бы Вы ему передать, что звонил мистер Грэм.

19. Complete the sentences with the appropriate modal verbs and translate them into Russian.

Could couldn't would wouldn't can can't would need

1. I'm afraid, I _____ speak Spanish very well, but I'm working hard to improve.
2. Three years ago, most of our employees _____ even send an e-mail. Now they are computer literate.
3. I _____ like a job in which you have to travel all the time. I _____ to see my family every day.

4. Barbara _____ speak Russian, but she isn't very fluent in English.
5. The Internet connection was very bad, so I _____ visit the Job Search website.
6. I _____ like to get some work experience in an English-speaking country as I think it _____ be beneficial for me.
7. By the age of 15, she _____ speak three languages fluently.
8. If you work flexitime, you _____ arrange your own schedule. It's great when you have children.
9. My salary isn't bad, but unfortunately I _____ get a promotion.
10. _____ you like to fill in this application form while you wait

WRITING A CV

CV stands for *curriculum vitae* - a Latin expression meaning 'life story'. (In American English it is called a *resume*.) It summarizes your *education, achievements and job history* for prospective employers and so it should be carefully prepared. A CV is usually sent with a covering letter.

What makes a good CV?

There is no single "correct" way to write and present a CV but the following general rules apply:

- It is **targeted on the specific job** or career area for which you are applying and brings out the relevant skills you have to offer

- It is carefully and **clearly laid out**: logically ordered, easy to read and not cramped

- It is **informative but concise**

- It is **accurate in content, spelling and grammar**. If you mention attention to detail as a skill, make sure your spelling and grammar is perfect!

Some employers may spend as little as 45 seconds skimming a résumé before branding it "not of interest", "maybe" or "of interest."

[BI Business School](#)

Succinct, eloquent, well-structured.
Towers Hamlyn

What information should a CV include?

Personal details

Normally these would be your **name, address, date of birth** (although with age discrimination laws now in force this isn't essential), **telephone number and email**.

British CVs **don't usually include a photograph** unless you are an actor. In European countries such as France, Belgium and Germany it's common for CVs to include a passport-sized **photograph** in the top right-hand corner. If you do include a photograph it should be a head and shoulders shot, you should be dressed suitably and smiling: it's not for a passport!

Education and qualifications

Your degree subject and university.

Work experience

- Use **action words** such as developed, planned and organised.
- Even **work in a shop, bar or restaurant** will involve working in a team, providing a quality service to customers, and dealing tactfully with complaints. **Don't mention the routine, non-people tasks** (cleaning the tables) unless you are applying for a casual summer job in a restaurant or similar.
 - **Try to relate the skills to the job.** A finance job will involve numeracy, analytical and problem solving skills so focus on these whereas for a marketing role you would place a bit more emphasis on persuading and negotiating skills.

Interests and achievements

- Keep this section **short and to the point**. As you grow older, your employment record will take precedence and interests will typically diminish greatly in length and importance.
 - **Bullets** can be used to separate interests into different types: sporting, creative etc.
 - **Don't use the old boring clichés** here: "socialising with friends".
 - **Don't put many passive, solitary hobbies** (reading, watching TV, stamp collecting) or you may be perceived as lacking people skills. If you do put these, then say what you read or watch: *"I particularly enjoy Dickens, for the vivid insights you get into life in Victorian times"*.
 - Show a **range of interests** to avoid coming across as narrow: if everything centres around sport they may wonder if you could hold a conversation with a client who wasn't interested in sport.
 - **Hobbies that are a little out of the ordinary** can help you to stand out from the crowd: skydiving or mountaineering can show a sense of wanting to stretch yourself and an ability to rely on yourself in demanding situations
 - Any **interests relevant to the job** are worth mentioning: current affairs if you wish to be a journalist.
 - Any **evidence of leadership** is important to mention: captain or coach of a sports team, course representative, chair of a student society, scout leader: *"As captain of the school cricket team, I had to set a positive example, motivate and coach players and think on my feet when making bowling and field position changes, often in tense situations"*
 - Anything showing evidence of **employability skills** such as team working, organising, planning, persuading, negotiating etc.

Skills

The usual ones to mention are **languages** (good conversational French, basic Spanish), **computing** (e.g. "good working knowledge of MS Access and Excel, plus basic web page design skills" and high **driving** ("full current clean driving licence").

References

- Many employers don't check references at the application stage so unless the vacancy specifically requests referees it's fine to omit this section completely if you are running short of space or to say "References are available on request."
- Normally two referees are sufficient: one academic (perhaps your tutor or a project supervisor) and one from an employer (perhaps your last part-time or summer job).

How long should a CV be?

There are no absolute rules but, in general, a new graduate's CV should cover **no more than two sides of A4 paper**. CVs in the US tend to be shorter than in the UK, whereas the 2 page CV still dominates for graduates, but I do see a trend now towards one page CVs: as employers are getting more and more CVs, they tend not to have the time to read long documents!

If you can summarise your career history comfortably on a **single side**, this is fine and has advantages when you are making speculative applications and need to put yourself across concisely. However, you should not leave out important items, or crowd your text too closely together in order to fit it onto that single side. **Academic and technical CVs may be much longer:** up to 4 or 5 sides.

1. Put the words in order to form stages in the preparation of a CV:

- 1) about the involves. Think job what
- 2) sort of chosen about Think it. be what person would to do
- 3) job that Identify match skills description. the your
- 4) a Decide on layout.
- 5) previous your experience review
- 6) describe Find language your suitable to experience.
- 7) the CV. version first of Draft your
- 8) for your CV Check mistakes.

2. CV includes the following parts. Can you match them with the definitions?

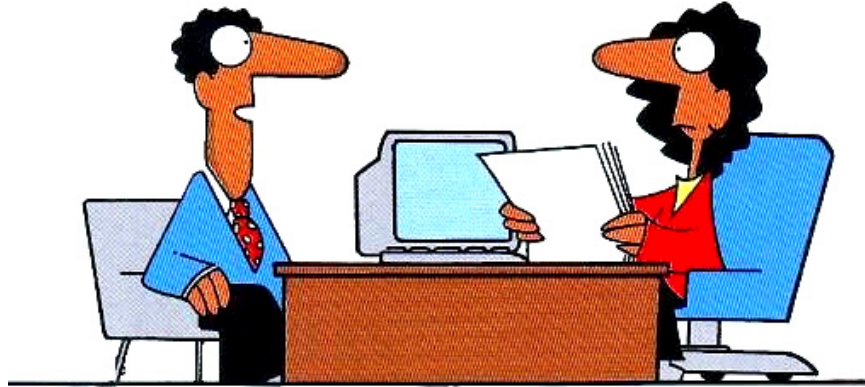
Education *Referees* *Personal Details* *Profile*
Additional Skills *Interests* *Professional Experience*

1. _____ nationality, age etc.
2. _____ a few lines summarizing who you are, what you're good at and what makes you special
3. _____ schools, university, other training and qualifications
4. _____ previous jobs and what your role was;
5. _____ do you like reading, dancing, football, etc?
6. _____ things you can do that weren't part of your formal training, such as languages, computer skills etc.
7. _____ former bosses, teachers or other people who would be willing to confirm that you are a good candidate.

3. In which part of the CV will you include the following information?

- Fluent in English:
- Nationality - German:
- Concept AG - Assistant Project Manager:
- Excellent communication skills:
- Full driving license:
- Diploma in English with Business Studies:
- Skiing and windsurfing:
- Computer literate:
- Able to work on own initiative and under pressure:
- Responsible for customer service:
- Dr H. Mayer, University of Bath:

4. Read and analyze good and bad example of CVs and write yours. Your teacher will help you to choose an imaginary position to apply for.



“Instead of my r sum , I’ve printed out my daily horoscope for the past year. You’ll see that I’m a special person who’s destined for great things!”

Good example:

David Gibbons

57 Outlands Road, Dingley, LE16 9SJ

Mob: 079 3316 8158

Email: David.gibbons@live.co.uk

Profile

A motivated, adaptable and responsible Computing graduate seeking a position in an IT position which will utilise the professional and technical skills developed through past work experiences in this field. I have a methodical, customer-focused approach to work and a strong drive to see things through to completion.

Education

2009 – 2013 BSc Computer Science (Hons) Aston University

- 1st Class Degree with Professional Placement

Relevant Modules:

- Professional and Social Aspects of Computing (73%)
- Data Modelling and Database Systems (59%)
- Understanding Information Systems (93%)
- Information Security (67%)
- Human-Computer Interaction (80%)

2007 – 2009 BTEC National Diploma in IT Hall Green College

- Grade Achieved: Triple Distinction*

2000 – 2007 Bournville Secondary School

- 8 GCSEs at grades A*–C.

Professional Experience

Jun 2008 – Present IT Manager Maplins

- Mentoring and training new IT staff;
- Researching, installing and configuring new computer systems;
- Ensuring that all relevant licensing laws are adhered to;
- Keeping up to date with the latest technologies.

Oct 2003 – Jun 2008 IT Support Officer Ladypool Warehouse Ltd.

- Provided extensive IT support to internal and external stakeholders;
- Installed and configured computer hardware operating systems and applications;
- Monitored and maintained computer systems and networks;
- Resolved, diagnosed and solved network problems and relevant software faults.

Jan 1999 – Sept 2003 IT Admin West London Council

- Produced Requirements Documentation (diagrams and workflow);
- Maintained the computer network and information systems.

1996 – 1999 Various jobs Retail (sectors)

Interests

I enjoy reading non-fiction books, solving puzzles and socialising with friends and family.

Referees

Mrs Saima Khan Sales Manager Flash Electronics Ltd.

Address: 24 St Denys Road, Postling, CT21 3QF

Tel: 0109 228 2091

Email: khan.s@flashelectronics.co.uk

Bad example:

Curriculum Vitae

Address: 66 Hendford Hill, Mouldsworth, WA6 8DE, United Kingdom

Tel: 07900257283

Email: coolguy007@hotmail.co.uk

DoB: 27 February 1985

Nationality: British

Gender: Male

Marital status: Single

Profile

I am a hard-working individual who enjoys working. I am excellent at meeting deadlines. I have two years of experience in business, and I would like to contribute to a business with my excellent skills and past work experience.

Education

1991 – 1992 Collingham Gardens Nursery

1992 – 1996 Stamford Primary School

1996 – 2002 Hall Green Secondary School

2002 – 2004 A-Levels Sandwell Sixth Form College

- English: A*
- Mathematics: C
- Biology: B
- Geography: A
- Business: C

October 2004 – June 2007 UCB, Birmingham BSc Psychology

Professional Experience

2011 – Present IT Support Assistant ABC Electronics Ltd.

2008 – 2011 IT Admin Dana Corporation

2006 – 2008 IT Assistant M&M Electric Vehicles Ltd.

2005 Cleaner K Lacey Ltd.

2003 – 2005 Housekeeper Plaza Hotel

2002 Packer Packaging Products Ltd.

2000 – 2001 Cleaner TB Group Inc.

Interests

I enjoy skiing, hiking, playing football, bird-watching and going to Church on Sundays.

Referees

Mr Evan

Tesco

Birmingham, West Midlands, B55 1KE, United Kingdom, Europe, World, Universe.

Tel: 078 4320 3833

E-mail: evan.sanders82@hotmail.com

Texts for retelling and discussion

1. Read the text, make sure you understand everything and retell it:

CHOOSING A CAREER

You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something - your gut, destiny, life, karma, whatever.

Steve Jobs

Many students don't have much time to spend in career planning during their degree course. You may be too busy working to earn money to pay your way through university, or perhaps you are a mature student with a young family that you need to support. You may be too busy to regularly visit the Careers Service.

First let's look at what factors go into choosing a career:



Choosing a career involves 4 main stages:

- Self Awareness
- Opportunity Awareness
- Decision Making
- Taking Action

Sometimes these stages will overlap and sometimes you have to return to a previous stage.

Self Awareness. The first stage of Career Choice is Self Awareness. This involves looking at your SKILLS, VALUES, INTERESTS and PERSONALITY and analysing

where your strengths and weaknesses lie. This is important both in choosing the right career and also for success in applications and interviews where you will find many questions which test whether you have been through this process.

Opportunity Awareness. Once you have done some preliminary self analysis, the next stage is to gather information on the opportunities open to you.

Of course, the other important part in making decisions is discussing it with other people. Friends, family and tutors can all play an important part here.

Taking Action. This is the final process of career planning. It involves:

- Finding out about the **EMPLOYERS** that offer the types of jobs you are interested in.
- Search the **VACANCY DATABASE**
- Preparing **APPLICATIONS** and attending **INTERVIEWS**

Sometimes you may have to return to previous stages in the process, for example, if you are not able to get into your first choice career.

Don't leave it until your final year to start thinking about your future career!

You can do many things during your time at university to improve your chances of successfully entering the career or postgraduate study of your choice.

This is **the most effective way of increasing your chances of getting a graduate job.** It covers:

- Learn how to identify & develop your employability skills and “sell” them to employers.
- Identify your interests, values & personal styles and find careers these relate to.
- Find out about a particular career.
- Decide which career options to pursue.
- Prepare a CV, learn how to make applications & interview skills
- **GET ACTIVELY INVOLVED IN UNIVERSITY LIFE.** Surprisingly, the best thing you can do at University to make yourself attractive to employers is to **enjoy yourself** whilst at university! Employers will not just look for a good degree but also for proactive individuals who have got involved in societies, sports, volunteering, Student Union activities, etc rather than simply studying and socialising.
- **DEVELOP PERSONAL SKILLS.** Students who **get involved in clubs and societies** or hold posts within the Students Union have lots of opportunities to use communication, negotiating and similar skills which are valuable ammunition for your CV.
- **DEVELOP YOUR COMPUTER SKILLS.** Computing skills are important for almost all jobs.
- **PREPARE A CV.** This will be useful for vacation work applications and can also be used as a basis for your final year applications.
- **BUILD UP YOUR WORK EXPERIENCE.** A number of summer placements are advertised and although most give priority to second-year students some are open to first years.



- **FIND OUT ABOUT THE CAREERS OPEN TO YOU.** Almost half of graduate vacancies are open to graduates in any subject, so your choice of career is very wide! Choosing a career, though, involves more than just finding out what is possible for you to do – you also need to think about what you want from your career and your skills, abilities and interests.

- **LEARN TO NETWORK.** Networking will help you to get an inside view of careers through work shadowing and information interviews.

2. Read the text and discuss it:

Make the Most of Your Career

Part of enjoying your career is getting the absolute most out of it each and every day. Are you maximizing your potential? Are you taking every step possible to excel in your job? If not, then you need to get on track and work for your success. You only get out of your career what you put into it. Heed the advice below to make the most of your career.

1. Ask Plenty of Questions

There's a commonly held myth that asking questions is a sign of weakness. However, when directed at the most successful people in your industry, the exact opposite is true. Asking questions helps you expand your knowledge base, which will open you up to new and exciting opportunities. Asking questions also shows an inherent interest in your industry, proving that you're a diligent, thoughtful worker.

2. Take Off the Blinders

Successful people never have the attitude that certain tasks are outside of their job responsibilities. If you want to be a manager, then you need to know how every person in your department does their job. That means that you have to take off the blinders and be open to experiencing new things whenever you get the chance.

3. Go Back To School

Even the most successful CEOs and entrepreneurs make time to go to educational seminars and take classes at local colleges. In fact, many successful business professionals have multiple college degrees that apply directly to their line of work. While you don't have to pursue a Ph.D, you should at least explore educational opportunities that could potentially advance your career.

If you're a sales professional who deals with people all day, then enroll in some psychology courses to learn more about the human psyche and improve your sales techniques. Simply investing in your education will help you make the most out of your career.

4. Regularly Take On New Challenges

Does your company have a client that no one else wants to service? Then this is your chance to learn more about handling difficult customers. When you take on new challenges, you expand your resume and you often surprise yourself at how much you already know.

5. Become a Resource for Others

Part of feeling fulfilled in your career is being able to share what you know with others. If there are new people working for your company that seem to be struggling, then pull them aside, offer a hand, and help them reach success. Your personal career success is only complete when you're able to share that knowledge with others and help to influence a new generation of people in your field.

6. Have Goals that You Constantly Strive For

There's always a new height you can achieve and new goals you can reach in your career. The key is to identify those goals, and then put together a plan to achieve them. Instead of coasting along in your job, you should always have short- and long-term goals to push your career forward.

7. Always Be Prepared for the Next Step

One day, you might look around your office and realize that you've completely maximized your potential with your current employer. Does that mean that you've maximized your career? No, it means that it's time for you to move on to that next step in your adventure. You should always keep your employment options open and never be afraid to take that next step in your personal development.

A LITTLE BIT OF HUMOUR

A responsible applicant

Employer to applicant: "In this job we need someone who is responsible." Applicant: "I'm the one you want. On my last job, every time anything went wrong, they said I was responsible."

The boss called one of his employees into the office...

The boss called one of his employees into the office. "Rob," he said, "you've been with the company for a year. You started off in the post room, one week later you were promoted to a sales position, and one month after that you were promoted to district manager of the sales department. Just four short months later, you were promoted to vice-chairman. Now it's time for me to retire, and I want you to take over the company. "What do you say to that?"

"Thanks," said the employee.

"Thanks?" the boss replied. "Is that all you can say?"

"I suppose not," the employee said. "Thanks, Dad."

References:

<https://www.native-english.ru/jokes/a-responsible-applicant>

<https://www.cvplaza.com/cv-examples/good-bad-cv/>

<https://ru.pinterest.com/pin/156851999494897750/>

<https://www.livecareer.com/career-tips>

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Baldwin



“Thanks for coming in. We’ll get back to you as soon as we lower our expectations.”

Vocabulary

a meeting of minds	взаимопонимание, единство взглядов
ability	способность
accept challenge	принимать вызов
achieve a target	достичь цели
acquisition	приобретение, поглощение
administration and personnel	отдел кадров
adventurous	приключенческий
aim at	нацеливать на...
ambitious	амбициозный
apprentice	стажер
argue	спорить
aspirational	вдохновляющий
attend meetings	посещать собрания
attraction	притягательность
background	личные данные
be concerned	быть обеспокоенным
be engaged in	участвовать в
be good at	иметь способность к
be responsible	быть ответственным
benefit	выгода
broaden one's skills	расширять навыки
career move	карьерный шаг, карьерный ход
career opportunities	карьерные возможности
career plan	план карьерного роста
certain	определенный
confident	уверенный
confirm	подтверждать
contribution	вклад
convenient	удобный
corporate ladder	служебная лестница
cost-effective	экономически целесообразный
create	создавать
crucial	ключевой, решающий
decide on smth.	решать ч.-л.
decision	решение
defense	защита
delegate tasks	делигировать выполнение задания
deserve a promotion	заслуживать повышения
determine	определять
develop	развивать
development	развитие
disappointed	разочарованный
discover	открывать
do a job	выполнять работу
do one's best	делать все возможное
do research	проводить исследование

earn a bonus	заработать премию, бонус
earn money	зарабатывать деньги
energetic	энергичный
ensure	удостовериться
evaluate one's progress	оценивать достижения
experienced person	опытный человек
extra qualifications	дополнительные навыки
feedback	ответная реакция
finance	финансовый отдел
follow the advice	следовать совету
force	заставлять
frequently	часто
get a nine-to five-job	получить рутинную работу
get a promotion	получить повышение
get ahead in one's career	продвигаться в карьере
get the sack	быть уволенным
give advice	давать совет
go trekking	заниматься горным туризмом
goal	цель
graduate	выпускник
graduate from	заканчивать университет
handle	справляться
hidden	скрытый
hope (v.)	надеяться
in addition	в дополнение
increase	увеличивать
influential	влиятельный
leave	покидать
look for opportunities	искать возможности
make a list	составить список
make a living	зарабатывать на хлеб, зарабатывать на жизнь
make a mistake	сделать ошибку
make a move	снимать кино
make fortune	делать состояние
make progress	преуспеть, добиться прогресса
management	управление
master skills	овладеть навыками
mentally	мысленно
merger	слияние
motivation	мотивация
move ahead	двигаться вперед
multinational (n.)	международная компания
network	сеть
notice	замечать
opportunity	возможность
outline	очертить, наметить
package	упаковка

part-time job	работа с частичной занятостью
per annum	в год
performance	деятельность
physically	физически
prefer	предпочитать
prioritise	устанавливать приоритеты
priority	приоритет
production	производство
rapidly	быстро
reach the goal	достигать цели
recruit	нанимать на работу
recruitment	найм
refuse	отказывать
relationship	отношение
remain	оставаться
Research and development (R&D)	разработка и развитие
respected	уважаемый
responsibility	ответственность
retail banking	розничные банковские услуги
retrain	переучивать
revenue	прибыль
route	путь
sail (v.)	плавать
salary	зарплата
sales and marketing	отдел продаж и маркетинга
schedule	расписание
scheme	схема
seek satisfaction	искать удовлетворения
senior	высший
set objectives	ставить цели
settle into routine	войти в привычную колею
short/ long-term goals	краткосрочные/ долгосрочные цели
shortage	нехватка
significantly	значительно
social functions	общественные мероприятия
socialize with smb.	общаться с к.-л.
spreadsheet	динамическая таблица
staff	персонал
staff turnover	«текучка» кадров
stuck in	погрязнуть в
subsidiary	филиал
suitable	подходящий
superior	старший по должности
take a break	делать паузу, взять перерыв
take early retirement	рано уйти на пенсию
take on	принять вызов
take time off	сделать перерыв в работе, взять отгул

task	задание
team player	командный игрок
transform	менять
turnover	оборот
typical	типичный
unemployed	безработный
use charm	очаровывать
value	ценность
wage	зарплата
work anti-social hours	работать во внеурочные часы
work flexitime	работать по гибкому графику
work overtime	работать сверхурочно
workplace	рабочее место

Unit 2. SELLING ONLINE



Topics for discussion

Read the following statements about online shopping and make sure you understand everything. Which of the following statements do you agree with?

1. Stay home and shop online. You're too pretty to have to look for a parking space.
2. I love ordering things online because when they arrive it's like a present to me from me.
3. It's hard to find things that won't sell online.
4. I love shopping but I only really have time to do it online.
5. I don't feel bad about online shopping at work. It's the only place where I can spend money while I make it.

Vocabulary

1. Match the words with their Russian equivalents:

to offer a discount	a. получить деньги за товар/возврат
cooling off period	b. гарантия возврата денег
to get a refund	c. способ оплаты
money back guarantee	d. данные кредитной карты
to dispatch goods	e. беспроцентный кредит
method of payment	f. отменить заказ
expiry date	g. доставлять товары
credit card details	h. гарантийное и постгарантийное обслуживание
to buy in bulk	i. период, в течение которого клиент может вернуть товар/ услугу и получить назад деньги
interest-free credit	ж. вернуть товар
to cancel an order	к. покупать оптом
after sales service	л. быть в наличии/ не быть в наличии
to return goods	м. предлагать скидку
to be in/ out of stock	н. хранить на складе
to keep in a warehouse	о. дата окончания срока действия

2. Translate into Russian:

1. The customers are promised to dispatch the goods within a week of our order.
2. We are offered a 10 % discount if we buy in bulk.
3. The company guarantees that it will refund our money if we are not fully satisfied with its service.
4. Goods are kept in a warehouse until ready for delivery.
5. A good after-sales service is just as important as the product itself.
6. Peugeot will extend interest-free loans of up to 48 months if the buyer comes up with a downpayment of at least 20%.
7. Check the expiry date on the packet.
8. The customer is given the right to cancel the service during the cooling-off period.
9. Everything in the catalogue comes with a money-back guarantee.
10. The buyer asked the seller to return the goods under the terms of the contract.
11. This is the fastest and easiest method of payment.
12. Spare parts are guaranteed to be in stock.
13. Credit card details are only required to guarantee your booking.
14. I'd like to cancel our order.

3. Translate into English:

1. Мы тщательно защищаем Ваши личные данные и данные кредитной карты.
2. Мне нужно отменить заказ на запчасти.
3. Продавец потребовал вернуть товар и приложить к нему акт экспертизы.
4. Я должен был понять, что что-то происходит, когда он начал покупать оптом.
5. «Техноэкспорт» будет хранить это оборудование на своих складах.
6. Разве их наличие не гарантировано?
7. Я хочу попросить у совета директоров беспроцентный кредит для учреждения новой компании.
8. Мы предлагаем 30 дневную гарантию возврата денег с момента покупки.
9. Вы можете получить полный возврат средств, если вам не нравится этот товар.
10. Он предлагал клиентам скидку в случае ускоренной оплаты.
11. В торговых центрах не может не быть в наличии сенсорных мобильных телефонов.
12. Здесь вы можете ввести свою контактную информацию и указать способ оплаты.

Listening

4. Match the words with their Russian equivalents:

- | | |
|-----------------------------------|--|
| 1. to order on the phone | a. забирать товары |
| 2. to pick up goods | b. разместить заказ |
| 3. to call up a call center | c. осуществлять деятельность одновременно |
| 4. to enquire an order | d. заказать по телефону |
| 5. to run operations side by side | e. получать информацию |
| 6. to treat customers | f. наводить справки о заказе |
| 7. to place an order | g. обращаться с клиентами |
| 8. to acquire information | h. звонить в информационно-справочную службу |

5. Give the English equivalents:

1) на вебсайте, 2) идентичный, 3) магазины на главной улице, 4) оптимальный способ, 5) говоря о нашей деятельности, 6) розничный магазин, 8) варианты доставки 9) клиент, заказчик 10) просматривать что-то (в интернете) 11) лазить (в интернете).

Reading

6. Give the Russian equivalents:

1) high street, 2) bricks-and-mortar (shop), 3) dual pricing 4) to maintain margins 5) to account for 6) spending 7) consumer 8) to compare prices 9) impact 10) competitive 11) rival 12) to surf the Internet.

7. Translate into Russian:

1. Buyers find out about products, compare prices or spontaneously shop.
2. How do you maintain your margins without damaging your brand?
3. The impact of trade on the world economy and development has also increased.
4. Planned spending for 2001-2002 is approximately \$354 million.
5. The relationship between them is frequently of a competitive character.
6. The new document is available on the website.
7. We've grown up here, so we know how to treat customers.
8. A driver picks up goods from three different consignors.
9. We just acquire information and disseminate it.
10. We run operations from the Middle East to Antarctica.
11. If the retailer doesn't repair or replace your purchase, just give us a call.
12. For further questions please call up the call centre.

8. Translate into English:

1. На долю сельского хозяйства приходится приблизительно 30% ВВП страны.
2. Наш главный конкурент - особенно беспощаден.
3. Дети сидят в Интернете весь день.
4. Традиционные магазины обычно продают широкий ассортимент продуктов.
5. Первоначально Европейский союз настаивал на отмене двойного ценообразования на газ.
6. Эти требования, в конечном счете, диктуются интересами потребителей.
7. Результат работы программ идентичный, но методы разные.
8. Этот заказчик заинтересован в налаживании долгосрочных деловых отношений.
9. Я слышала, что они открывают колл-центр.
10. Дайте знать, если захотите сделать заказ.
11. Варианты доставки оговариваются индивидуально в каждом отдельном случае между покупателем и представителем магазина.
12. Мы можем просмотреть онлайн последний выпуск Computer Graphics World.

Language review

9 Translate the English proverbs into Russian and find the Russian equivalents:

1. A man can do no more than he can.
2. Anyone who has to ask the price cannot afford it.
3. People who live in glass houses should not throw stones at their neighbours.
4. You must learn to walk before you can run.
5. He who falls today may rise tomorrow.
6. A bird may be known by its song.
7. He who laughs at crooked men should need to walk very straight.
8. Talk of the devil and he is to appear.
9. A tree must be bent while young.
10. The wind can't be caught in a net.

10. Put the words in the following sentences in correct order:

1. don't / to / I / answer / have / questions / your. – I don't have to answer your questions.
2. round / work / have to / farmers / the year / all.
3. you / not / hospital / noise / must / make / in.
4. better / we / find / a / should / job.
5. too much / you / salt / and / eat / sugar / shouldn't.
6. do / get / to / Turkey / I / have to / a visa ?
7. he / manners / improve / his / needs to.
8. needn't / you / complain.

11. Read the conversation. Choose the correct modal verb.

A: Hello! What's your name, please?

B: My name's Helen.

A: How do you feel you must, you can and you may in your daily activities, Helen?

B: Well, it depends on the day and on the activities.

A: What do you mean?

B: On weekdays, I feel I must, sometimes I may and most often I can. On Sundays, I feel I may, but sometimes I feel I must again And I can or I can't.

A: Oh, but still what do you mean by that?

B: On weekdays I have 3-4 classes. I (must / may) get up at 7 o'clock. I (must / may) take some meal and (must / can) leave home. I (should / can) get to the University on foot, but I seldom do it. I (shouldn't / mustn't) be late. I (am able to / must) come at 8.30, so I take a bus to get on time. I (must/may) be active in class. I (can / must) stay in the University till 14.00. At 12. 00 we (may / need) have lunch. I want to become an economist, so I (must / may) do all this. On Sunday I (am to / may) do whatever I like. I (am allowed to / may) sleep late if I like. I (should / may) stay at home, or go to the cinema. I feel I must on Sundays too. I feel that I (will / must) do my homework and I say that I can do it.

A: Oh, I see. Thanks so much, Helen!

12. Translate into English:

1. У него, должно быть, есть чувство юмора.
2. Завтра день рождения твоей сестры. Я думаю, что ты должен подарить ей что-нибудь.

3. Он должен был вернуться в гостиницу, так как вылет его самолета задерживался.
4. Тебе не надо идти сегодня в магазин, так как мы обедаем в гостях.
5. Она знала, что должна все объяснить им.
6. Зачем мне идти туда пешком?
7. Я не знаю, почему это она не хочет поговорить с ними сама.
8. Отец говорит, что я должен остаться с ним еще немного.
9. Все устроилось. Теперь мне не надо ехать в Лондон.
10. Зачем тебе откладывать на завтра то, что ты можешь (мог бы) сделать сегодня?
11. Мне незачем говорить вам, почему это надо сделать, не привлекая ничьего внимания.
12. Я не вижу, почему бы вам не быть друзьями.

Skills

13. Match the words with their Russian equivalents:

- | | |
|---------------------------|----------------------------------|
| 1. negotiating tips | a. быть дружелюбным |
| 2. to be friendly | b. обращать внимание на ч-л./к-л |
| 3. to have clear aims | c. создать сайт |
| 4. to pay attention to | d. назначит цену в \$50 за час |
| 5. to make an order | e. выходить из-под контроля |
| 6. to set up a website | f. советы по ведению переговоров |
| 7. payment terms | g. сделать заказ |
| 8. to charge \$50 an hour | h. платить к-л за час |
| 9. to get out of control | i. условия оплаты |
| 10. to pay smb. per hour | j. иметь четкие цели |

14. Give the English equivalents:

- 1) язык жестов, 2) сеть книжных магазинов, 3) приоритет, 4) стандартная оплата, 5) фиксированная сумма, 6) заранее, 7) книжная обложка, 8) привлекать внимание, 9) загружать (файл), 10) звучать разумно.

15. Translate into Russian:

1. Governments should pay attention to personal data protection and European legislation on that matter.
2. Functions of each staff in the case of incident should be specified beforehand.
3. Five years ago, would you have believed you could be friendly with my mother?
4. The rate of pay per hour was increased by 25 per cent last year.
5. We need to make sure that we're using the right antibiotics so that this doesn't get out of control.
6. The contract was for a fixed-price amount of \$17 million.
7. The payment terms usually involved a cash payment that was due within one to three months from the invoice date.
8. Given the current strategic situation, Italy gives priority to nuclear issues.
9. Copies of published texts of United Nations human rights instruments may be obtained through bookstore chains.

10. I mean, who knew it'd be this hard to pose for a book cover?
11. A user can then print the table and/or download it.
12. The organizers of the exhibition stated that they wanted to attract attention to the new role of religious institutions in Russian life.
13. Everything you say sounds perfectly reasonable.
14. The perception of clear aims is the best motivation for a public employee in his work.

16. Translate into English:

1. А ещё ты могла бы дать мне пару советов по ведению переговоров.
2. Для предоставления общественности дополнительной информации Бюро создало веб-сайт.
3. Повышение качества оказания помощи - это действительно ключевой приоритет.
4. Ричард старался быть дружелюбным, но она была грубой.
5. Вам нужно быть очень внимательными к языку тела.
6. Для того чтобы сделать заказ свяжитесь со службой поддержки, менеджер по продажам задаст Вам несколько вопросов.
7. Сколько вы берете за час, доктор?
8. Условия оплаты включали цену товара и проценты.
9. Звучит как разумная стратегия, сэр.
10. Моя цель – не привлекать внимание.
11. Ты должен был хорошо всё организовать заранее.
12. Помощь должна быть направлена на достижение ясной цели.
13. Я заплачу, сколько будет нужно.
14. Кроме того, вы можете загрузить документы о научных исследованиях и развитии технологий.

17. Translate the article into English:

Покупаем в Интернете

В наши дни более чем когда-либо все больше людей совершает покупки, используя сеть Интернет. Ведь «в Сети» можно приобрести товары самого широкого ассортимента, от недвижимости до обуви и авиабилетов.

Так каковы же преимущества онлайн-шоппинга?

Фантастическое удобство: По сравнению с оффлайновым магазином с фиксированными часами работы, онлайн-магазин доступен круглосуточно. Это особенно удобно для молодых матерей, людей, ограниченных в передвижении, а также для тех покупателей, которые живут в сложных погодных условиях.

Возможность сравнивать цены: Когда вы приходите в магазин, вы, вероятнее всего, вынуждены будете согласиться на ту цену, которую выставит продавец, какой бы она ни была. С онлайн-шоппингом дело обстоит иначе: вы можете сравнивать сотни цен от разных продавцов.

Бесконечный выбор: Торговое пространство на полках оффлайнового магазина ограничено, а это означает и ограниченность выбора товара. В случае с онлайн-магазином это не так. Кроме того, если вы не нашли товар в одном онлайн-магазине, вы можете просто перейти в следующий.

Легкий доступ к отзывам покупателей: В Интернете вы легко найдете мнения покупателей практически о любом товаре, что позволяет вам делать более осознанные покупки.

Отсутствие давления при покупке: Совершая покупку в обычном магазине, каждый из нас хоть раз подвергался грубоватому давлению со стороны не в меру настойчивых продавцов. Вы можете избежать этого, делая покупки онлайн. Это лишь несколько преимуществ онлайн-шоппинга.

Но имеет ли он недостатки? К сожалению, да. Рассмотрим некоторые из них:

Вы не можете померить вещи: Если вы покупаете предмет одежды, вы не можете пощупать материал, надеть вещь, рассмотреть детали пошива. Если вы не знаете собственный размер и незнакомы с брендом предлагаемой одежды, ваша покупка может закончиться плачевно.

Вы не можете получить немедленный ответ на интересующий вас вопрос: Если вы хотите задать вопрос относительно выбранного товара, вам, скорее всего, придется ждать ответа как минимум 24 часа (хотя на многих сайтах для этой цели предусмотрена возможность онлайн-чата).

Конфиденциальность и безопасность: Вопросы конфиденциальности и безопасности при покупках онлайн довольно актуальны, но существует ряд мер, которые вы можете предпринять, чтобы обезопасить онлайн-операции с деньгами. Например, обращать внимание на то, защищен ли сервер: аббревиатура HTTPS (Hyper Text Transfer Protocol Secure) в адресе сайта свидетельствует о том, что он защищен. Также вы должны научиться распознавать обман и мошенничество при операциях онлайн, уметь пользоваться анонимайзером и не разглашать собственные персональные данные при работе в Интернет.

WRITING

Order Letter Writing Tips:

Write the letter in a precise manner.

Make sure you keep the language of the letter formal and easy so that the reader does not find it difficult to read.

If you are writing the letter to place an order make sure you do not make any mistakes.

Avoid making spelling and grammar errors.

Write the letter in a polite and appropriate manner.

Dos and don't's of order letters:

An Order Letter should be addressed to the person responsible for executing the order.

It should include all the terms and conditions agreed upon by both involved parties.

There is no need to use too many adjectives in the letter since it is purely for an order being placed.

The letter should have all relevant details related to the order, for example, quantity, price and other terms and conditions.

1. Study examples 1 and 2 and comment on the style of the letters, their structure, logic and vocabulary.

Example 1 - Letter of Order:

Mancini Kitchen Equipment

Troy D. Mancini

4220 Straford Park
Harold, KY 41635

Dear Mr. Mancini,

We would like to purchase twenty two (22) individual stand mixers (Model #43423), all in the color red.

We would like you to charge this purchase to the preexisting account that we have with you, business account #543234.

We hope to receive this order no later than Friday, November 11th, 2009. Attached to this letter please find our preferred shipping method and receiving address.

Please confirm that you received this order by calling us at 232-231-4563 anytime during business hours, Monday to Friday.

Thank you for your cooperation
Keller Kitchen Co.

Example 2 - Letter of Order Confirmation

Hello Victor,

Thank you for your recent purchase from Furniture World. The team are currently working on getting your item dispatched, and it should be with you within 5 working days.

Order Details

Order Number: 86675564

Mellow White Leather Sofa

Price Inc Delivery: \$754

Payment Method: Credit Card

Delivery Address:

8561 Honey Pioneer Autoroute, Burnt House, Wisconsin, 53091-3064

Note: Because this is a large item you will need somebody to sign for the delivery upon arrival and to grant the drivers access to the property in order to position it somewhere convenient.

If you should have any problems or queries about this order please contact customer support on (534) 872-9133, or via email at support@furnitureworld.us

All the best,
Furniture World

Writing Task:

Color World placed an order with National Paints Co. Ltd. for various paints. Read the letter of order and write an order confirmation letter using appropriate information.

Color World
15; New Market, Dhaka-1200
1st September 2012
Manager,
Sales Division
National Paints Co. Ltd.
20, Tongi, Gajipur.
Sub: Order for various paints.
Dear Sir,

Thank you for your quotation and the price list. We are glad to place our first order with you for the following items:

SL. No:	Description	Quantity	Weight	Unit price	Amount (Tk.)
1	Enamels paint	25 Tins	100 lbs	1000	25.000
2	Synthetic paint	20 Tins	2001bs	2000	40.000
3	White paint	10 Tins	10 lbs	500	5.000 70,000

Since the above goods are required immediately as our stock is about to exhaust very soon. We request you to send the goods through your “Motor” van.

We shall arrange payment within ten (10) days to comply with 5/10, Net 30 terms. Please send all commercial and financial documents along, with goods. We reserve the right to reject the goods if received late.

Yours faithfully,

Mohammed Tareq
Purchase Manager,
Color world

Texts for retelling and discussion

1. Read the text and retell it:



Pros and Cons of Online Shopping

A lot of people nowadays prefer to shop online because it is so convenient and easy. Every consumer who has experienced it will have his/her own views about it. This article will give you a clear picture about the positives and negatives of online shopping so that you can easily analyze its risks and benefits. With increased use of Internet, more and more people are drawn towards online shopping. This means of buying products has gained immense popularity in today's times. Earlier, Internet was only accessible to people of developed countries, but recent revolution has made it accessible to almost all parts of the world. With increased awareness, people now flock towards Internet for shopping. The concept of shopping goods through online services has been highly recognized and

accepted, as it provides several benefits to the customer. However, every good aspect has a bad side to it and this is true to online shopping as well. The advantages and disadvantages of this kind of convenience shopping are listed below.

Advantages

The best part of online shopping is that you can shop from home. There is no need to go to the mall to purchase the item you need. You just need to order and it will be available right at your doorstep.

It is convenient and easy! You do not need any degree to learn online shopping. All you have got to do is, visit the website, search for your product and buy it. Your product is just a click away!

Shopping online gives you the privilege to shop whenever you want. The stores are never closed and you can do your shopping 24x7.

It provides variety to the buyer. You don't need to jump from shop to shop to look for varieties of a product available in the market. The options available online are many and this is one of the best features of online shopping.

Shopping from malls and stores makes it difficult to compare between features and prices of products. Shopping through websites provides simplified comparison of products and helps in deciding which one should be purchased.

Many websites develop special discount schemes from time to time to attract customers. You can always buy products under such schemes and save a lot of money.

It keeps annoying salesperson away. Aggressive salesmen often pressurize you to buy their products. This harassment can be simply escaped by shopping using the Internet.

Disadvantages

The first disadvantage is that there is a time lag between you making the payment and the delivery of the product.

You cannot try out the product before buying it. Many people like to try things out before making the payment. This feature remains missing when you buy a product online.

High shipping costs often add up to the total cost of the product. Companies usually set very high shipping costs, which add to the total expenditure. Also, if the product is shipped from another country, you are to pay extra taxes for it.

The payment method may not be secure. With increased security issues, making online payment through debit or credit cards might be insecure. It is therefore important to check whether the payment gateway is secured or not.

Possibility of product damage while shipping cannot be reduced. If the product received is damaged, it may again take several days for replacement or the company may not provide any replacement at all.

The ease of shopping can be extremely dangerous for shopaholics, as they may get provoked to buy many items at a time leading to unwanted expenditure. The incidence of billing errors is high and if you face one, you will again have to follow a long procedure and wait for several days before the error gets resolved. You need to have a debit or credit card to make a purchase. Very few websites give you the option of paying cash or check on delivery.

If you are trying this shopping method for the first time, you should get some tips for safe online shopping from your friends and relatives who have already tried it out, so that you do not make any mistakes. Also, weigh the pros and cons and decide for yourself whether you would like to go for it or not.

2. Read the text and discuss it:



Ecommerce Selling and Buying Products Online

Web is the major supply of getting information these days. Everyone use to search over the internet to find some sort of information. Not just for information but net is also employed for other reasons. Lots of people invest their time on net only for activity purpose, some for interaction via email, talking etc and there are additionally some individuals whom invest a great deal of money on internet besides. Online makes it possible to sell and purchase items online via an ecommerce site.

Ecommerce is just the buying and selling of products online. Lots of people on daily basis take part in ecommerce e.g some for selling functions many for purchasing reasons. Most widely used as a type of e commerce is simply purchasing the merchandise or services from an internet store. Today every other company used to offer their products or services online. They show their entire services or products on an internet store. Men and women see their particular site, see the merchandise, read their information and lastly continue acquisition after selecting the favorite one. Full process is internet based. Only complete your order after doing payment via a shopping card a product will undoubtedly be delivered to you within prescribed time period.

Every company needs to build an ecommerce web site to offer their particular products. With this they might need an effective ecommerce web design to create the greater amount of visitors into internet site. Furthermore e commerce web design should really be powerful enough so to make the visitors buy the products. But additionally, there are some e commerce web pages which are purely web. These web pages allow people from all over the world to sell their products or solutions . You just have to upload your product or service information on these web sites. These web pages charge a really small portion of the quantity through the item offered. Because these sites are very preferred and that means you won't need to value the traffic for the product.

This is stated that success of an e commerce web site is based on its web design. It's e-commerce web design and in addition converts your visitors into purchasers. Its significance can not be underestimated.

Vocabulary

accommodation	размещение
(to) account for	насчитывать
accurate	точный
(to) acquire information	получать информацию
(to) acknowledge	признавать
(to) adopt	применять, осваивать
advantage/ disadvantage	преимущество/ недостаток
after-sales service	постгарантийное обслуживание
agenda	повестка дня
agreement	соглашение
(to) allow	позволять, разрешать
(to) appeal	привлекать
appropriate way	оптимальный способ
(to) arrive at/in	прибывать
as soon as possible	как можно скорее
(to) attract attention (to)	привлекать внимание
(to) back up	поддерживать
bargain	удачная покупка
(to) be in/ out of stock	быть в наличии/ не быть в наличии
(to) behave	вести себя
body language	язык жестов
book cover	книжная обложка
bookstore chain	сеть книжных магазинов
bricks-and-mortar (shop)	здание, традиционный магазин
(to) browse	просматривать что-то (в интернете)
budget	бюджет
(to) buy in bulk	покупать оптом
(to) cancel an order	отменить заказ
car hire	аренда автомобиля
(to) cause	причинять
(to) change one's mind	передумать
(to) charge \$50 an hour	назначит цену в \$50 за час
common	общий
(to) compare prices	сравнивать цены
competitive	конкурентоспособный
concern	беспокойство
(to) confirm	подтверждать
consumer	потребитель
cooling off period	период, в течение которого клиент может вернуть товар/ услугу и получить назад деньги
credit card details	данные кредитной карты
currently	в последнее время
cut-throat	беспощадный
damaged	поврежденный
database	база данных
delivery options	варианты доставки

demand	спрос
destination	место назначения, пункт прибытия
(to) dispatch goods	доставлять товары
dual pricing	двойная система цен
(to) encourage	поощрять
(to) enquire an order	наводить справки о заказе
environment	среда
(to) exchange	обменивать
existing	существующий
expiry date	дата окончания срока действия
extra cost	дополнительная плата
(to) face	сталкиваться
fixed amount	фиксированная сумма
gear bag	сумка для инструментов или принадлежностей
(to) get out of control	выходить из-под контроля
guarantee	гарантия
(to) have impact on...	иметь влияние на...
(to) have clear aims	иметь четкие цели
(to) hesitate	сомневаться
high-street shops	магазины на главной улице
identical	идентичный
in advance	заранее
in bulk	оптом
insurance	страховка
interest-free credit	беспроцентный кредит
in terms of our operation	говоря о нашей деятельности
invoice	счет-фактура
item	наименование
joint venture	совместное предприятие
length	длительность
link	переход на сайт
logo	логотип
(to) maintain margins	сохранить прибыль
maintenance	поддержка
(to) make an arder	сделать заказ
(to) make a point	считать что-л. обязательным для себя
(to) navigate	лазить (в интернете)
(to) negotiate with	вести переговоры с...
negotiating tips	советы по ведению переговоров
negotiation	переговоры
normal fee	стандартная оплата
(to) offer discount	предлагать скидку
on condition	при условии
packaging	упаковка
password	пароль
(to) pay attention to	обращать внимание на ч-л./к-л
payment term	условие оплаты

(to) pick up goods	забирать товары
(to) place an order	размещать заказ
priority	приоритет
proof	защищенный
(to) purchase	приобретать
query	запрос, вопрос
queue	очередь
range	ассортимент
receipt	квитанция, счет
(to) receive	получать
refund	возмещение
(to) research	исследовать
retailer	розничный магазин
(to) return goods	вернуть товар
rival	соперник
rule	правило
(to) run	управлять
(to) run operations side by side	осуществлять деятельность одновременно
sale	распродажа
search engine	поисковик
selection	выбор
(to) set up a website	создать сайт
shipping	отправка
short-term/ long-term	краткосрочный/ долгосрочный
solution	решение
(to) sound reasonable	звучать разумно
spending	расходы
storage	хранение, склад
store	магазин
successful	успешный
suitable	подходящий
supplier	поставщик
(to) surf the Internet	сидеть в интернете
(to) treat customers	обращаться с клиентами
turnover	оборот
urgent	срочный
visible	видимый
warehouse	склад
wholesaler	оптовик

Helpful online shopping vocabulary

Account	Учетная запись покупателя на сайте интернет-магазина
Add to cart	Добавить в корзину
Advanced search	Расширенный поиск
Availability (In stock, Out of stock)	Наличие товара (В наличии, Нет в наличии)

Backorder (date)	Товар, который скоро поступит на склад (часто рядом ставится предполагаемая дата поступления)
(Shopping) Basket, Cart	Корзина покупателя
Best sellers	Бестселлеры (товары повышенного спроса)
Billing address	Адрес, на который зарегистрирована банковская карта
Buy on the Internet	Покупать в сети Интернет
Card (Credit card)	Пластиковая банковская карта (кредитка)
Card Number	Номер кредитной карты
Checkout	Расчет, оплата товара
Confirm	Подтвердить
Continue	Продолжить
Create a profile	Создать профиль (клиента)
Customer service	Отдел обслуживания клиентов, техническая поддержка
Customers' Top Rated	Товары с наивысшим рейтингом, присвоенным покупателями
Delete	Удалить товар из корзины
Description	Описание товара
Discontinued	Снят с продажи
Discount	Скидка
Email address	Адрес электронной почты
Estimated Taxes	Предполагаемый налог
Expiration Date	Действительна до: (о сроке действия кредитной карты)
FAQ (Frequently Asked Questions)	ЧАВО (Часто Задаваемые ВОпросы)
Free	Бесплатно
Gift	Подарок
Import charges (estimated)	Пошлина на импорт (предполагаемая)
Imported	Импортный
In stock	В продаже
Item	Артикул, товар, наименование, позиция
Log in (out)	Войти / Выйти из системы
Low stock, low quantity	Осталось ограниченное количество товара
Money back guarantee	Гарантия возврата денежных средств
My bag	Корзина покупателя
New Arrivals	Новые поступления
New customer	Новый клиент
Only _____ left in stock	В запасе осталось только _____ шт. товара
Order	Заказ
Out of stock (OOS)	Нет в наличии
Outlet	Скидки, распродажа
Page _____ of _____	Страница _____ из _____
Payment	Оплата
Piece (pcs)	Штука (шт.)
Price (High, Low)	Цена (высокая, низкая)
(Order) Processing fee	Сбор за обработку заказа
Quantities limited	Количество товара ограничено

Quantity	Количество
Recalculate	Пересчитать стоимость заказа
Recently Viewed Items	Недавно просмотренные товары
Remove	Удалить товар из корзины
restocking fee	Сбор при возврате товара
Returns	Возврат
Return policy	Правила возврата
Reviews	Отзывы (мнения) покупателей
Search	Поиск
Security Code, Card Code Verification (CCV)	Трехзначный код проверки подлинности кредитной карты
See larger view	Посмотреть крупным планом
Select a category	Выбрать категорию
Select a size	Выбрать размер
Shipping Rates & Policies	Расценки и политика доставки
Shop now	Перейти к покупкам
Shop over the Internet	Покупать по Интернет
Sign in (out)	Авторизоваться / Выйти из системы
Size	Размер
Size chart / guide	Размерная сетка
Sort by (price, availability)	Сортировать по (цене, наличию)
Store Directory, Index	Рубрикатор, Указатель (магазина)
Tax	Налог
Total (Tax included/incl.)	Итого (включая налог):
Trusted website	Надежный вебсайт
VAT	НДС (Налог на добавленную стоимость)
VAT excl. (excluded)	Без НДС
VAT incl. (included)	С НДС
Wishlist	Список желаний
Zoom (in/out)	Приблизить (удалить)

References:

<http://www.buzzle.com/articles/pros-and-cons-of-online-shopping.html>
<http://newonlineshopping.net/ecommerce-selling-buying-products-online/>
<https://skyeng.ru/articles/>
<http://howtowritealetter.net>

Unit 3. COMPANIES

Starting up

1. Match the words with their Russian equivalents:

- | | |
|--|---|
| 1. construction | a. информационные технологии / электроника |
| 2. pharmaceuticals/chemicals | b. пищевая промышленность, производство продуктов питания и напитков |
| 3. engineering | c. фармацевтические товары (препараты) / химические товары |
| 4. telecommunications/Media | d. туризм |
| 5. retailing | e. производство транспортных средств, автомобильная промышленность |
| 6. banking and finance | f. телекоммуникация/ пресса; среда передачи информации |
| 7. transport | g. розничная торговля, осуществление розничной торговли |
| 8. vehicle manufacturing | h. машиностроение, проектирование, техника, инженерно-конструкторские работы |
| 9. IT (Information Technology)/electronics | i. банковские услуги/ банковские операции и финансовая деятельность/ финансовая сфера |
| 10. food and drink | j. строительство, построение |
| 11. tourism | k. транспорт, перевозка, средства сообщения |

2. Translate from English into Russian:

1. JEITA – Japan Electronics and Information Technology Industries Association.
2. Businesses in the food and drink industry often use large quantities of water during their production processes.
3. The term Information Technology is commonly used as a synonym for computers and computer networks, but also for other information distribution technologies such as television and telephones.
4. The Lithuanian construction sector can be characterized by a large quantity of little construction companies (9 and less employees).
5. Retailing encompasses selling goods and services to their Customers for their family or household use.
6. Food and drink industry includes businesses that process fruit, vegetables, poultry and fish, and many others.
7. Revenues from telecommunications services are derived from sales to business consumers (retail revenues) and to other carriers (wholesale revenues).
8. The future of the Indian pharmaceuticals business seems favorable due to the great demand for its products.
9. When entering a country, we begin by mapping the challenges facing the media sector and consult with the country's existing media community.
10. Telecommunications helps current and future media professionals understand the relationship between the broadcast, cable television, telephony, and Internet communication industries.
11. Investment and business opportunities in Africa's tourism sector are vast and when chosen carefully, they can be very rewarding.

12. Tourism sector contributed 3% to Lithuania's total added value in 2016.
13. Providers of telecommunications services provide diverse information and communications technology (ICT) services.
14. We want to send enquiry for banking and finance sector recruitment services.
15. The transport sector, including the vehicle manufacturing industry and their suppliers, accounts for a large share of GDP in many countries.

Vocabulary

3. Match the words with their Russian equivalents:

- | | |
|----------------------------|---------------------------------|
| 1. share price | a. собственная компания |
| 2. workforce | b. прибыль, доход |
| 3. profit | c. международная компания |
| 4. turnover | d. цена акции |
| 5. subsidiary | e. трудовые ресурсы, кадры |
| 6. market share | f. дочернее предприятие, филиал |
| 7. head office | g. оборот, обрачиваемость |
| 8. a multinational company | h. семейная компания |
| 9. a family owned company | i. доля рынка |
| 10. one's own company | j. головной офис |

4. Translate from Russian into English:

1. Они провели анализ использования трудовых ресурсов и затрат на оплату труда.
2. Какая цена акций компании Sony?
3. Прибыль играет важную роль в системе формирования и распределения доходов предприятия.
4. Оборот это показатель суммарных продаж организации за определенный период.
5. С юридической точки зрения, дочернее предприятие — это практически свободная организация, которую финансирует другая компания.
6. Эта компания контролирует наибольшую долю рынка.
7. Нижегородская компания "Росбанк-Волга" после смены названия на "Коселев-Банк" перенесет свой головной офис в Самару.
8. Головной офис МТС расположен в Москве.
9. Все эти новшества внедряются этой международной компанией с целью предоставления высокого уровня услуг своим клиентам.
10. Наша собственная компания осуществляет поставку товара в регионы собственным автомобильным транспортом.
11. Столица располагает постоянным количеством рабочей силы, привлеченной значительными налоговыми льготами.
12. Международный маркетинг - это рыночная концепция управления деятельностью международных компаний.
13. Дочернее предприятие – это самостоятельная организация, которая ведет свое хозяйство и документацию.
14. Маржа прибыли до налогообложения это отношение чистого дохода до налогообложения к чистым продажам.

Listening

5. Match the words with their Russian equivalents:

- | | |
|----------------------------------|---|
| 1. production line | a) быть модной (-ым), в тренде |
| 2. packaging | b) определить тенденцию |
| 3. stay ahead of the competition | c) семейный бизнес |
| 4. to tackle smth | d) обрисовать, наметить, обозначить, |
| 5. to build on one's strengths | e) оставаться впереди конкурентов |
| 6. to adjust | f) производственная линия |
| 7. to outline | g) решать что-то |
| 8. family - owned business | h) упаковка |
| 9. be fashion conscious | i) приспосабливаться, приспособливаться, адаптироваться |
| 10. to spot a trend | j) опираться на свои сильные стороны |

6. Find English equivalents:

1) простая бизнес-идея, 2) быть успешной во всем мире, 3) идти в ногу с тенденциями моды, 4) встречать с распростертыми объятиями, 5) адаптировать, усваивать, 6) директор по персоналу, управляющий кадрами, 7) коллега, сослуживец, 8) зарубежные магазины, 9) произвести/создать новый дизайн, 10) предоставить точку опоры.

Reading

7. Find English equivalents:

1) компания номер один, 2) отвечать приоритетам людей, 3) экологически безопасный/ безвредный, 4) гибридный автомобиль, 5) сделать клиентов удовлетворенными, 6) прибыльный автопроизводитель, 7) обязательство перед сообществом, 8) взносы на благотворительность, 9) адаптироваться к культуре, 10) (медицинское) лечение, 11) инвестиции в сообщество, 12) ориентированная на клиента, 13) иметь высокий балл, 14) тратить на спонсорство.

8. Translate from English into Russian:

1. Toyota is the number one company for customer services.
2. Everybody talks about being customer-focused, but few people really know what it means.
3. Environmentally friendly technology is a rapidly growing field that focuses on new scientific and technical methods that benefit the earth.
4. I don't know if the auto parts of a hybrid car are the same price as the auto parts of just an ordinary car.
5. Beautiful flight attendants are doing everything to make their clients satisfied with the service.
6. See the Bank of the West Commitment to Community Report to learn about our support of financial education, workforce development, entrepreneurship and medical treatment.
7. If you intend to make contributions to charity, make sure you are donating to a qualified charitable organization.

8. This report will show you how to adapt to the varied culture of England, Scotland, Wales and Northern Ireland..

9. If there is little response to medical treatment or if any complications occur, surgery is necessary.

10. Porsche, the world's most profitable carmaker, has announced it will build a four-door car, to go on sale next year.

11. Have I mentioned every single detail in the graph in order to score highly?

12. One factor should be considered when determining how much to spend on sponsorship.

13. Nonetheless, you need to know who your customer is before you can begin to build a customer-focused business.

14. The Polaris Foundation is dedicated to long-term investment in the communities where we live and in which we do business.

15. But in order to own a hybrid car, buyers must first face one of the most common problems – the hybrid dealer servicing.

9. Translate from Russian into English:

1. Производство экологически безопасной продукции — ключевая задача при экологизации сельскохозяйственной деятельности.

2. Гибридный автомобиль это экономия средств и забота об окружающей среде.

3. Лидирующие маркетинговые компании знают, что сделать клиента удовлетворенным, значит заставить его совершать покупки снова и снова.

4. Каждый человек имеет обязательство перед сообществом.

5. Если фонд получает взносы на благотворительность, полный набор документов нужен для того, чтобы свести к минимуму претензии проверяющих.

6. По словам Железняк, иностранцы должны адаптироваться к российской культуре.

7. Медицинское лечение сосудов пиявками улучшает самочувствие человека.

8. На прошлой неделе в г. Барнауле состоялся форум инвестиций в сообщество.

9. Зачем коммерческие структуры тратят прибыль на спонсорство?

10. Кредо этой компании отвечает приоритетам современного молодого человека.

11. Определенные финансовые вложения необходимы для того, чтобы сделать клиентов удовлетворенными.

12. Если хочешь сделать свою компанию компанией номер один — начни с себя.

13. Построение бизнеса с использованием стандартов сервиса является отличительной особенностью компании, ориентированной на клиента.

14. Компании Toyota, Chrysler и Hyundai являются самыми прибыльными автопроизводителями мира в сегменте массовых машин.

15. Cryptopus это инвестиции в сообщество криптоброкеров.

Language review

10. Put the words in the right word order and then translate sentences into Russian:

1. months / new / are / product / six/ we / a / launching / in.

2. customers /sales/to/the/ are/our/ closer/ resources.

3. year /investing/ this /you/ in /money/ are/more .
4. have / businesses / employees /98 percent / of /20/ U.S. /less / than.
5. don't / fulltime / want / hire /all/ companies / to / staff.
6. celebrate/ founded / September 27 / we / World Tourism Day/ by/ on/ the / United Nations.
7. says / Federal Communications Commission / can't /newly-approved / 9/ in / Lifeline program / companies /participate/ in /the.
8. goods / economy / an/ production / distribution /the / area /a/ is / and/ of /consumption /services/an/ of/ and.
9. most / this /the / what / sector /companies /in / are / profitable?
10. companies / survey / conducted /result / professional / a/ is / the / by / of /IT / this.

11. Fill in the gaps with the correct prepositions:

1. Our company is looking ... a new Personnel Director.
2. Our business invests a lot ... R&D.
3. Their subsidiary in Ottawa is going ... a difficult period.
4. This advertising agency never works ... weekends.
5. The company's head office is located ... Sheffield.
6. We look forward ... hearing from you.
7. We are thinking ...withdrawing these products from sale.
8. I'm afraid we have to put ... the meeting.
9. They were all in favor ... redesigning the model.
10. The commission finished checking ... 8 o'clock in the evening.

12. Open the brackets using Present Simple or Present Continuous:

1. We rarely ... out by more than a dozen machines a year (buy).
2. At moment, we for the presentation (prepare).
3. When two or more partners ... the company, they are usually called partners (control).
4. What project you on now (work)?
5. You always ... your silly questions (ask)!
6. Poor service and frequent delays often ...an airline's reputation (harm)
7. Unfortunately, our computers...well at the moment (not/to sell)
8. It only... our department two days to prepare the annual report (take).
9. Which market segments....they usually (target)?
10. He ...the testing of some new machines this week (supervise).

13. Translate the sentences from Russian into English:

1. Многие люди критикуют авиакомпании и требуют лучшего обслуживания.
2. Ты постоянно теряешь документы!
3. Этот новый метод позволяет компаниям проверять потенциальных сотрудников.
4. Когда компания запускает новый продукт, она дает ему броское название.
5. Какие препараты Ваша команда тестирует в лаборатории на этой неделе?
6. Новые предприятия быстро разрастаются.
7. Экономический подход нового президента Дональда Трампа начинает формироваться.

8. Жизненный цикл продукта описывает стадии, через которые проходит продукт.

9. Менеджеры это такие гиды, которые помогают организациям ориентироваться в постоянно изменяющихся ситуациях.

10. В мае 2016 компании Nestle, Anheuser-Busch и Coca-Cola располагались на вершине списка крупнейших пищевых компаний в мире.

11. Armored Vehicle Manufacturing, ведущая канадская компания, специализируется на запчастях.

12. Туризм в Китае стремительно развивается. Там в последнее время был большой всплеск внутреннего туризма и большой рост иностранных туристов.

Writing: Proposal Document

The first thing to note: there are both various types of Proposal Documents (Proposals) and different recommendations for their writing.

Sample 1

IT Project Proposal Document¹ (<http://www.sampledocuments.in/it-project-proposal-document.html>)

IT project proposal document submitted on: 1st June 2012

IT project proposal document submitted by: JS IT Solutions Pvt. Ltd.

IT project proposal document submitted on behalf of: University of Genoa

Purpose of the IT project proposal document:

To prepare a report after a complete survey of the existing IT infrastructure of the university.

To try and increase interdepartmental IT access as part of the opening out of knowledge and resources program which the university is embarking on.

To advice and train employees with basic IT knowledge so that they can maintain and perpetuate the IT changes that will be suggested and incorporated by the university authorities.

To create a precedent of such a kind of IT project proposal document which can then be placed in the public domain and which can be used by other universities and educational institutions in the future. This is the first of its kind, and should propagate many more analyses of this nature.

Features of IT project proposal document:

There is a proposal to create an integrated network of computers and computer banks which will increase accessibility of the student and professors.

This will be an interdepartmental phenomenon and latest research, cutting edge reference material and JSTOR access shall enhance the IT configuration of the university.

The employees of the universities, especially the librarians, will be trained through special workshops and seminars to constantly upgrade their IT expertise and to handle small and localized problems on their own.

1. *An IT project proposal document* is one which contains various suggestions to improve the IT infrastructure of a company or an institution. This is the result of a survey conducted by professional IT companies and agencies, and the suggestions provided must be incorporated by the client company for their betterment.

Sample 2

Proposal for Cost Savings (<http://www.wikihow.com/Write-a-Proposal>)

Situation: Our current printers print on one side only. All prints generated for employee use or customer mailouts require a separate piece of paper for each page of the document.

Proposed Solution: The addition of a duplex printer and a duplex printing policy would allow the company to save considerable money by printing on both sides where possible. Cost savings would result from using less paper, fewer paper clips and staples, and less postage on larger mailouts.

Steps Involved:

Purchase a printer with duplex printing capabilities.

Show employees how to set printer options to print on both sides.

Communicate the new policy requiring employees to use duplex printing wherever applicable.

Benefits:

Duplex printing would reduce the following costs: paper (\$250/month), supplies (\$25/month), and postage (\$15/month).

Duplex printing supports the company's green initiatives to reduce waste.

Potential Obstacles:

The cost of the new printer (\$1200). The new equipment would pay for itself within five months of use.

The time associated with setting up employee workstations for duplex printing and communicating the new policy to employees (approximately 1 hour per employee). Additional months of use would offset the costs associated with this hour of lost productivity.

The resistance of employees to change and follow the new procedures. While there will always be those resistant to change initially, this is not a difficult adjustment to make. However, management may need to visit the issue with employees who are regularly found not adhering to the new policy.

Sample 3

Proposal for Process Improvement

Situation: Customer calls to our helpline are currently answered by an assistant who asks the customer if they are calling to report a new problem or to check the status of a previously reported issue. If the customer is calling about a previously reported issue, the assistant asks the customer for the Incident ID. The assistant then places the customer on hold, calls a customer service representative, advises the representative of the reason for the call (new problem or Incident ID, and transfers the caller.

Proposed Solution: The role of the assistant who answers the call could easily be replaced by an automated system, which would allow the customer to press 1 for a new problem or 2 for a previously reported issue. If the customer pressed 2, they would be prompted to enter their Incident ID. The caller would then be routed to a customer ser-

vice representative, along with the Incident ID, if applicable, which would be passed along via the phone system.

Steps Involved:

Purchase a new phone routing system that would allow these capabilities.

Program and test the new routing system.

Convert Incident ID #s from a combination of letters and numbers to numbers only.

Communicate the new workflow to customer service representatives.

Benefits:

The new process would eliminate the need for assistants to answer customer calls, freeing them up for other tasks. Each assistant typically answers 30 calls per day. At an average of 42 seconds per call, this would give each assistant an additional 21 minutes per day.

Customer service would be enhanced, as the first voice that would greet the customer would be that of the customer service representative who will ultimately assist them.

Potential Obstacles:

The cost of the new phone routing system (approximately \$700 dollars). This cost would be miniscule compared with the savings over time associated with the additional capacity of the assistants.

The time associated with programming and testing and developing the new ID system (48 total man-hours). Again, the time saved by implementing the new procedure would more than make up for this initial investment.

Resistance of customers who do not prefer dealing with an automated system. No solution is going to please every customer, but most consumers today expect to be greeted with an automated system when calling a business. One option is to allow customers to press 0 if they're unsure how to answer the automated questions.

Customer service issues with early callers whose ID still contains numbers and letters. The above solution concerning the 0 option would eliminate this problem as well.

How to Write a Proposal (1)

Writing a good proposal is a critical skill in many occupations, from school to business management to geology. The goal of a proposal is *to gain support for your plan* by informing the appropriate people. Your ideas or suggestions are more likely to be approved if you can communicate them in a clear, concise, engaging manner. Knowing how to write a persuasive, captivating proposal is essential for success in many fields. There are several types of proposals, such as science proposals and book proposals, but the same basic guidelines apply for all of them.

3 Ps of a Winning Business Proposal²

The secret behind writing a winning business proposal and one that will just be set aside is the presence of what I call the 3 Ps: problem statement, proposed solution, and pricing information.

Problem Statement

A successful business proposal must be one that is able to describe to the client what their needs are in a plain and simple manner. This is extremely vital because how can you expect the client to believe that you can help them solve their problems if you don't even know are these problems?

Here's an example of a well-written problem statement of a business proposal:

With the presence of social media in today's advancing world, Puffin Media Inc. hesitated to make the leap from traditional marketing to social media marketing.

Their marketing tactics seem to be losing effectiveness and the company feels as if they are missing out on a large segment of their market. In addition, their competition has begun acquiring the majority of the business in the market and has brought Puffin Media's growing revenues to a halt.

Proposed Solution

The main objective of submitting a business proposal is to offer a solution to a problem faced by a prospective client. This part should be as detailed as possible, and able to address each and every need you have discovered.

Here's an example:

The solution that is recommended for Puffin Media Inc. is to deploy their company on all of the major social media channels; however, there is a major difference in creating social media platforms versus creating a brand you can promote on those platforms.

A marketing campaign must be created utilizing these media channels and creating immediate engagement with your audience. In order for this to be successful, you know how to make sales. Initially, acquire some fans, followers, subscribers, and connections and invite them to join you in particular discussion or attend a specific event.

The purpose of this is not only to promote Puffin Media Inc, but also to solicit feedback from the target audience.

Pricing Information

For many clients, the pricing information is what will make them decide whether they would offer you the contract or not.

How to write this part greatly depends on the solution or solutions you included in the previous segment. If the solution proposed will only entail a short period of time, a Fee Summary will suffice. For longer projects, segment these payments to specific milestones in a Fee Schedule list.

2. *Business proposal document* is a paperwork presented by a business to their potential or existing clients, customers or prospects proposing any new business matter to them. This kind of a document must be formulated with utmost efficiency so as to obtain maximum proposal acceptance from the intended people.

How to Write a Proposal (2)

I. Planning Your Proposal

1

Define your audience. You need to make sure that you think about your audience and what they might already know or not know about your topic before you begin writing. This will help you focus your ideas and present them in the most effective way. It's a good idea to assume that your readers will be busy, reading (or even skimming) in a rush, and not predisposed to grant your ideas any special consideration. Efficiency and persuasiveness will be key.

Who will be reading your proposal? What level of familiarity with your topic will they have? What might you need to define or give extra background information about?

What do you want your audience to get from your proposal? What do you need to give your readers so they can make the decision you want them to make?

Refine your tone to meet your audience's expectations and desires. What do they want to hear? What would be the most effective way of getting through to them? How can you help them understand what you're trying to say?

2

Define your issue. It is clear to you what the issue is, but is that also clear to your reader? Also, does your reader believe you really know what you are talking about? You can support your ethos, or writing persona, by using evidence and explanations throughout the proposal to back up your assertions. By setting your issue properly, you start convincing the reader that you are the right person to take care of it. Think about the following when you plan this part:

What is the situation this issue applies to?

What are the reasons behind this?

Are we sure that those, and not others, are the real reasons? How are we sure of it?

Has anyone ever tried to deal with this issue before?

If yes: has it worked? Why?

If no: why not?

Don't: write a summary obvious to anyone in the field.

Do: show that you've conducted in-depth research and evaluation to understand the issue.

3

Define your solution. This should be straightforward and easy to understand. Once you set the issue you're addressing, how would you like to solve it? Get it as narrow (and doable) as possible.

Don't: forget to comply with all requirements in the RFP (request for proposal) document.

Do: go above and beyond the minimum whenever budget allows.

Your proposal needs to define a problem and offer a solution that will convince uninterested, skeptical readers to support it. Your audience may not be the easiest crowd to win over. Is the solution you're offering logical and feasible? What's the timeline for your implementation?

Consider thinking about your solution in terms of objectives. Your primary objective is the goal that you absolutely must achieve with your project. Secondary objectives are other goals that you hope your project achieves.

Another helpful way of thinking about your solution is in terms of "outcomes" and "deliverables." Outcomes are the quantifiable results of your objectives. For example, if your proposal is for a business project and your objective is "increase profit," an outcome might be "increase profit by \$100,000." Deliverables are products or services that you will deliver with your project. For example, a proposal for a science project could "deliver" a vaccine or a new drug. Readers of proposals look for outcomes and deliverables, because they are easy ways of determining what the "worth" of the project will be.

4

Keep elements of style in mind. Depending on your proposal and who'll be reading it, you need to cater your paper to fit a certain style. What do they expect? Are they interested in your problem?

Don't: overuse jargon, obscure abbreviations, or needlessly complex language.

Do: write in plain, direct language whenever possible.

How are you going to be persuasive? Convincing proposals can use emotional appeals, but should always rely on facts as the bedrock of the argument. For example, a proposal to start a panda conservation program could mention how sad it would be for the children of future generations to never see a panda again, but it shouldn't stop there. It would need to base its argument on facts and solutions for the proposal to be convincing.

5

Make an outline. This will not be part of the final proposal, but it will help you organize your thoughts. Make sure you know all of the relevant details before you start.

Your outline should consist of your problem, your solution, how you'll solve it, why your solution is best, and a conclusion. If you're writing an executive proposal, you'll need to include things like a budget analysis and organizational details.

II. Writing Your Own Proposal

1

Start with a firm introduction. This should start out with a hook. Ideally, you want your readers enraptured from point one. Make your proposal as purposeful and useful as possible. Use some background information to get your readers in the zone. Then state the purpose of your proposal.

If you have any stark facts that shed some light on why the issue needs to be addressed and addressed immediately, it's a safe bet that's something you can start with. Whatever it is, make sure what you start out with is a fact and not an opinion.

2

State the problem. After the introduction, you'll get into the body, the meat of your work. Here's where you should state your problem. If your readers don't know much about the circumstance, fill them in. Think of this as the "state of affairs" section of your proposal. What is the problem? What is causing the problem? What effects does this problem have?]

Emphasize why your problem needs to be solved and needs to be solved now. How will it affect your audience if left alone? Make sure to answer all questions and cover them with research and facts. Use credible sources liberally.

Don't: rely solely on generic appeals to emotions or values.

Do: tie the issue to the audience's interest or mission statement as directly as possible.

3

Propose solutions. This is arguably the most important part of your proposal. The solutions section is where you get into how you will address the problem, why you will do it in this way, and what the outcomes will be. To make sure you've got a persuasive proposal, think about the following.

Discuss the larger impact of your ideas. Ideas that seem of limited applicability aren't as likely to spark enthusiasm in readers as ideas that could have widespread effects. Example: "Greater knowledge of tuna behavior can allow us to create a more comprehensive management strategy and ensure canned tuna for future generations."

Addressing why you will do something is as important as stating what you will do. Presume that your readers are skeptical and will not accept your ideas at face value. If you're proposing to do a catch-and-release study of 2,000 wild tuna, why? Why is that better than something else? If it's more expensive than another option, why can't you use the cheaper option? Anticipating and addressing these questions will show that you've considered your idea from all angles.

Your readers should leave your paper assured that you can solve the problem effectively. Literally everything you write should either address the problem or how to solve it.

Research your proposal extensively. The more examples and facts you can give your audience, the better -- it'll be much more convincing. Avoid your own opinions and rely on the hard research of others.

If your proposal doesn't prove that your solution works, it's not an adequate solution. If your solution isn't feasible, nix it. Think about the results of your solution, too. Pre-test it if possible and revise your solution if need be.

4

Include a schedule and budget. Your proposal represents an investment. In order to convince your readers that you're a good investment, provide as much detailed, concrete information about your timeline and budget as possible.

Don't: include objectives that are vague, impossible to measure, or don't relate to the stated problem.

Do: detail responsibilities and time commitments on the level of departments or individual staff.

When do you envision the project starting? At what pace will it progress? How does each step build on the other? Can certain things be done simultaneously? Being as meticulous as possible will give your readers confidence that you've done your homework and won't waste their money.

Make sure your proposal makes sense financially. If you're proposing an idea to a company or a person, consider their budget. If they can't afford your proposal, it's not an adequate one. If it does fit their budget, be sure to include why it's worth their time and money.

5

Wrap up with a conclusion. This should mirror your introduction, succinctly wrapping up your general message. If there are consequences to your proposal not being undertaken, address them. Summarize the benefits of your proposal and drive home that the benefits outweigh the costs. Leave your audience thinking ahead. And, as always, thank them for their consideration and time.

If you have extra content that doesn't exactly fit into your proposal, you may want to add an appendix. But know that if your paper is too bulky, it may scare people off. If you're in doubt, leave it out.

If you have two or more appendices attached to your proposal, letter them A, B, etc. This can be used if you have data sheets, reprints of articles, or letters of endorsement and the like.

6

Edit your work. Be careful in writing, editing, and designing the proposal. Revise as necessary to make it clear and concise, ask others to critique and edit it, and make sure the presentation is attractive and engaging as well as well-organized and helpful.

Have another set of eyes (or two) read over your work. They'll be able to highlight issues your mind has grown blind to. There may be issues that you haven't completely addressed or questions you've left open-ended.

Eliminate jargon and clichés! These make you look lazy and can get in the way of understanding. Don't use a long word when a short word will do just as well.

Avoid the passive voice whenever possible. Passive voice uses forms of "to be" verbs and can make your meaning unclear. Compare these two sentences: "The window was broken by the zombie" and "The zombie broke the window." In the first, you don't know who broke the window: was it the zombie? Or was the window broken by the zombie and just happened to also be broken? In the second, you know exactly who did the breaking and why it's important.

Don't: *muddle your proposal with I believe that..., this solution may aid... or other qualifiers.*

Do: *use strong, direct language: The proposed plan will significantly reduce poverty rates.*

7

Proofread your work. Editing focuses on getting the content as clear and concise as you can make it. Proofreading makes sure that your content is free of mistakes. Go over your proposal carefully to catch any spelling, grammar, or punctuation errors.

Any mistakes on your end will make you look less educated and less credible, reducing your likelihood of getting approved.

Make sure that your formatting is in line with whatever the guidelines require.
(<http://www.wikihow.com/Write-a-Proposal>)

Text for retelling and discussion

1. Read the text, make sure you understand everything and retell it:

Multinationals are the most visible of companies. Their **local subsidiaries** give them sometimes global reach, even if their **corporate culture**, the way they do things, depends largely on their country of origin. But the tissue of most national economies is made up of much smaller organizations. Many countries owe much of their prosperity to **SMEs** (small and medium-sized enterprises) with tens or hundreds of employees, rather than the tens of thousands employed by large **corporations**.

Small businesses with just a few employees are also important. Many governments hope that the small businesses of today will become the multinationals of tomorrow, but many owners of small companies choose to work that way because they find it more congenial and do not want to expand.

And then of course there are the **sole traders**, one-man or one-woman businesses. In the professional world, these **freelancers** are often people who have left (or been forced to leave) large organizations and who have set up on their own, taking the expertise they have gained with them.

But in every case the principle is the same: to survive - the money coming in has to be more than the money going out. Companies with **shareholders** are looking for more than survival - they want **return on investment**. **Shares** in the company rise and fall in relation to how investors see the future profitability of the company; they demand **shareholder value** in the way the company is run to maximize profitability for investors, in terms of increased **dividends** and a rising **share price**. **Publicly quoted companies**, with

their shares **listed** or **quoted** on a **stock exchange**, come under a lot of scrutiny in this area. Some large companies (often family-owned or dominated) are **private**: they choose not to have their shares openly bought and sold, perhaps because they do not want this scrutiny. But they may have trouble raising the capital they need to grow and develop.

Profitability is the key. Formulas for success are the subject of thousands of business courses and business books. Of course, what works for one person may not work for others. See below for books on two styles of running a company that might be hard to imitate!

Discussion

Points for discussion:

1. Do human beings need to work to be happy?
2. What motivates people to work long hours?
3. What business would you like to work in?
4. Would you like to work for a large company or for yourself?
5. Which company would you like to work for?
6. Would you like to work in the office or at home?
7. What are the advantages/disadvantages of working from home?
8. Can perks (or fringe benefits) compensate for a boring job?
9. How do people find a balance between work and personal life?
10. What would make you leave your job?
11. In your opinion, what is the worst job in the world?



"WE'RE AN INTERNATIONAL COMPANY, MR. ZICKENBARTH.
WE'VE GOT CREDITORS IN MORE THAN
200 DIFFERENT COUNTRIES."

Vocabulary

a straightforward business idea	простая бизнес-идея
adjust	приспосабливаться, приспособливать, адаптироваться
adopt	адаптировать, усваивать
assignment	задание
award	награда
banking and finance	банковские услуги/ банковские операции и финансовая деятельность
be fashion conscious	быть модным, в тренде
be in favour of	быть за
be located in	быть расположенным
be self-employed	работать на себя
be successful worldwide	быть успешным во всем мире
bring out a new design	произвести, создать новый дизайн
build on one's strengths	опираться на свои сильные стороны
commitment to community	обязательство перед сообществом
construction	строительство, построение
contributions to charity	взносы на благотворительность
co-worker	коллега, сослуживец
currently	в настоящее время
customer-focused	ориентированный на клиента
delay	задержка
demand	спрос
engineering	машиностроение, проектирование
environmentally friendly	экологически безопасный / безвредный
family owned company	семейная компания
family-owned business	семейный бизнес
food and drink	пищевая промышленность, производство продуктов питания и напитков
give a foothold	предоставить точку опоры
go through	проходить через
head office	головной офис
hybrid car	гибридный автомобиль
invest in	вкладывать в
investment in communities	инвестиции в сообщество
involve	вовлекать
IT (Information Technology)/electronics	информационные технологии / электроника
keep up with fashion trends	идти в ногу со временем
lease	сдать в аренду
look for	искать
look forward to	ждать с нетерпением
make clients satisfied	сделать клиентов удовлетворенными
manufacturer	производитель
market share	доля рынка
medical treatment	(медицинское) лечение

meet people's priorities	отвечать приоритетам людей
multinational company	международная компания
one's own company	собственная компания
outline	обрисовывать, наметить, обозначать
overseas stores	зарубежные магазины
packaging	упаковка
performance	деятельность
Personnel Director	директор по персоналу, управляющий кадрами
pharmaceuticals/chemicals	фармацевтические товары (препараты)
production line	производственная линия
profit	прибыль, доход
profitable carmaker	прибыльный автопроизводитель
put off	откладывать
respond	отвечать
retailing	розничная торговля, осуществление розничной торговли
reward	премия
score highly	иметь высокий балл
share price	цена акции
spend on sponsorship	тратить на спонсорство
spot a trend	определить тенденцию
stay ahead of the competition	оставаться впереди конкурентов
subsidiary	дочернее предприятие, филиал
survey	исследование
tackle smth	решать что-то
telecommunications/Media	телекоммуникация/ пресса; среда передача информации
the number one company	компания номер один
tourism	туризм
transport	транспорт, перевозка, средство сообщения
turnover	оборот
vehicle manufacturing	производство транспортных средств
welcome with open hands	встречать с распростертыми объятиями
workforce	трудовые ресурсы

Unit 4. GREAT ideas

"If at first, the idea is not absurd, then there is no hope for it."

Albert Einstein



Topics for discussion

1. Read the following quotes about ideas and make sure you understand everything. Choose 3 that you agree with most. Discuss the quotes in class and choose 3 best ones:

1. "If at first, the idea is not absurd, then there is no hope for it." **Albert Einstein**
2. "Ideas are like rabbits. You get a couple and learn how to handle them, and pretty soon you have a dozen." - **John Steinbeck**
3. "A new idea is delicate. It can be killed by a sneer or a yawn; it can be stabbed to death by a quip and worried to death by a frown on the right man's brow." - **Ovid**
4. "The air is full of ideas. They are knocking you in the head all the time. You only have to know what you want, then forget it, and go about your business. Suddenly, the idea will come through. It was there all the time." - **Henry Ford**
5. "Adults are always asking little kids what they want to be when they grow up because they're looking for ideas." - **Paula Poundstone**
6. "Capital isn't that important in business. Experience isn't that important. You can get both of these things. What is important is ideas." - **Harvey Firestone**
7. "I know quite certainly that I myself have no special talent. Curiosity, obsession and dogged endurance, combined with self-criticism, have brought me to my ideas." - **Albert Einstein**
8. "If I have a thousand ideas and only one turns out to be good, I am satisfied." - **Alfred Noble**
9. "Money never starts an idea; it is the idea that starts the money." - **William J. Cameron**
10. "New ideas pass through three periods: 1) It can't be done; 2) It probably can be done, but it's not worth doing; 3) I knew it was a good idea all along!" - **Arthur C. Clarke**

2. Translate the following sentences from Russian into English:

1. Идея пришла в его голову и теперь упорно ищет мозг. (*Михаил Жванецкий*)
2. Практичную идею можно использовать и с правой, и с левой стороны. (*Станислав Ежи Лец*)
3. Идеи пошлые, скорые — понимаются необыкновенно быстро, и непременно толпой, непременно всей улицей; мало того, считаются величайшими и гениальнейшими, но — лишь в день своего появления. Дешевое не прочно. (*Федор Достоевский*)
4. Великие люди говорят об идеях, средние люди говорят о вещах, а маленькие люди — о выпивке. (*Фран Лебовиц*)
5. Творцы великих идей относятся очень пренебрежительно к своим творениям и мало заботятся об их судьбе в мире. (*Лев Шестов*)
6. Любое человеческое знание начинается с интуиции, переходит к понятиям и завершается идеями. (*Иммануил Кант*)
7. Плохим исполнением можно испортить даже самую хорошую идею. (*Неизвестный автор*)
8. Черепная коробка - хранилище мозгового вещества, но не идей. (*Константин Кушнер*)
9. Одно только несчастье существует для человека... это когда им овладевает идея, не имеющая никакого влияния на действительную жизнь или же отвлекающая его от труда. (*Иоганн Вольфганг Гёте*)
10. Нужно иметь в голове великое множество разнообразнейших идей, чтобы родить одну хорошую. (*Луи Себастьян Мерсье*)
11. Люди сильны до тех пор, пока они отстаивают сильную идею. (*Зигмунд Фрейд*)
12. Твои идеи ничего не стоят, если ты не успел их записать. (*Евгений Скоблов*)
13. Нет такой идеи, такого факта, которого бы нельзя было опошлить и представить в смешном виде. (*Федор Михайлович Достоевский*)
14. Идея может быть благовидной в теории и разрушительной на практике, и, напротив, - в теории рискованной, а на практике превосходной. (*Эдмунд Бёрк*)
15. Ваша идея, конечно, безумна. Весь вопрос в том, достаточно ли она безумна, чтобы оказаться верной. (*Нильс Бор*)

Starting up and vocabulary

3. Match the English expression to its Russian equivalents:

- | | |
|--|---|
| 1. to be the key to something | a) получить награду за изобретение |
| 2. research and development (R&D) | b) погубить идею |
| 3. there's nothing wrong with | c) удовлетворять спрос |
| 4. to improve something | d) снижать количество отходов |
| 5. to kill an idea | e) нет ничего плохого в... |
| 6. to generate ideas | f) заполнить нишу на рынке |
| 7. to offer something to somebody | g) являться ключевым аспектом для чего-либо |
| 8. an existing customer | h) исследования и разработка |
| 9. to develop something in response to customer research | i) защищать окружающую среду |

10. to satisfy consumer demand
11. an upmarket image
12. reduce waste
13. fill the gap *in* the market
14. win an award *for* innovation
15. protect the environment

- ж) придумывать (генерировать) новые идеи
- з) улучшать что-либо
- и) разработать что-то на основе маркетингового исследования
- л) впечатление высококлассного (товара/услуги)
- м) предлагать кому-либо что-либо
- н) постоянный покупатель

4. Translate the following sentences from English into Russian:

1. Most first-time entrepreneurs believe that having an original idea is the key to success.
2. The last two decades saw the rise in interest to all kinds of “green” products and now, if the manufacturer says that their cars protect the environment, they sell like hot cakes.
3. What we’re aiming at in this meeting, is to find a way to reduce waste at our chemical plant.
4. How are you going to give it a more upmarket image, I wonder?
5. Every year in the past three decades, Edison Awards chose the prospective products in various business spheres and by now, there are more than 50 companies who have won their award for innovation.
6. This idea doesn’t offer very much return to potential investors, I’m afraid.
7. Don’t tell anyone about it until you have a working prototype – Ted had this great idea for a new application design, and they killed it at the very first meeting.
8. Some people think there’s absolutely nothing wrong with stealing ideas, whereas others believe it’s extremely unethical.
9. What can we do to keep our existing customers interested and loyal?
10. Generating ideas is a hot topic today: there are hundreds of websites that offer idea generation techniques and advice.
11. The first Iphone, Ipad and Ipod, as well as many other popular products were developed in response to customer research.
12. I think we should increase our R&D budget if we want to make good progress.
13. Last year we had a big problem with sales, but then our marketing team had a brilliant advertising idea and now we’re opening a new office to satisfy consumer demand.
14. People who are busy improving themselves usually have no time to criticize others.
15. We’ll give you the investment you need, if you tell us how your product can fill a gap in this market.

5. Translate the following sentences from Russian into English:

1. В их случае ключом к успеху стало удачное сочетание отличной идеи и готовности много трудиться для ее осуществления.
2. Нам бы хотелось улучшить эту модель в соответствии с последними маркетинговыми исследованиями: они показали, что покупателям нужен продукт, производящий впечатление товара более высокого класса.
3. В прошлом году наш отдел исследований и разработки провел очень много исследований, но так ничего и не разработал.

4. Чтобы удовлетворить резко выросший спрос, им пришлось дополнительно нанять 200 сотрудников.

5. Мы уверены, что новые картонные биоразлагаемые (biodegradable) чашки для кофе помогут защитить окружающую среду, но мы не можем обещать, что они помогут снизить количество отходов.

6. Я думаю, что нет ничего плохого в том, чтобы немного улучшить твою идею.

7. В этом супермаркете предлагают доставку продуктов на дом покупателям, у которых есть их дисконтная карта.

8. Наконец нам удалось придумать несколько действительно хороших идей для конкурса.

9. У нас нет ни шанса выиграть приз за инновации в этом году.

10. Боюсь, мы не можем финансировать ваш проект: он не заполняет нишу на текущем рынке и не предлагает ничего нового нашим покупателям.

Listening

6. Match the words to their Russian equivalents:

- | | |
|---|--|
| 1. a space | a) избавиться от чего-либо |
| 2. a need | b) доступный |
| 3. a facility | c) очевидно |
| 4. accessible | d) пространство, место |
| 5. apparently | e) не иметь никакой возможности сделать... |
| 6. to interact <i>with</i> somebody | f) помещение, оборудованное для определенных целей |
| 7. to get rid <i>of</i> something | g) взаимодействовать с кем-либо |
| 8. to have no way <i>of</i> doing something | h) необходимость, потребность |

7. Find English equivalents for the following words and phrases:

- 1) особенное место;
- 2) проводить мозговой штурм;
- 3) найти новое применение идее;
- 4) технологии для творчества;
- 5) заставить человека думать по-другому;
- 6) удовлетворить потребность;
- 7) неудовлетворенная потребность;
- 8) сделать что-либо доступным для кого-то;
- 9) заработать денег на чем-то.

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“Just to be clear, giving birth to a great idea doesn’t qualify you for paid maternity leave.”

Reading

8. Find English equivalents for the following words and phrases:

Article 1

1) автоцентр; 2) толпа; 3) персонал; 4) тратить время на наблюдение и контроль за толпой; 5) гонорар, плата; 6) плата за вход (2 варианта); 7) брать деньги за что-то; 8) валить валом, чтобы полюбоваться на что-то; 9) ежедневные посетители; 10) заявлять; 11) потенциальный покупатель; 12) заработать; 13) сделать наблюдение.

Article 2

1) десятилетие; 2) интенсивная разработка (почвы); 3) привело к; 4) экспериментировать с ...; 5) объединиться с кем-то; 6) если все пойдет по плану; 7) резкое снижение чего-то; 8) самый быстрорастущий рынок потребительских товаров; 9) оценивать, оценка; 10) местные чиновники; 11) доход; 12) долгосрочная конкурентоспособность; 13) быть сравнимым с чем-либо; 14) диверсификация.

Article 3

1) стоимостью в ...; 2) продавать место для рекламы (рекламные площади); 3) покупка; 4) броский; 5) набрать денег на; 6) высокая посещаемость; 7) пользоваться огромным спросом среди...; 8) тратить деньги на продвижение; 9) широкая кампания в масс-медиа.

9. Translate the following sentences from English into Russian:

1. Have you contacted the local officials for the license yet?
2. A decade of intense cultivation gave fantastic results.
3. This is the second “VW” car dealership in this area and there are crowds of people inside – they don’t need intense media coverage to be popular.
4. According to the most recent estimates, we are very close to developing the working prototype.
5. Diversification is the key to long-term competitiveness in any market.
6. Hundreds of people were trooping in every day to admire the beautiful new motorbike.
7. And what did your decision to join with the competition lead to?
8. Trust me, a decade from now nobody will say this was a crazy idea.
9. Don’t experiment with the taste your customers know and like – I’m sure this will lead to a sharp drop in sales.
10. If all goes to plan, we will be the largest company in the fastest-growing consumer market.

10. Translate the following sentences from Russian into English:

1. Этот человек заявляет, что приобрел входной билет на выставку (exhibition) за 100 долларов, но мы обычно не берем плату за вход.
2. Где вы обучаете персонал? Они отлично работают.
3. Еще в прошлом году эту игру почти никто не покупал, а сейчас она пользуется огромным спросом среди поклонников сериала.
4. Сколько у вас ежедневных посетителей?

5. Броский дизайн сайта не всегда гарантирует высокую посещаемость.
6. Обращайтесь к нам – мы продаем рекламные площади по всему городу.
7. Я говорил тебе, что нужно тратить больше денег на продвижение – продаж почти нет, и доходы упали.
8. Мы устроим гаражную распродажу, избавимся от старья (old stuff) и наберем денег на поездку.
9. Извините, не могли бы вы показать чек (receipt) на ваши покупки?
10. Если все пойдет по плану, это привлечет толпу потенциальных покупателей.

Language review

11. Put the words in the following sentences in correct order:

1. Helen Rubinstein / Krakow / was born / Poland / in / in / 1872.
2. As / child / she / a / father / bookkeeping / helped / her / with / smart / that / noticed / girl / the / he / and / was / to / a / enough / university / go / later / to / a.
3. Her / mother / beauty / believed / made / face / and / own / her / cream / in / power / the / of.
4. After / medical / at / Krakow / sciences / University / studying / Helena / to / Australia / moved.
5. She / selling / cream / started / that / mother / the / her / gave / her / popular / it / and / soon / became / very.
6. In / she / shop / 1902 / opened / a / in / Melbourne / and / \$100.000 / with / she / London / in / 1908 / moved / to.
7. She / 18 / a / hours / day / worked / and / a / beauty / revolutionary / treatment / skin / salon / which / opened / beauty / offered.
8. In / 20 / following / the / years / her / expanded / business / throughout / globe / the.
9. She / most / products / beauty / invented / use / today / women / like / mascara / waterproof / and / cream / lifting / many / more.
10. Helena Rubinstein / working / into / her 90s / continued / and / in / died / 1956 / age / of / at / the / 94.

12. Translate the following text from Russian into English:

Вильгельм Майбах первым понял, что автомобиль – это не повозка с мотором. Талант инженера, богатый опыт исследований и разработок убедили его в том, что автомобиль – это комплекс всех его составляющих.

Он родился 9 февраля 1846 года в семье столяра в небольшом городке Хайльбронн. Когда мальчику было 8 лет, семья переехала в большой промышленный город Штутгарт. В десятилетнем возрасте Вильгельм остался сиротой и попал на воспитание в Братский дом пастора Вернера. В пятнадцать он начал свое техническое образование на машиностроительном заводе. Днем проходил практику в мастерской и конструкторском бюро завода, вечером брал уроки по черчению, математике и естественным наукам в городской школе. Техническим директором завода был Готтлиб Даймлер. Он пригласил талантливого и работоспособного молодого человека поработать с ним над двигателем внутреннего сгорания для транспортных средств.

В августе 1883 года был готов первый стационарный двигатель Майбаха собственной конструкции. В декабре того же года появился следующий. Попутно Вильгельм Майбах предложил новую систему зажигания.

В 1889 году состоялась Всемирная Парижская выставка. Специально для этого события В. Майбах разработал новый автомобиль с первым в истории V-образным мотором. Деньги, вырученные за патент, позволили Г. Даймлеру создать для своего талантливого сотрудника Майбаха отдельную мастерскую, где исследования пошли полным ходом.

В 1894 году В. Майбах получил патент на конструкцию гидравлических тормозов, а еще через год появился его новый двигатель «Феникс».

В 1907 году Майбах покинул фирму Mercedes, слава которой во многом создавалась его талантом и работоспособностью. Его увлекла идея создания двигателей для знаменитых в ту пору дирижаблей Zeppelin. При поддержке своего друга графа Фердинанда Цепелина, Майбах и его сын Карл основали в 1918 году моторостроительную компанию Maybach Motorenbau GmbH.

Вильгельм Майбах умер в 1929 году в Штутгарте. «Общество немецких инженеров» отметило его званием «конструктор-первопроходец».

13. Fill in the gaps in the following sentences with correct prepositions:

1. We were planning to spend more ... advertising this year.
2. The company sells a wide range ... electrical and electronic goods.
3. At the age of 10, he developed an interest ... computer engineering.
4. This innovative application allows you to interact ... people from other countries using your own language.
5. If we researched a way to decrease the production costs, we could make clean water accessible ... anyone anywhere.
6. If all goes ... plan, this year innovation award will be ours.
7. At the start of his career, he worked ... a newspaper delivery boy.
8. We were just discussing the reasons why
9. At our last meeting, we agreed to get rid ... end-of-year staff bonuses.
10. Local officials reported a sharp drop ... sales of locally produced foods.
11. I was working all year to raise some money ... university.
12. Frankly speaking, I don't see any benefits ... this idea of yours.
13. The new chocolate bar was so popular that we brought ... millions in our first year.
14. The new, smaller tablet is in great demand ... the parents of young children.

14. Open the brackets, putting the verbs into correct form (Past Simple or Past Continuous):

1. *Why Drink That Whisky?*
A Scotsman ... (go) into a pub in London and ... (ask) for a glass of his favorite whisky.
Unfortunately, they ... (not have) any.
The barman ... (propose) another whisky.
“Look,” he ... (say), “this one is recommended by King George V, King George VI, Edward VI and Edward VII.”
“I'd rather not drink that,” ... (say) the Scott. “Those men are all dead.”

2. Harry ... (carry) a large grandfather clock on his shoulder. He ... (deliver) it to a customer. He ... (can not) see what ... (be) on his right hand side and he ... (knock) over an old lady who ... (look) in a shop window.

"I'm very, very sorry," ... (say) the man.

"Idiot!" ... (shout) the old woman. "Why can't you wear a watch like everybody else?"

3. An old pirate ... (sit) in the bar. He ... (smoke) a pipe and ... (drink) a glass of rum. He ... (wear) an eye patch and he ... (have) a parrot on his shoulder and a wooden leg. Instead of his right hand, he ... (have) a metal hook. A young sailor ... (chat) with the pirate and he ... (ask) him about his adventures at sea.

'So, how ... you ... (lose) your leg?', the young man ... (ask) the pirate.

'Arrr!,' ... (say) the pirate, 'You see, some sharks ... (circle) the ship when I ... (fall) overboard. Luckily, my men ... (pull) me back onto the ship before the sharks ... (eat) me completely, but one of the sharks ... (get) my leg.'

'And how about the hook on your hand? How ... you ... (lose) your hand?'

'I ... (board) a ship when another sailor ... (cut) off my hand with a sword.'

'That's amazing! What a life full of adventures!' ... (say) the young man. 'And how about your eye? How ... you ... (lose) that?'

'I ... (eat) a grapefruit when the juice ... (go) into my eye.'

'But I don't understand. How ... you ... (lose) your eye from the grapefruit juice?'

'Arrr!' ... (say) the pirate, 'it ... (be) my first day with the new hook.'

15. Translate the following sentences from Russian into English:

1. Вы что-то сказали о продаже рекламных площадей со скидкой?

2. Мы планировали привлечь потенциальных покупателей широкой кампанией в масс-медиа и увеличить доходы от продаж, но все пошло не по плану.

3. С апреля по сентябрь мы разрабатывали идею нового историко-тематического (historical theme park) парка развлечений для детей, и сейчас готовы представить наш проект.

4. По оценкам экспертов, внедрение (the implementation) новой системы очистки воды сильно улучшило качество жизни в регионе.

5. По легенде, идея о гравитации посетила Ньютона, когда он сидел под яблоней и одно из яблок упало ему на голову.

6. Чем вы занимались весь прошлый год? Бюджет израсходован, а результатов ваших разработок я нигде не вижу!

7. Когда мы подбирали новый офис для нашей компании, мы думали об особенном месте, где можно использовать различные творческие технологии и заставить людей думать по-другому.

8. Мы как раз проводили мозговой штурм с командой разработчиков, когда позвонил начальник.

9. Наша компания была специально создана для того, чтобы дать возможность ученым и студентам сотрудничать с бизнесом: мы помогаем творческим людям генерировать идеи, а деловым людям – находить наилучшее применение для них.

10. Мы даже не думали, что сможем найти новое применение для этой идеи, но у нас все получилось.

Skills

16. Match the words to their Russian equivalents:

- | | |
|---|--|
| 1. aim / to aim (<i>at</i>) | a) маркетинговая стратегия |
| 2. the main aim <i>of</i> ... | b) цель / нацеливаться на (2 раза) |
| 3. target / to target (<i>no preposition</i>) | c) главная цель (2 раза) |
| 4. the main target | d) определиться с датой выпуска товара |
| 5. to decide the date <i>of</i> the launch | |
| 6. marketing strategy | |

17. Find English equivalents to the following words and phrases:

1) розничные магазины; 2) я за ...; 3) зачем ждать дольше? 4) срубить денег на чем-то; 5) технически совершенны; 6) время пикового спроса на что-либо; 7) в целом, мы все согласны; 8) специализированные магазины; 9) защитные очки; 10) магазины спортивных товаров.

18. Make your own dialogue for the following situation:

You and your colleagues are holding a meeting to decide on the next step of new product development. The deadline for the research and development stage is next week, but so far there is only a concept and no working prototype yet. The concept is very promising and the product can bring huge profits, but it will take more time and money than you would like. The competition is also working on something similar, and you are afraid they are more successful, but you don't know for sure. Think about the product you're developing, work out the positions for every participant (3-4 people) and agree on your course of action.

Use a minimum of 15 words and phrases from the exercises and the course book. Use the dialogue in the recording script as a model.

Writing

Formal information letters

The term "business letters" refers to any written communication that begins with a salutation, ends with a signature and whose contents are professional in nature. Historically, business letters were sent via postal mail or courier, although the Internet is rapidly changing the way businesses communicate. There are many standard types of business letters, and each of them has a specific focus. Here are some of them: Sales Letters, Order Letters, Complaint Letters, Inquiry Letters, Follow-Up Letters, Letters of Recommendation, Cover Letters, Letters of Resignation, Letters giving information, etc.

Business letters can be transactional (meaning they either require an answer or are written in response to another letter that requires an answer, like complaint letters or inquiry letters) or non-transactional (meaning they do not require any answer or further communication, like letters of resignation or recommendation).

An Information letter is a transactional letter, written to someone who is either a stranger or someone who you know, but not well. In this letter, you give information that was requested, your opinion, suggestions, solution to a problem, etc.

The KISS (Keep It Short and Simple) principle works very well with business letters. We can also recommend to make your letters logical. The letter structure is also very

important – the reader does not need to waste their time looking for what they asked. A good business letter must include:

A proper greeting:

Dear Mr. Neubaum, / Dear Ms. Wallace,

An opening paragraph starting with:

“In response to your enquiry”; “Thank you for enquiring about...”; “Thank you for your email enquiring about...” or “Thank you for your interest in ...”.

The main paragraph where you give the required information. Remember: omit needless detail, tell the readers only what they need to know. Give just the important facts, not the whole background or history.

- If there is a lot of data, organize it in bullet point or numbered items.

- Enclose or offer additional information for those readers who want detail, or refer them to a Web site where more information can be found: “Please find attached our price list and latest catalogue” or “You can find more information on the matter at our / this website: www.ourwebsite.com”

- When a program, event, or other thing is new, say so: “The show premieres on Monday at Fantastic Theatre House”.

The proper ending paragraph: “Should any questions arise, please don’t hesitate to contact me” or “If you have any questions, I will be happy to answer them” or “I look forward to you order / reply”.

And the signature or sign-off:

- highly formal: “Yours sincerely” (if you know the reader’s name) or “Yours faithfully” (if you don’t know the name) with a comma after,

- semi-formal (acceptable in most cases): “Best regards” or “Regards” or “Sincerely” with a comma after,

- Informal (acceptable for people you know well, who have the same status as you or who have established informal communication style): “Best wishes”, “All the best” with a comma after,

Your name, family name

Your position in the company one line lower.

19. Study examples 1 and 2 and comment on the style of the letters, their structure, logic and vocabulary.

Example 1

Dear Mr Gerry,

Thank you for enquiring about our seminar on productivity. Below is the information that you requested:

1. The Seminar on Productivity will be held on 23 December 2016 and 24 December 2016.

2. Yes, there will be a follow -up session lasting half a day , one month after the seminar .

3. The cost is \$250 per participant. This includes lunch for both days. For every 5 participants, we allow an additional participant to attend free.

4. It would be a pleasure to conduct an in-house seminar for you. If you wish to explore the possibilities, we will send our representative to discuss the matter with you. If I can be of any further assistance, please call me at the above telephone number.

Yours sincerely,
Steven Gerrard

Example 2

Dear Ms Philips

Translation Services & Fees

Thank you for your letter of 4 November enquiring about our translation services.

Lingua Services Galactic offer a full range of translation services to help you in the development of sales literature and web sites. Please find attached our latest brochures and price list from which you can see that our prices are highly competitive.

I look forward to calling you in a few days.

Yours sincerely,
James T Brown
Sales Manager

20. Study examples 3 and 4, comment on the style of the letters, their structure, logic and vocabulary and make changes where necessary.

Example 3

Dear Mr. Whitmeyer:

I have attached copies of the certificates requested by the Port of Houston Authority:

- Insured endorsements
- OCP policy with a \$500,000 limit
- Notices of cancellation

The job will last approximately 90 days and will involve earthwork and some underground storm work to provide proper sloping and drainage of the site. The site is approximately 3500 feet from the ship channel and involves no in-water or on-water exposure.

We have a very limited time (until May 1) to get the approved bonds and certificates to the Port Authority; therefore, I will appreciate your help in delivering them as soon as possible. We have come to expect your fine servicing of our accounts.

Thank you,

Example 4

Dear Ms. Jones:

Some of the materials you recently requested had to be retrieved from our archives, and if you could see our archives, you'd know that's no easy task!

We are pleased to enclose the old product pricing policies you needed. However, we have been unable to locate the specifications on the AW-1893 engine. I've noted your request on my calendar and will ask my assistant, when she returns from vacation, if she can give me further clues as to where we might locate that information. If you don't hear

from me again, please understand the information is simply too old to still be in our possession.

Best wishes with your research. Let us know if we can help in other ways.
Sincerely,

21. Write your own reply to this email enquiry:

Dear Mr. Woodman,

I'm writing to enquire about the Tech Crunch conference for this year. I would be extremely grateful if you sent me the following information about the event:

- Exact dates and location;
- Conditions for participants;
- Participation fees;
- Accommodation details.

Looking forward to your reply.

Best regards,
Lyla Brown
R&D Executive at IPL Computers

Texts for retelling and discussion

1. Read the text about innovations in business, make sure you understand everything and retell it:

Everyone can innovate. Innovation means coming up with new ways of doing things. Bringing innovation into your business can help you save time and money, and give you the competitive advantage to grow and adapt your business in the marketplace.

Innovation generally refers to changing processes or creating more effective processes, products and ideas. For businesses, this could mean implementing new ideas, creating dynamic products or improving your existing services. Innovation can be a catalyst for the growth and success of your business, and help you to adapt and grow in the marketplace.

However, things are not so simple. Resistance to new ideas is well known. In organizations, the best way of killing an idea may well be to take it to a meeting. The very things that make companies successful in one area may prevent them from developing success in new activities. Early work on personal computers at Xerox was dismissed by its senior managers because they considered that the company's business was copying, not computing.



*"It's always 'Sit,' 'Stay,' 'Heel'—never 'Think,' 'Innovate,'
'Be yourself.'"*

Company leaders talk about corporate venturing and intrapreneurship, where employees are encouraged to develop entrepreneurial activities within the organization. Companies may try to set up structures in such a way that they do not stifle new ideas. They may put groups of talented people together in skunk works to work on innovations - development of the PC at IBM is the most famous example. Skunk works are outside the usual company structures and are less likely to be hampered by bureaucracy, in-fighting and so on.

When innovators go to large companies with new designs for their products, they face similar problems. The inventor of the small-wheeled Moulton bicycle could not persuade Raleigh to produce it, so he set up his own company. But a single innovative breakthrough is not enough. There has to be continuous improvement and market response. The current winners in bicycle innovation are producers of mountain bikes, who have taken the original bicycle design and eliminated its irritations, revolutionizing an old concept by providing relative comfort, easy gear changes, a 'fun' ride and so on.

In reality, it's a long way from an idea to a product. The initial idea for a car will be turned into a series of prototypes and tested. In software development, the final 'prototype' is the beta-version, which is beta-tested. Pharmaceuticals go through a series of trials. Even the most brilliant entrepreneurs will not have the resources to do it alone in industries like these, as the investment and experience required are enormous.

Cars, software and pharmaceuticals are examples of industries dominated by giants. The 'rules of the game' are well established, and newcomers are rare, unless they can find a small niche unexploited by the giants. There may be more opportunity for innovation where the rules of the game are not yet established. This may involve selling and delivering existing products in new ways: think, for example, of selling books and airline tickets on the Internet.

One thing is certain: business will continue to benefit from the creativity of individuals and organizations who can develop great ideas and bring them to market. That being said, successful innovation should be an in-built part of your business strategy, where you create a culture of innovation and lead the way in innovative thinking and creative problem solving.

2. Read the text and discuss it:



The Ethics of Human Enhancement

Recent scientific advancements increasingly allow humans to improve everything. Soon enough technology could allow people to make themselves "better than well" by using enhancements such as brain modifications to increase memory, intelligence, or even create new capacities. Benefits might also include living for

much longer, becoming more attractive or altering people's appearances. But questions remain about what ethical issues these opportunities create.

Humans have always sought to improve themselves throughout their lives. Some of the more familiar methods include education, exercise, or a good diet. So what, if anything, distinguishes these accepted methods of enhancement from those that cause moral concern, such as using drugs or genetic modification?

One argument commonly used to challenge the value of human enhancement is this: The *means* by which people achieve their goals in life matter. In other words, if a person uses a technological shortcut to achieve a goal, that choice may decrease the accomplishment's value. For instance, if a mountaineer reaches a summit using a helicopter rather than by physically climbing the mountain, that undermines the achievement's value.

Closely related is the ethical question, raised about certain psychopharmacological substances, such as antidepressant medications. This argument holds that some uses may be morally undesirable forms of enhancement because, essentially, they transform the patient into someone else.

A further reason for caution regarding human enhancement is that it may narrow a person's prospects, violating the principle of preserving an "open future." Some enhancements might promote success early in life, but lead to serious disability later. A typical example would be the use of drugs that provide short-term gain—such as increasing physical strength or stimulating creativity—but which may also come with long-term health risks.

Among the biggest ethical issues surrounding human enhancements is the question of governance. Making numerous enhancements available will require having a range of decision makers charged with developing policies for their use and implies the need for social systems ensuring that everyone has affordable access to them.

A further societal concern is that enhancements might undermine some essential quality of our human identity that we would rather preserve. Other moral concerns are often folded into the fear of biotechnological change, notably the view that initiating such changes is akin to "playing God."

Finally, perhaps the most pressing issue is the degree to which the use of human enhancements requires a global response, rather than just domestic policy. While such work has led to research leadership in multiple countries, there is much more to do before we can achieve a clear sense of the global implications of human enhancement and formulate a reasonable strategy for managing it.

Adapted from the article by Andy Miah

From MIT Technology Review: <https://www.technologyreview.com/s/602342/the-ethics-of-human-enhancement/>

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Vocabulary

accessible	доступный
add	добавлять
allow	позволять
apparently	очевидно
appoint	назначать
available	доступный
award	награда
be the key to something	являться ключевым аспектом для чего-либо
beverage	напиток
brainstorming	мозговой штурм
bring in	заработать
car dealership	автоцентр
catchy	броский
charge	брать деньги за что-то
claim	заявлять
concept	понятие, идея
crowd	толпа
decade	десятилетие
develop something in respond to customer research	разработать что-то на основе маркетингового исследования
encourage	поощрять
entrance fee /admission fee	плата за вход
existing customer	постоянный покупатель
facility	помещение оборудованное для определенных целей
fill the gap in the market	заполнить нишу на рынке
generate ideas	придумывать (генерировать) новые идеи
get rid of something	избавиться от чего-либо
have no eay of doing something	не иметь никакой возможности сделать
improve	улучшать
income/ revenue	доход
interact with somebody	взаимодействовать с кем-либо
invention	изобретение
kill an idea	погубить идею
launch	запускать
make a breakthrough	совершать прорыв
meet a need	обеспечить нужды
miss an opportunity	упустить возможность
need	необходимость, потребность
offer something to somebody	предлагать кому-либо что-либо
out of the blue	откуда ни возьмись
protect the environment	защищать окружающую среду
purchase	покупка

reduce waste	снижать количество расходов
research and development (R&D)	исследования и разработка
satisfy consumer demand	удовлетворять спрос
space	пространство, место
staff	персонал
take advantage of an opportunity	полностью реализовать возможность
there is nothing wrong with	нет ничего плохого в том...
upmarket image	элитный образ
win an award for invention	получить награду за изобретение

Unit 5. STRESS

*When you're stressed, you eat ice cream, cake, chocolate and sweets.
Why? Because "stressed" spelled backwards is "desserts".
Loretta Laroche*

Starting Up

1. Recognizing stress. Read the questions and discuss the answers:

- What is stress?
- What causes stress?
- How do you recognize stress in your life?
- Have you been under stress recently?
- How does stress affect you?
- Do you have a kind of red warning flag that indicates too much stress?
- When you are stressed, how do you feel physically?
 - Do you feel tired during the day?
 - Can you sleep well at night?
 - Does your stomach hurt?
- How do you feel emotionally?
 - Do you feel nervous or worried about stressful situations?
 - Do you get angry easily?

2. Match the words with their Russian equivalents:

- | | |
|---------------------------------|---|
| 1. Going to the dentist | a. Произносить речь, выступать на публике |
| 2. Finding a place to park | b. Застрять в пробке |
| 3. Travelling by air | c. Стоять в очереди в супермаркете |
| 4. Queuing in the supermarket | d. Искать место для парковки |
| 5. Being stuck in a traffic jam | e. Посещение стоматолога |
| 6. Making a speech | f. Лететь на самолете |
| 7. Having an interview | g. Посещение парикмахера |
| 8. Going to the hairdresser | h. Проходить собеседование/брать интервью |

3. Translate into Russian:

1. Millions of people fear going to the dentist.
2. Here are several helpful parking apps to help you find a safe place to park.
3. You can make travelling by air less stressful, and even enjoyable.
4. Queuing in the supermarket is one of life's most frustrating tasks.
5. Everyone hates being stuck in a traffic jam, but sadly, many people have to deal with it every day.
6. People who have fear of public-speaking, often become nervous when making speeches.
7. What is the difference between "giving an interview" and "having an interview"?
8. Going to a new hairdresser is making me way too anxious.

4. Give the English equivalents:

- 1) просматривать веб-сайты; 2) принимать ванну; 3) размышление, рассуждение; 4) заниматься спортом, играть в спортивные игры; 5) прогулка; 6) чтение; 7)

делать покупки, ходить по магазинам; 8) заниматься садоводством; 9) смотреть телевизор; 10) слушать музыку; 11) массаж; 12) пить/есть.

5. Translate into English and hold the conversation with your partner:

1. А-Привет! Сто лет тебя не видел(а) (I haven't seen you for ages) Как дела?

В-Привет! У меня все хорошо. А ты как поживаешь?

А-Да у меня все отлично! Вот хожу по магазинам, потом собираюсь поиграть в футбол. А ты чем занимаешься?

В-Отличный план! А я вот принимаю ванну, размышляю, слушаю приятную музыку.

А-Гм (hmm), у тебя стресс что ли?

В-Да, утром я ходил(а) к новому парикмахеру, теперь не могу появляться на людях. Стрижка просто ужасная!

А-Да, дружище (mate), тебе не позавидуешь. Но если хочешь, то я могу к тебе заехать (I can drop in) и мы вместе посмотрим телек (telly) или посидим в Интернете.

В-Ты - настоящий друг! Заезжай через часок.

2. А-Ненавижу стоять в очереди в супермаркете! Всегда кажется, что соседняя очередь движется быстрее.

В-Да ладно тебе, чего ты такой нервный?

А-Я час простоял в пробке, потом полчаса искал место на парковке, теперь стою в очереди в супермаркете. Столько времени зря потрачено!

В-И не говори! (Indeed!) А я завтра выступаю перед огромной аудиторией, нервничаю очень!

А-У всех свои фобии. Я вот летать боюсь. И ненавижу стоять в очередях!

В-Ох, и тяжелая эта штука-жизнь! (Life is not a bed of roses)

Listening

6. Match the English words with the Russian equivalents (part 1):

- | | |
|--------------------------|--------------------------------|
| 1. control | a. не иметь влияния, не влиять |
| 2. combination | b. сильный, тяжелый, жестокий |
| 3. cause | c. лишенный поддержки, помощи |
| 4. unsupported | d. давление |
| 5. severe | e. самообладание, контроль |
| 6. pressure | f. сочетание, совокупность |
| 7. to make no difference | g. причина, повод |

7. Match the English words with the Russian equivalents (part 2):

- | | |
|---------------------------|---|
| 1. to deal with | a. исследовать, изучить, проработать |
| 2. stress risk assessment | b. понимание, осознание, осведомленность |
| 3. to prevent | c. очаг напряженности |
| 4. hotspot | d. иметь дело с, бороться, справляться |
| 5. to investigate | e. предотвращать, предупреждать |
| 6. awareness | f. анализ риска возникновения стрессовых ситуаций |

8. Match the English words with the Russian equivalents (part 3):

- | | |
|----------------------|---|
| 1. to tend to | a. зд.: жаловаться |
| 2. to report | b. иметь склонность к ч-л |
| 3. coping strategies | c. легкоранимый, чувствительный |
| 4. vulnerable | d. стратегии преодоления трудностей |
| 5. to be good at | e. зд.: неэффективный, неудовлетворительный, слабый |
| 6. poor | f. быть способным к ч-л. |

9. Find the English equivalents to the following words and word-combinations:

1) стратегия преодоления трудностей; 2) исследовать, изучить, проработать; 3) сильный, тяжелый, жестокий; 4) легкоранимый, чувствительный; 5) давление; 6) не иметь влияния, не влиять; 7) иметь склонность к ч-л.; 8) понимание, осознание, осведомленность; 9) зд.: неэффективный, неудовлетворительный, слабый; 10) самообладание, контроль; 11) причина, повод; 12) зд.: жаловаться; 13) зд.: неэффективный, неудовлетворительный, слабый; 14) лишенный поддержки, помощи; 15) очаг напряженности; 16) быть способным к ч-л.; 17) предотвращать, предупреждать; 18) сочетание, совокупность; 19) иметь дело с, бороться, справляться.

Reading

10. Find the English equivalents to the following words and word-combinations:

1) консультант-маркетолог; 2) конечный срок исполнения; 3) руководить, контролировать, координировать; 4) дополнительные льготы и привилегии; 5) карьерная лестница; 6) перелом, поворотный момент; 7) изучение конъюнктуры рынка; 8) тщательно изучить; 9) получиться, сложиться благоприятным образом; 10) десятилетие, декада; 11) бешенная погоня за успехом, богатством; 12) скорость, ритм жизни; 13) местное сообщество; 14) наверстать упущенное; встретиться с друзьями, которых давно не видел; догнать.

11. Translate from English into Russian:

- Here are the top 25 Market Research Consultant profiles on LinkedIn.
- A deadline is negative inspiration. Still, it's better than no inspiration at all.
- Please supervise your children on the playground.
- A company car and a mobile phone are some of the perks that come with the job.
- You have to work very hard if you want to climb the corporate ladder. And after that you will have to work even harder to get out of the rat race.
- For Dan Jeffries, an act of kindness proved to be a turning point that saved his own life.
- Market research will help you understand your customers and get to know what people are prepared to pay for your product or service.
- Examine the past, but don't live in it.
- I'm most excited about how well it has all come together!
- A Decade is a Canadian alternative rock band.

11. Are you living your life in the fast lane? Click here to test your pace of life in our short quiz. As students, you are a part of the local community. During your Second and Third year, you may choose to live off campus in a private rented house.

12. There go my people, I must hurry to catch up with them for I am their leader.
Mahatma Gandhi

13. Happiness is catching up with your friends.

12. Translate from Russian into English:

1. После окончания университета я буду работать консультантом - маркетологом.

2. Конечный срок сдачи курсовых работ - следующий четверг.

3. Пожалуйста, не оставляйте детей без присмотра (контроля).

4. Я очень хочу получить эту должность! Помимо высокой зарплаты, у нее есть куча дополнительных льгот и привилегий.

5. Карьерная лестница стала законодательницей мод на рынке труда.

6. У каждого человека бывает в жизни переломный момент, после которого он меняется.

7. Изучение конъюнктуры рынка - очень интересный процесс. Особенно если ты - гуманитарий.

8. Сотрудники таможни тщательно осмотрели багаж. Как ни странно, чучело попугая у них не вызвало интереса.

9. Я долго копила деньги на шестой Айфон, и вот, спустя два года, все удачно сложилось, и я купила его. Правда, он уже безнадежно устарел.

10. Фильм «Властелин колец» вышел почти два десятилетия назад.

11. В постиндустриальном обществе работу, связанную с частыми переработками, стрессом и командировками часто называют крысиными бегами.

12. Задайте себе вопрос: вас устраивает ритм вашей жизни?

13. Местное сообщество проживает на одной территории: в одном городе, районе, квартале, доме.

14. В прошлом месяце я болел(а), теперь мне нужно многое нагнать.

Vocabulary

13. Match the words with their Russian equivalents:

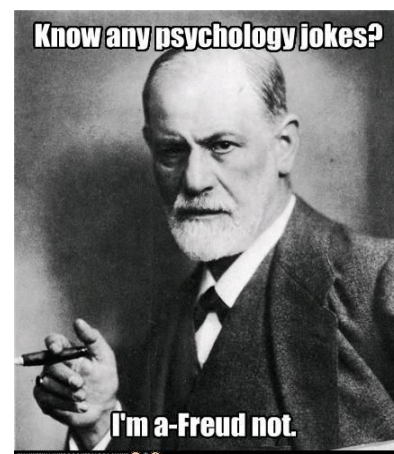
- | | |
|---------------|---------------------|
| 1. lifestyle | a. крайний срок |
| 2. workaholic | b. объём работы |
| 3. workload | c. свободный график |
| 4. deadline | d. образ жизни |
| 5. flexitime | e. трудоголик |

14. Translate into Russian:

1. Make it a lifestyle, not a duty.
2. A workaholic is someone who constantly thinks about work, and without work feels anxious and depressed.
3. Students find that their workload increases by the end of the course.
4. I am terribly busy because the report deadline is near.
5. Some people fear that flexitime working is 'career death'.

15. Translate into English:

1. Родители часто осуждают образ жизни своих детей.
2. Мой двоюродный брат - настоящий трудоголик. Он работает даже по выходным и в отпуске.
3. В этом семестре у нас нагрузка гораздо больше, чем в прошлом.
4. Крайний срок сдачи документов на визу - следующая пятница.
5. У неё гибкий график, поэтому она может планировать свой день как пожелает.



Language Review

Past Simple and Present Perfect

16. Choose either the present perfect or the past simple to go into each sentence. Use contractions where possible but only for negatives: *haven't, didn't, etc.*

1. 'This is my house.' 'How long have you lived here?' 'I..... (live) here since 1997.'
2. He lived in London for two years and then he.....(go) to Edinburgh.
3. When I left school, I cut my hair and(wear) it short ever since.
4. Shakespeare(write) a lot of plays.
5. My brother.....(write) several plays. He has just finished his latest.
6. I.....(not see) him for three years. I wonder where he is.
7. He.....(not smoke) for two weeks. He is trying to give it up.
8. Chopin.....(compose) some of his music in Majorca.
9. 'When.....(he/arrive)?' 'He arrived at 2 o'clock.'
10. I read his books when I was at school. I.....(enjoy) them very much.
11. I can't go out because I.....(not finish) my work yet.
12. 'I.....(never/drink) whiskey.' 'Well, have some now!'
13. Here are your shoes. I.....(just/clean) them.
14. I left home at 8.00a.m. and I.....(get) here at 12.00p.m.
15. I.....(meet) him last June.

17. Fill in *last night, ever, ago, just, yet, always* in the right place.

1. Nick's uncle went to Russia a decade.
2. Mr. Rambler has investigated something awesome.
3. Nick has been good at market research.
4. The doctor prevented heart attack.
5. They haven't met the deadline.
6. Have you thought about your lifestyle?

18. Correct the mistakes in these sentences:

1. We lived here since 1997.
2. I've been ill since two days.
3. How long do you know him?
4. Susie has seen a good film last night.

5. We've finished our homework just.
6. I've already wrote three letters.

19. Translate into English using Present Perfect or Past Simple and the active vocabulary:

1. Я только что тщательно просмотрел эти документы и обнаружил несколько ошибок.
2. В прошлом году у меня был гибкий график.
3. Только что узнала, что крайний срок сдачи проекта был вчера!
4. Да, не беспокойся, я все завершила еще вчера и после прошлась по магазинам.
5. Недавно я решила выучить итальянский, но у меня такая нагрузка на работе, что просто нет времени.
6. Ты смотрел уже новую серию «Игры престолов»? - Да, вчера посмотрел, мне очень понравилось! Но этот фильм не для чувствительных людей!
7. В детстве у меня хорошо получалось произносить речь на публике. А сейчас я стесняюсь.
8. Никогда не был трудоголиком и никогда не буду.
9. Почему вы вчера опоздали на работу? - Застрял в пробке.
10. В прошлом семестре я пропустил много занятий, но мне удалось нагнать своих одноклассников.

20. Present Perfect and Simple Past. Work together to fill all the gaps in the sentences below with the correct tenses, Present Perfect or Simple Past. Hint: 8 are Present Perfect and 6 are Past Simple.

1. The company _____ (not upgrade) the computers since 2008.
2. The company _____ (relocate) last year but no one likes the new office.
3. There _____ (be) a boom in office rents in the last six months.
4. The government _____ (deregulate) the insurance industry in the middle of last year and your company is the only one which hasn't reformed its business because of that yet.
5. The company _____ (downsize) the workforce six months ago and now there aren't enough staff to do all the work.
6. Sales of the new product _____ (make great strides = improve) in the last two months, but it is still losing money.
7. The company updated its software on Monday, but it _____ (crash) seven times since then.
8. The sales staff were retrained in November. Since then half of the staff _____ (leave) to get better jobs with other companies.
9. The director _____ (restructure) the department in a very unpopular way at the end of last year, then he left the company two weeks later.
10. A product was re-launched at the beginning of this month but its sales _____ (be) even worse since then.
11. Your company _____ (redevelop) land that it owns just five years ago, but since then all the surrounding land has been filled with much more modern developments.

12. The CEO _____ (decide) at the end of last year to slowly decentralize power to local branches but a new CEO has joined this month and wants to bring power back to the head office.

13. The market share of one of your competitors _____ (expand) by more than 300% in the last twelve months.

14. Smoking was permitted inside the office until January this year but then it was banned. Since then, the only local café _____ (close) its smoking area.

Communication activities

20. Read the following notes and discuss with a partner what seems reasonable and what sounds weird. Share your ideas with your group-mates:

Things to do when you are sad

Don't listen to Bob Dylan

Wear a big sweater

Drink tea

Clean your room

go for a walk

make paper cranes

find recipes (to use when you are happy)

watch anime

read a newspaper

hang fairy lights around your house

bake an apple-pie with a friend

organize old Pokemon cards

think how beautiful the outer space is

paint your sadness

go to a café

sleep on a pile of blankets

ask someone to hold you

cry

be ok at some point

visit a library

pick flowers

sit with someone

21. Choose a situation which is the most stressful to your mind. Say what you would do in this situation to cope with stress. Describe the situation from your own life experience when you felt stressed

a. You are being asked to speak in public. But you don't know much about the subject discussed by the participants. Everybody is looking at you. You are terrified and don't know what to say. You feel your hands shaking and your cheeks blushing.

b. You are a first-year university student. You are taking your first exam. You are absolutely calm and self-confident as you know the subject very well. You are taking a question card and feel a cramp in the stomach. You don't remember the answer to the question.

c. Your best friend has fallen ill and he has asked you to go to the chemist's to buy some medicine. You've gladly agreed to help him. Standing in the queue you suddenly realize that you've lost your friend's purse with a considerable sum of money in it. You are shocked and don't know what to do.

d. You've seen your brother's girlfriend kissing some other guy. You don't know whether you should tell your brother about it. You are afraid that he won't believe you if you tell the truth. But on the other hand he will never forgive you if he learns that you have concealed this unpleasant fact.

22. Read the quotations below. Choose any statement and comment on it

- *"It's not stress that kills us, it is our reaction to it."*

Hans Selye

- *"There are some things that you learn best in calm, and some in storm."*

Willa Cather

- *"The time to relax is when you don't have time for it."*

Sydney J. Harris

- *"Stress is caused by being 'here' but wanting to be 'there.'*

Eckhart Tolle

- *"One of the symptoms of an approaching nervous breakdown is the belief that one's work is terribly important."*

Bertrand Russell

23. What is your favorite quote on stress and how to overcome it? Feel free to share the best one(s) you have found in this article or in your life in the comments section below.

Writing

Ex.24 Rewrite the paragraph, using punctuation and capital letters where necessary

It may seem like there's nothing you can do about stress the bills won't stop coming there will never be more hours in the day and your work and family responsibilities will always be demanding but you have a lot more control than you might think in fact the simple realization that you're in control of your life is the foundation of stress management stress management is all about taking charge of your lifestyle thoughts emotions and the way you deal with problems no matter how stressful your life seems there are steps you can take to relieve the pressure and regain control

Ex.25 Put the word groups in the correct order to make sentences

What you can do

1. your/ Move/ often/ body — more/ don't/ for/ than/ an hour/ sit
2. face-to-face / positive /Make / connection/ other / people/ with
3. When/ change/ you/ stressor /can't/ the, learn to avoid/change, adapt, or accept
4. intake/ Reduce/ and caffeine /your/ of alcohol, nicotine,
5. every/ Do/ you/ something/ day/ enjoy
6. Get/ all/ the/sleep/ your/ best /restful /to feel
7. Learn/ / more/ by reading/stress/about

Ex.26 Ask you groupmates to fill in the following questionnaire, process the results and illustrate them in a graph.

Rate the causes of stress from 1 to 3, where 1 is the most stressful			
Lack of money	1	2	3
Your future career	1	2	3
Health	1	2	3
Your studies	1	2	3
Emotional problems (depression, anxiety, anger, grief, guilt, low self-esteem)	1	2	3
Family relationships	1	2	3
Personal relationships (with friends, groupmates etc.)	1	2	3
Traumatic event (such as a natural disaster, theft, rape, or violence against you or a loved one)	1	2	3
Change (any major life change can be stressful, even a happy event)	1	2	3
Death (of a pet, a family member, a friend, an acquaintance, or expectation of death)	1	2	3
Fear and uncertainty (when you regularly hear about the threat of terrorist attacks, global warming, and toxic chemicals on the news, it can cause you to feel stressed, especially because you feel like you have no control over those events)	1	2	3

Ex. 27 Represent the result of your research to your groupmates using Useful language in Practice file on p.23

1. The graph/table/slides/ shows the results of.....
2. As you can see on this graph/table/slides.....
3. Firstly.....
To begin with.....
4. Secondly.....
- Next.....
5. Finally,.....
6. In conclusion

Vocabulary

absenteeism	неявка на работу
accidentally	случайно
ambitious	амбициозный
angry	сердитый
appear vulnerable	казаться ранимым
appropriate	подходящий
to be afraid of	бояться
to catch up with	догонять ч.-л.
cause	причина
to consider	рассматривать, полагать
to contribute	вносить вклад
corporate ladder	служебная лестница
counsellor	советник
to deal with smb.	иметь дело с...
entire	целый
escape	побег
ever-increasing	постоянно увеличивающийся
to examine	исследовать
exclusively	исключительно
extensive discussion	пространное обсуждение
findings	полученные данные
to give care to smb.	заботиться о к.-л.
handbook	справочник
to have a bath	принимать ванну
lifestyle	стиль жизни
major complaint	основная жалоба
medical checkup	медицинский осмотр
to meditate	медитировать
to meet the deadline	успевать в срок
morale	моральное состояние
to negotiate	вести переговоры
outlining	составление плана в общих чертах
overworked	работающий с повышенной нагрузкой
pace of life	темп жизни
to pay attention to	уделять внимание
pay rise	повышение зарплаты
perks	дополнительные привилегии
to prefer	предпочитать
proposal	предложение
psychologist	психолог
psychology	психология
psychotherapist	психотерапевт
quarterly report	квартальный отчет
rare	редкий
rat race	крысиные бега
raw material	сырье

redundancy	сокращение
to resign	подавать в отставку
rumors	слухи
severe stress	сильный стресс
solicitor	стряпчий
steady progress	постоянный прогресс
stockbroker	биржевой брокер
strike	забастовка
to suffer emotional strain	страдать от эмоционального напряжения
to supervise	наблюдать (за чем-либо)
to surf the Net	сидеть в интернете
tight deadline	жёсткие сроки
turning point	поворотный пункт
unsupported	без чьей-л. помощи
valuable	ценный
various	разнообразный
vending machine	торговый автомат
vet	ветеринар
vicar	приходской священник
workaholic	трудоголик
work-life balance	баланс между работой и личной жизнью
workload	рабочая нагрузка

Ресурсы:

<http://grammar.about.com/od/d/g/Deadline.htm>

<http://www.bbc.co.uk/programmes/p04fm0zr>

<https://www.theguardian.com/small-business-network/2013/aug/23/small-business-tips-market-research>

<http://sayquotable.com/quotes/quote-about-examine-the-past-but-dont-live-in-it-image.html>

http://www.richardwiseman.com/quirkology/pace_home.htm

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Unit 6. ENTERTAINING

Starting up

1. Match the words with their Russian equivalents:

- | | |
|------------------------------------|-------------------------------|
| 1. art galleries | a) основное блюдо |
| 2. historic sites | b) скачки |
| 3. horse racing | с) местная кухня |
| 4. main course | d) иметь удобное расположение |
| 5. local food | e) попросить счет |
| 6. ask for the bill / check | f) художественная галерея |
| 7. book a table | g) приемлемые цены |
| 8. an exclusive restaurant | h) быстрое обслуживание |
| 9. fast service | i) исторические места |
| 10. fair prices | ж) предлагать вкусную еду |
| 11. to serve delicious food | к) бронировать столик |
| 12. to be in a convenient location | л) первоклассный ресторан |
| 13. eating habits | м) кулинарные традиции |

2. Translate into Russian:

1. In different parts of Britain people have different eating habits. Most of them have five or six meals a day

2. The National Art gallery is home to one of the world's most impressive collections of paintings, sculpture and graphic arts, ranging from the Middle Ages through the 21st century.

3. After being spiritually fulfilled, this is a perfect opportunity to refresh your body with some good local food and dance till dawn.

4. Our exclusive restaurant offers fast service and serve delicious food at most competitive and fair prices for all guests of the city.

5. I prefer Senator Apartments to stay in because of convenient location, nice rooms - spacious and well-equipped.

6. OAO TATNEFT contributes to successful development of such sports as hockey, volleyball, wrestling, figure skating, horse racing, karate, tennis, boxing, swimming, etc.

7. Museums, art galleries and historic sites are now major attractions.

8. Guests wishing to dine in the hotel restaurant are advised to book a table in advance.

9. Only fresh vegetables or fruit are used for cooking dishes, no matter salad or main course.

3. Translate into English:

1. У каждой провинции Грузии различные кулинарные традиции, не оставляющие равнодушным ни одного из гостей.

2. После наполненного событиями дня отведайте изумительный разнообразный ужин из 6 блюд (основное блюдо на выбор), свежие салаты из салат-бара и сыр на десерт.

3. Гостям обязательно понравится круглосуточно работающий бар, в котором предлагаются аппетитные закуски и напитки.

4. Это идеальное место для отдыха, а также для ознакомления с окрестностями и богатой местной кухней.

5. Квалификация и опыт позволяют сочетать высокое качество переводов и приемлемые цены.

6. Отель удобно расположен - всего в нескольких минутах от прекрасного пляжа.

7. Исторические места, культура, национальная кухня и возможности для активного отдыха заинтересуют даже самых бывалых путешественников.

8. Мы советуем вам бронировать столик заранее, если вы хотите поужинать в нашем первоклассном ресторане.

9. Центральное место в павильоне будет занимать художественная галерея, в которой будут представлены видеоматериалы, посвященные основной теме экспозиции.

10. Целью нашей фирмы является комплексное и быстрое обслуживание покупателей.

Listening

4. Match the words to their Russian equivalents:

- | | |
|--------------------|---------------------------------|
| 1. entertaining | a) место проведения мероприятия |
| 2. a wide range of | b) достигать цели |
| 3. trade show | c) развлечение |
| 4. exhibition | d) мастер-класс |
| 5. workshop | e) большое разнообразие |
| 6. venue | f) промышленная выставка |
| 7. achieve the aim | g) выставка |

5. Give the English equivalents:

1) любить заботиться о ком-то; 2) присматривать за кем-то; 3) изменить бронь; 4) любить общаться; 5) быть вовлеченным; 6) отказываться; 7) развлекать; 8) отклонить приглашение.

Reading

6. Give the English equivalents:

1) любимые клиенты, 2) уроки вождения, 3) единственное различие, 4) получить возможность, 5) предприниматель, 6) придумать новые интересные идеи, 7) мероприятие, 8) билеты могут обойтись \$2000, 9) окупаться, 10) быть в поиске новых идей, 11) проводить мероприятия, 12) опыт, который можно испытать раз в жизни, 13) достигнуть невероятных вершин, 14) воображение.

7. Translate into Russian:

1. We went to see an entertaining show tonight.
2. Together we are able to reach any highs and overcome any difficulties.

3. With the exception of ordinary corporate hospitality we never accept or offer gifts, favours or any advantages liable to compromise the objectiveness of a decision or which may prejudice the company's interests and its image.

4. The official schedule of the event will appear on the website.

5. If you want to keep in touch with your most favourite clients easily, you can set them as favourites.

6. Companies in different countries should be challenged to come up with cost-effective solutions.

7. They are asked to imagine that they are flying in a hot-air balloon which is too close to the ground.

8. Nevertheless, he becomes a pilot of a jet fighter.

9. For relaxation you can visit some of the near health spa.

10. If you are looking for a once-in-a-lifetime experience or for the ultimate travel indulgence you can arrive and depart from Atlantis, The Palm by helicopter.

8. Translate into English:

1. Олимпийские игры объединяют все лучшее в спорте — обучение, развлечение и вдохновение.

2. Если у вас ранее никогда не было водительских прав, вам, наверное, не плохо получить уроки вождения на курсах.

3. Анна-Мари назвала эту выставку единственной возможностью в жизни австралийцев увидеть примеры различных почерков.

4. Любой предприниматель может столкнуться с опасностью в один миг потерять свой бизнес, который стал результатом упорного труда в течение многих лет.

5. В моей голове всегда рождаются новые интересные идеи и варианты понимания текущих проблем.

6. Эти чувства вызывают эмоции и восторг, порождают воображение и тягу к творчеству.

7. После более четырех лет напряженной работы проект начал окупаться.

8. Это мероприятие позволило привлечь внимание общественности к этой важной проблеме.

9. Коллектив компании прилагает все усилия для того, чтобы их любимые клиенты и поставщики рассматривали их как партнеров, способствующих совместному успеху, и были заинтересованы в тесном сотрудничестве.

10. После того, как она организовала день рождения сестры, она решила сделать проведение праздничных мероприятий своей профессией.

Language review

9. Put the words in the right word order and then translate sentences into Russian:

1. is / near / school / There / new / a / our / cinema

2. got / my / problem / I / with / have / homework / a

3. when / can / help / she / thinks / problem / we / Mary / has / her / a

4. well / think / your / very / I / don't / father / drives

5. to / we / On / a / restaurant / sometimes / Sundays / go

6. circus / went / with / we / ago / the / Two / my / to / parents / months
7. did / very / The / trick / well / magician / his
8. after / Jim / sister / Mother / look / asked / his / to / younger
9. her / Cindy / you / I / found / Can / tell / that / have / necklace
10. way / on / bike / Mike / on / already / been / his / to / his / school / has

10. Translate into English:

1. Она встает в 6 утра, потому что ее работа начинается рано
2. Можно примерить эти сандалии?
3. На улице слишком холодно. Надень теплое пальто и шапку.
4. В помещении слишком жарко. Могу я снять куртку?
5. Мэри собирается стать врачом, когда вырастет.
6. Не забудь выключать свет, когда выходишь из ванной.
7. Пожалуйста, заполните этот регистрационный бланк.
8. Мы с нетерпением ждем встречи с твоей женой.
9. Аня так терпелива и добра. Ей нравится ухаживать за детьми и пожилыми людьми.
10. Извини. Я не могу пойти прогуляться с вами вечером. Я очень занят.

11. Fill in the gaps with the correct prepositions:

1. She paid for lunch advance, so we don't need to pay now.
2. I went to the wrong house..... mistake. .
3. Please make sure that you're time for the class.
4. I was walking to the station and chance I saw the glove that I'd lost on the ground.
5. I love eating out in London..... instance, one of my favourite restaurants has amazing Japanese food.
6. I think the cat is..... danger on that high roof.
7. I picked up the laptop and my surprise it fell apart in my hands.
8. I have a lot common with my cousin. We both like many of the same things.
9. If the baby starts to cry, pick her up once.
10. Did you forget your purse purpose so you wouldn't have to pay?
11. It's best to arrive foot because there is nowhere to park.
12. What do a whale and a dolphin have common?
13. He added salt instead of sugar mistake.
14. What's your favourite thing to do? instance, do you like sport?
15. The book was reach on a high shelf.

Writing

How to write a formal email

Whether it is for business or for other purposes, knowing how to write a formal or professional email is an extremely valuable skill.

In the subject line of your email, be sure to use a short, clear description of your reason for emailing. Avoid things like 'Hello' or leaving the subject line blank.

Before you've even started to write your email, it's important to know how to use titles when addressing someone.

- For men, using 'Mr' along with either their surname or first name is appropriate
- Married women should be addressed with 'Mrs'
- 'Ms' is used for women regardless whether they are married or not.
- University professors may be addressed as 'Prof.', and doctors are 'Dr'

Now, let's look at how to start your email!

If you know the name of the person you are emailing and have a formal relationship with them, begin by saying 'Dear Ms [Surname],'. If you don't know the person's name, use 'Dear Sir/Madam', or 'To whom it may concern'.

Top Tip: Remember to always include a comma after 'Dear [Name]'!

If you have a more casual or informal relationship with the person you're emailing, something like 'Hi [First Name]' or 'Hello [First Name]' is perfectly acceptable.

Introduce yourself, and explain why you are writing

Explain who you are, including any important information that is related to your enquiry.

Tell your reader why you are writing. Make sure to include any details that will help them with your question, if you have one

Signing off depends on your relationship with the reader – let's take a look at the best ways to sign off formal and professional emails for now: Using 'Sincerely', 'Cordially', and 'Best', followed by your full name are all excellent ways to close your email.

Let's take a look at an example at what we've got so far:

'Dear Ms. Smith, My name is Jane and I am a 26-year-old from Colombia. I am writing to ask for more information about the English courses you have available at EC Oxford. I have studied English in school, but would like to improve my abilities at your school.'

'Thank you very much for your time.

Sincerely,
Jane Smith'

How to write an informal email

An informal email is a letter that is written in a personal fashion. You can write them to relatives or friends, but also really to anyone with whom you have a non-professional relationship with, although this doesn't exclude business partners or workers with whom you're friendly with either.

The contents of your letter should be written in a personal and friendly tone. However, it's important to adjust your use of language to the person you are writing to. A good way of assessing how you should write is to think about how you would interact with each other in real life. Also, the English and the Americans are fond of exchanging social niceties. For example, they like asking a few polite questions "How are you?" or "How was your holiday?" for example.

How do you address someone in English? This is fairly straightforward, and it is usually not as important as would be with a business or formal letter.

This heavily depends on how well you know the person in question. Carefully consider your relationship with him or her. You could simply say: "Hi Richard," but it is always safer to just say "Dear Richard," (Never forget the comma!)

Sample Opening Sentences

Your opening should be casual, and not as stiff as they would be in business letters.
How are you?

How have you been?
How is life treating you?
How are the kids?
I hope you are doing well
I hope you, Mike, and the kids are having a great time in. . .

Ending

Closing sentences examples:

I am looking forward to seeing you.

I can't wait to see you soon.

I can't wait to hear from you.

I am looking forward to hearing from you, I hope to be hearing from you soon.

See you soon.

Send my love to. . .

I hope you are doing well.

Give my regards to. . .

Signature

In terms of signing off, the choice is yours and you have a lot of freedom here. Here are some examples:

Best wishes,

Best,

Kindly,

Kind regards,

Best regards,

Lots of love,

Love,

1. Study examples 1 and 2 and comment on the style of the letters, their structure, logic and vocabulary

Example 1 – Informal Email:

Hi Scott,

Thanks for the e-mail. It is always nice to hear from people, especially from you, Scott.

I have not got any reply, a positive or negative one, from Seibido yet.

Let's wait and hope that it will make a BOOK.

Have you finished your paperwork for Kaken and writing academic articles?

If you have some free time in the near future, I want to meet you and explain to you our next project.

Why not drink out in Hiroshima if we are accepted?

We need to celebrate ourselves, don't we?

Let's have a small end-of-the-year party!

Sincerely,

K. Nakagawa

Example 2 – Formal Email:

Dear Dennis,

Hope you are well.

I'm writing to you, yet again, in your capacity as "Answer Man."

One of our David English House teachers has just e-mailed me to see if I have any more information on "university listening tests" which are to be administered soon.

I have no information about any such tests. Do you? If so, could you please let me know.

Thank you kindly.

Best regards,

Donna

Texts for retelling and discussion

1. Read the text and discuss it:

Business Etiquette & Entertaining

Developing strong working relationships with business partners is a key part of any business strategy. Entertaining can be an effective tool in helping you develop and deepen your business relationships, but only if done correctly.

Depending on the country where you are doing business, a personal relationship with your client, supplier or prospective partner can be important. In Spanish culture, for example, it is imperative to build up a personal relationship before doing business. In other countries, such as Germany, a personal relationship is generally not required – trust in a business' capacity to deliver on its promises is more important than knowing the Managing Director personally.

If you are looking to develop a personal relationship based around trust, entertainment is often the most efficient way. Whether dealing with clients or suppliers, taking an individual away from the formality of a meeting place lets both of you loosen up, share some of your personalities, and build mutual regard besides the purely professional.

If you have decided to entertain a client, partner or supplier, you're assuming responsibility and need to prioritise their enjoyment and relaxation.

Even if you perceive the business relationship as one-sided – if you're the 'customer' in the relationship, for example – you should look after every detail to ensure the individual has an enjoyable time. A poorly planned evening, or evidence of obvious corner-cutting on your part, is counter-productive. If you're not going to commit to organising everything well and putting your guests' enjoyment before your own, don't bother.

Equally, avoid activities where there is no scope for someone to abstain or an activity that could be interpreted as controversial. Offending your guests will do more than harming a personal relationship. It can also make you and your company look careless – which is not a desirable trait in a business partner.

Food and Drink

There's a reason why 'breaking bread' with a person is seen as a huge factor in building up trust, whether in personal or business relationships. Sharing a meal allows you to converse easily with a guest while also providing plenty of breaks for silence – and a topic of conversation!

British cuisine also enjoys quite a strong international reputation: helping your guest to enjoy the best your nation or city has to offer is an obvious treat. While business lunches can be effective, many guests visiting your home base would appreciate filling their evening time with an informal dinner.

While it can be tempting to bring your business people to a new, exciting venue, this is generally not the best idea. Going with an unknown quantity can run the risk of a sub-par experience. Ideally, go somewhere where you have been before, and where you know the staff.

Another advantage of bringing your guests to a familiar restaurant is that you will be knowledgeable about the menu. It is a good idea to recommend a number of dishes from different price categories so that your guest feels comfortable ordering exactly what they want.

An important aspect of restaurant entertaining is that no guest should be eating or drinking on their own. Even if you are not drinking alcohol it is good to be drinking something (whether a soft drink or a non-alcoholic beer) when they are.

As the host, you will be ordering the wine, so ensuring that consumption doesn't get out of hand is your responsibility. It's also your job to manage the situation if you fail in that. Should someone get a little worse for wear then order a taxi and arrange to pay for it to ensure he or she gets back to the hotel safely.

Gift Giving

As you can imagine, gift giving is a tricky area. On the one hand, sharing gifts is a traditional part of business in many European countries and can be a great way of showing respect. Conversely, people in other countries may treat a generous gift as little better than a bribe.

Keep the culture of your guest's home country in mind. When in doubt, items from your own culture (such as coffee table books of your region or locally produced goods) are safe choices, demonstrating thought and consideration without being ostentatious.

Success in business entertaining is much like entertaining people in your personal life: sticking to safe options unless you know an individual very well, and considering your guest's enjoyment first, will almost always see you right.

Vocabulary

accessible	доступный
achieve the aim	достигать цели
add up	добавлять
art gallery	художественная галерея
ask for the bill / check	попросить счет
authentic	подлинный
bar chart	столбчатая диаграмма
be in a convenient location	иметь удобное расположение
book a table	бронировать столик
burst out (laughing)	разразиться (смехом)
break down	рушиться
catch the imagination	поразить воображение
contest	соревнование
convenient	удобный
corporate event	корпоративное мероприятие
cost-effective	оправдывающий затраты
defend	защищать
eating habits	кулинарные традиции
elegant	элегантный
embarrassing	затруднительный
entertaining	развлечение
entrepreneur	предприниматель
fair prices	приемлемые цены
fast service	быстрое обслуживание
football pitch	футбольное поле
generosity	великодушие
hairdressing salon	парикмахерский салон
historic sites	исторические места
horse racing	скачки
hospitality	гостеприимство
hot-air ballooning	воздухоплавание
in advance	заранее
jet fighter	реактивный истребитель
exclusive restaurant	первоклассный ресторан
exhibition	выставка
local food	местная кухня
look around	осмотреться
look for	искать
look forward to	ждать с нетерпением
main course	основное блюдо
memorable	запоминающийся
motor racing	автомобильные гонки
once-in-a-lifetime experience	уникальный опыт
refuse	отказываться
reminiscent	напоминающий
serve delicious food	предлагать вкусную еду

set aside	откладывать
set up	организовывать
slow down	замедлять
spacious	просторный
stand up for	смело встречать
stuffed peppers	фаршированный перец
stylish	стильный
superior	начальник
take out	вынимать
take part in	принимать участие в...
take up	встречаться
tasty	вкусный
top priority	первостепенной важности
tournament	турнир
trade show	торгово-промышленная выставка
trek	путь
turn down	убавить громкость
turn up	прибавить громкость
venue	место проведения мероприятия
wallet	бумажник
welcoming	приветственный
wide range of	большое разнообразие
wine testing	дегустация вина
workshop	мастер-класс
work out	разрабатывать (план, проект)

Unit 7. MARKETING

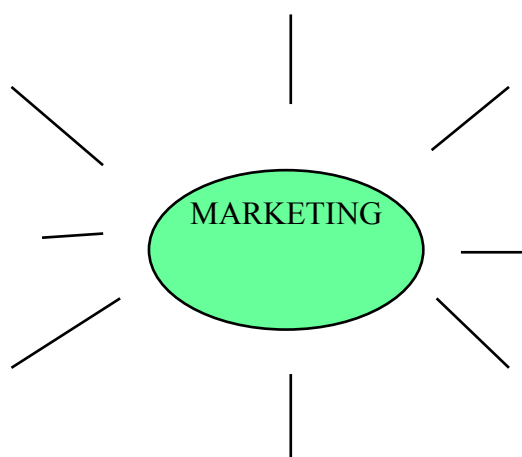
“Good companies will meet needs; great companies will create markets.”
Philip Kotler, American marketing author and consultant

Starting Up

Topics for discussion

Answer the following questions:

1. What images spring to your mind when you hear the word ‘marketing’? Make a mind map.



2. What's the best marketing campaign you know of?
3. How would you start marketing a product or idea you had?
4. How has the Internet changed marketing?
5. Do luxury and affordable brands use different types of marketing?

Vocabulary

1. Match the words with their Russian equivalents:

- | | |
|--------------------------------------|---------------------------------|
| 1. goods | a. доля рынка |
| 2. a customer | b. сегмент рынка |
| 3. promotion | c. целевой потребитель |
| 4. to persuade | d. товары |
| 5. available | e. долговечный, стойкий |
| 6. a sales target | f. убеждать |
| 7. to queue up | g. покупатель, клиент |
| 8. to launch an advertising campaign | h. стоять в очереди |
| 9. to distinguish | i. жизненный цикл продукта |
| 10. long-lasting | j. продвижение товара |
| 11. market share | k. прогноз сбыта |
| 12. sales forecast | l. доступный |
| 13. consumer behaviour | m. потребительские товары |
| 14. target customer | n. запустить рекламную кампанию |
| 15. a product lifecycle | o. рекламный бюджет |
| 16. market segment | p. план продаж |

17. advertising budget
18. consumer goods

- q. отличать
r. покупательское поведение

2. Translate into Russian:

1. Our priority is support of the long -lasting relations with our partners.
2. The London firm Gameworks needs an effective marketing campaign for its new games console.
3. An advertisement uses the benefits of the product or service to persuade customers to purchase and use the particular brand
4. Our marketing people have come up with a great idea for the launch of the new model
5. There was a promotion in the supermarket and they were giving away body lotion samples.
6. Our autumn catalogue is now available on our website
7. Apple fans began queuing up for the new iPhone 7 FIVE DAYS ahead of its release.
8. Brand new design and high quality distinguish our goods from the rest.
9. The study of consumer behaviour enables marketers to understand and predict consumer behaviour in the market place.
10. As expected, the price of imported goods has risen.
11. We collaborate only with the best and most reputable companies – leaders in the market segment of their region
12. The current year's sales target was 78 per cent higher than the previous year's.
13. The product lifecycle starts with placing the product on the market, followed by its correct installation, maintenance, overhaul and repair.
14. We need the right product to satisfy the needs of target customers.
15. Established in 1856, Burberry is a brand distinguished by a rich heritage.

3. Translate into English:

1. Несмотря на оптимистичность прогнозов продаж, электромобили не смогли завоевать рынок.
2. Изменение упаковки и новая рекламная кампания позволят нам увеличить жизненный цикл товара и получить желаемую прибыль.
3. Доля рынка Asus выросла с 7% до 7,2%, и теперь компания замыкает пятерку лидеров рынка компьютеров.
4. Все больше парфюмерных магазинов, стремящихся расширить свой ассортимент товаров премиум-класса, выбирают продукцию нашей компании, как самую доступную в этой категории.
5. Расходы Coca-Cola на кампанию в социальных медиа все еще составляют малую часть от общего рекламного бюджета в \$2,9 млрд., но с каждым годом увеличиваются.
6. Мощные рекламные компании способны формировать спрос на потребительские товары, на которые до них спроса не существовало.
7. Практически любой имеющийся товар, любые услуги находят свой сегмент рынка.
8. Маркетинговые исследования показали, что сотрудничество знаменитостей с брендами не всегда ведет к желаемому росту продаж.
9. Покупательское поведение потребителей заметно изменяется в зависимости

от товара, который он желает приобрести - пачку соли или автомобиль.

10. Кампания «Nike Running: Так просто, что даже пещерный человек сможет так же!» была сделана совместно с рекламным агентством Wieden + Kennedy.

11. Согласно данным о продажах, за последние три месяца прошлого года продажи телефона Microsoft Lumia упали на катастрофический для компании 81%.

12. Запуск новой модели смартфона принесет с собой значительный спад цен на предыдущую версию.

13. Не зная, профиль своего потребителя, для которого предназначены ваши услуги, вы не сможете эффективно прорекламировать и продать их.

14. Официальные дилеры за рекордное время выполнили план продаж новой модели Smart Fortwo.

15. Nike не полагается на маркетинговые исследования и предварительные тестирования, которые часто снижают воздействие на восприятие, а полагаются на экспериментальную рекламу.

Listening

4. Match the words with their Russian equivalents:

- | | |
|-------------------------|------------------------------|
| 1. passionate curiosity | a. постоянно |
| 2. constantly | b. прибыль, доход |
| 3. a business sense | c. влиять |
| 4. a company's assets | d. привлекательный |
| 5. a capability | e. истинный интерес |
| 6. profit | f. удовлетворять потребности |
| 7. to affect | g. позиция, отношение |
| 8. major | h. активы компании |
| 9. attractive | i. деловое чутье |
| 10. to meet the needs | j. возможность, способность |
| 11. an attitude | k. основной, главный |

5. Translate into Russian:

1. Einstein said that he had no special talents but only passionate curiosity.
2. Marketers have to do the hard analysis of all the business data and market research to understand what is going to affect customers and their behaviour.
3. A successful marketer should have a really strong business sense, an instinctive understanding of how the company makes money.
4. The key to being successful lies in finding ways to be constantly improving.
5. A company's assets are usually divided into current assets and fixed assets
6. This version of the application offers us new capabilities.
7. Company profits are down from last year's figures
8. The new rates will attract all consumers including businesses.
9. We will check all opportunities in order to find a solution that meets your needs.
10. We supply all major electronics brands.

6. Give the English equivalents:

- 1) истинный интерес к покупателю, 2) влиять на потребительское поведение,
- 3) деловое чутье, 4) удовлетворять потребности потребителей, 5) влиять на

прибыль, 6) ведущие банки, 7) возможности компании, 8) текущие активы, 9) отношение к чему-либо, 10) постоянный.

7. Translate into English:

- 1) - Каким должен быть успешный маркетолог?
- Во-первых, он должен проявлять истинный интерес к покупателю. Это ключ к пониманию поведения покупателя, его потребностям и, как эти потребности можно удовлетворить.
- 2) - Каковы планы вашей компании на ближайший год?
- Наша основная цель - увеличить текущие активы и прибыль наших региональных филиалов.
- 3) - Важно ли эмоциональное состояние в вопросах бизнеса?
- Безусловно! Правильное отношение к делу - это половина успеха.
- 4) - Можно ли развить в себе деловое чутье?
- Эта идея кажется привлекательной, но полагаю, что это врожденное качество. Однако можно научиться грамотно анализировать ситуацию и делать выводы.
- 5) - Что повлияло на Ваше решение продать логистическую компанию?
- Желание постоянного развития. Компания достигла максимума своих возможностей на данном рынке, и мне уже было не интересно ей заниматься. Сейчас маркетинговый консалтинг привлекает меня куда больше.

Reading

8. Match the words with their Russian equivalents:

- | | |
|---------------------------------|---|
| 1. to create | a. целевая группа |
| 2. an extraordinary achievement | b. стойкий, не поддающийся воздействию, сопротивляющийся |
| 3. the average shelf life | c. создавать, творить |
| 4. to regain the top spot | d. рекламное объявление |
| 5. to feature in a film | e. реклама |
| 6. a piece of art | f. рекламирование, реклама |
| 7. ultimate | g. выдающиеся достижение |
| 8. advertising | h. размещение торговой марки, самого товара/услуги или упоминания о нем в кино-, телевизионном фильме, телевизионной программе. |
| 9. an ad, advertisement | j. Поддержка знаменитостей |
| 10. a target group | k. Ведущий бренд класса люкс |
| 11. to be resistant to | l. произведение искусства |
| 12. product placement | m. играть главную роль в фильме, появиться в фильме |
| 13. celebrity endorsement | n. средний срок хранения |
| 14. commercial | o. вернуть лидирующую позицию |

9. Translate into Russian:

1. India and China have managed to lift millions out of poverty in the last 20–30 years — that's an extraordinary achievement.

2. While many people think of movies when they think of product placement, video games and pop music are other popular industries for product shout-outs.

3. Travel Explorations' main target group is experienced backpackers and adventurers.

4. Sometimes the biggest resistance to innovation comes from the person who should benefit most from it – the customer.

5. The need to innovate and develop ideas is viewed as an important part of the ultimate success of the company.

6. Nike has set the Internet on fire with a new ad celebrating India's female athletes.

7. Get more out of your ad budget, reach new customers, and generate buzz about your company by posting your commercial on YouTube.

8. Regardless of size, many business owners want to create a brand around their business.

9. To find a buyer for a piece of art often takes time, so investing in art should be considered as medium- or long-term investments.

10. A new planet is set to feature in the next Star Wars film Episode VIII

11. The average shelf life for almost all frozen vegetables is eight to 12 months, but tomatoes and bell peppers are best consumed within three to four months.

12. Microsoft founder Bill Gates has regained the top spot as the world's richest person, according to Forbes magazine's annual ranking of global billionaires

13. The ads of Marlboro were effective because they captured an ideal lifestyle to which many men aspired at the time.

14. Women are the target group of this marketing campaign.

15. The last survey reveal a growing resistance and negativity toward advertising

10. Translate into English:

1) - О каком автомобиле ты мечтаешь?

- Без сомнения, Aston Martin!

- Думаю, это потому что автомобили этого бренда были в фильмах о Джеймсе Бонде!

- Не по этой причине. Aston Martin — ведущий бренд класса люкс. Хотя размещение товара в кино — сильный маркетинговый ход.

2) - Я слышала, что вы готовитесь запустить новую рекламную кампанию при участии звезд спорта!

- Да! Поддержка знаменитых атлетов-это отличительная черта рекламы нашего бренда

- Ваши рекламные роламные ролики- это настоящие произведения искусства!

- Сейчас, когда люди стали невосприимчивы к стандартной рекламе, нужно чем-то удивлять.

- Кто ваша целевая аудитория?

- У нашего бренда очень широкая целевая аудитория -это люди любого возраста, которые хотят быть активными и спортивными.

3) - Ваш новый продукт имеет большой успех!

- Это правда! Создание электромобиля стало выдающимся достижением для нашей компании, оно позволило нам вернуть лидирующую позицию на рынке.

Language review

11. Put the words in the following sentences in correct order. Find a correct answer:

1. promotional/ German/ used/ the tag/ which/ manufacturer/ "Das Auto"?

- a. BMW car
- b. Volkswagen

2. brand/Americans/ machines/ name/ is/ what/ used/ many/ to all/ refer / in general/ by/ photocopying?

- a. Xerox
- b. HP

3. was/ why/ the first/ Macintosh/ named/Apple/ computer?

- a. Jef Raskin named it Macintosh after his favorite kind of apples.
- b. Steve Jobs used to wear a Macintosh.

4. KFC/ does/ for/ stand/ what?

- a. Kentucky Fried Chicken
- b. Kitchen Fresh Chicken

5. is/ Adidas/ the founder/who/ of?

- a. Adolf Dassler
- b. Rudolf Dassler

6. was/ called/ what/ 1945/ Jaguar Cars/ before?

- a. SS
- b. JJ

7. electronics/ produced/ manufacturer/ consumer/ also/ which/ tires?

- a. Nokia
- b. Samsung

8. logo/ who/ the Chupa-Chups/ designed?

- a. Salvador Dali
- b. Pablo Picasso

9. cosmetics/ advertisements/ with/ ends/ its/ which/ giant/ "Because you're worth it."?

- a. L'Oreal
- b. Chanel

10. company/ its/ well-known/ what/ Swoosh/ for/ is/ logo?

- a. Adidas
- b. Nike

12. Translate into English:

1) Вы или члены Вашей семьи приобретали апельсиновый сок марок «Добрый», «Любимый», «Фруктовый сад»?

- 2) Какой марки сока Вы отдаете предпочтение?
- 3) Как часто вы употребляете сок?
- 4) Где Вы обычно покупаете сок?
- 5) Что для Вас имеет наибольшее значение при покупке сока?
- 6) Оказывает ли реклама воздействие на Ваше решение при покупке сока?
- 7) Обращаете ли Вы внимание на содержание этикетки?
- 8) На какие элементы этикетки Вы обращаете внимание?
- 9) Важен ли для Вас дизайн упаковки?
- 10) Соки с какими вкусами Вы покупаете?
- 11) Для кого Вы покупаете сок?
- 12) Реклама каких марок сока Вам кажется наиболее привлекательной?

13. Fill in the gaps with the right prepositions:

KIWeXT

Gartenstrasse 25 D-97259 Greussenheim

Deutschland

Medieta Juguetes

Avenida Revolucion 1910

Guadalajara

Mexico

Dear Ms Medieta

RE: KinderFarben Painting Packs

Many thanks you for your email about the KinderFarben range of children's paints.

Here are the answers to the points you mentioned:

- All KinderFarben paints fully comply 1) _____ EU food and safety standards. The paints are non-toxic and washable.

- Each pack in the JuniorArtist range consists 2) _____ a paintbox with eight colours, a paintbrush and a leaflet in Spanish.

- Average delivery time to Mexico for orders 3) _____ 5,000 is fourteen days

We do not rely 4) _____ rail transport, because of the current strike. We can also take care 5) _____ insurance and any other documentation.

- The discounts we offer depend 6) _____ the size of orders - I would be happy to talk 7) _____ you about this.

- Goods should be paid for in euros. We offer flexible credit terms, so I am sure we could agree 8) _____ suitable terms.

Please contact me if you have any further questions. I look forward 9) _____ hearing 10) _____ you.

Martin Ballack

Sales Manager

Skills

14. Match the words with their Russian equivalents:

- | | |
|--------------------------------|--------------------|
| 1. a sales report | общий объём продаж |
| 2. a quarter | увеличить |
| 3. to meet one's sales targets | покупатель |

- | | |
|---------------------|--------------------------------|
| 4. to increase | квартал |
| 5. total sales | отраслевой журнал |
| 6. a trade magazine | распространитель, дистрибьютор |
| 7. a distributor | главный закупщик |
| 8. a customer | отчет о продажах |
| 9. a chief buyer | выполнить план по продажам |

15. Translate into English:

1. Я получил ваш квартальный отчет.
2. В последнее время я был очень занят.
3. Мы увеличили долю рынка на 2%.
4. Отличная работа!
5. Запуск новой линии шампуней был успешен.
6. Мы разместили рекламу в центральной прессе.
7. Это были с умом потраченные деньги.
8. Мы уже получили много заказов и отличные отзывы покупателей.
9. Один из наших крупнейших покупателей посетит нас на следующей неделе.
10. Она ожидает вашего звонка.

16. Make mini-dialogues using the the sentences from the previous task:

Example:

- We've met our sales target before the end of the quarter.
- Well done!

Telephoning

How to make a business phone call in English?

Making the business call:

A business call has three main stages: introduction, middle bulk and an ending summary of the call.

Introduce yourself or/and remind the person you are calling of your identity at the beginning of the call.

Make sure that the person you are calling is fully available to talk. If not, try to schedule an appointment for you to call back again.

State the purpose of your call. Be clear and to the point. Do not allow the conversation to go into meaningless chatter.



"This call may be monitored for training purposes or just to keep our staff amused."

Summarize the important points of the conversation

End the call in a pleasant manner. Thank once again the other person for his/her time. Set an appointment for another call if it is needed, and wish him/her a good day.

Useful Telephone phrases

Opening a call	<ul style="list-style-type: none"> • Hello/Good morning/Good afternoon • This is (your name) from (your company's name) ... • It's (name)
-----------------------	--

Explaining the reason for the call	<ul style="list-style-type: none"> • I am calling on behalf of Mr/Mrs/Ms (name) • I'm calling about • I wanted to ask about • Are you the right person to ask?
Asking for the person	<ul style="list-style-type: none"> • Can I speak to (name), please? • May I speak to (name), please? • I would like to speak to (name) please. • I am trying to contact (name).
Taking a call	<ul style="list-style-type: none"> • (name) speaking. • (company name). How can I help you?
Asking for more information	<ul style="list-style-type: none"> • Excuse me, who is calling? • I am sorry, who is speaking? • Where are you calling from? • Are you sure you have the right number?
Ask the speaker to wait	<ul style="list-style-type: none"> • Just a moment, please. • Could you wait for a moment, please? • Could hold on a second, please? • Can you hold the line, please? • The line is busy.
Transferring a call	<ul style="list-style-type: none"> • Thank you for holding. • I'll put you through. • I'll connect you now/I'm connecting you now
Connection problems	<ul style="list-style-type: none"> • Could you repeat that, please? • I'm afraid I can't hear you. • Can you speak up a bit, please? • Could you speak a little bit more slowly? • I am sorry, I didn't catch that. Could you repeat that again, please?
How to reply when someone is not available.	<ul style="list-style-type: none"> • I'm afraid (name) is not available at the moment. • I'm afraid the line is engaged. Could you call back later? • I'm afraid he/she is in a meeting at the moment. • Mrs (name) is out at the moment.
Take a message	<ul style="list-style-type: none"> • Would you like to leave a message? • Could I take a message? • Would like him/her to call you back?
Leave a message	<ul style="list-style-type: none"> • Can I leave a message, please? • Could you give him/her a message, please? • Can you tell him/her that I called? • Could you ask him/her to call me back, please?
Suggesting a meeting	<ul style="list-style-type: none"> • Do you have time to meet next week? • I was wondering if you might have time to meet next week. • It would give us the chance to talk about ...
Suggestion times and places	<ul style="list-style-type: none"> • When would suit you? • Where would you like to meet? • Would Monday be OK for you? • How about ...? • Shall we say 10 o'clock in my office?

Reacting to suggestion	<ul style="list-style-type: none"> • I just need to check my diary. • I think that would be possible. • Yes, that would be good for me.
Changing arrangements	<ul style="list-style-type: none"> • I'm calling about our meeting tomorrow. • I wanted to ask you if we could meet a bit earlier/postpone our meeting. • I was wondering if we could reschedule our appointment.
Asking for information	<ul style="list-style-type: none"> • Could you give me a few details? • What about ...?
Making proposals	<ul style="list-style-type: none"> • I have an idea. • What do you think? • How does that sound?
Interrupting	<ul style="list-style-type: none"> • Yes, but can I just say something? • Well yes, that might be true, but • Can I just come in here?
Reacting to proposals	<ul style="list-style-type: none"> • That sounds very reasonable. • We could probably work with that. • That depends. • I don't think that would be possible.
Ending the call	<ul style="list-style-type: none"> • Thank you very much for your help. • Thanks for calling. • Thank you for your time.

Telephone Summary

DO

- plan the call thoroughly. Have clear objectives.
- send an e-mail before you call when necessary.
- anticipate what the other person will say. Prepare your responses.
- have all necessary information at hand.
- refer to this book for essential phrases.
- e-mail ahead to allow the person time to prepare.
- smile when you phone. Be polite and agreeable.
- check that your respondent is free to talk.
- be efficient. You are representing your company.
- use questions to identify key issues.
- be concise. Time is money.
- listen actively. Confirm regularly that you understand.
- stand up. It gives you more authority.
- speak clearly and slowly.
- allow people to finish what they are saying.
- handle complaints politely.
- avoid complex language.
- check that the other person understands.
- take notes during a call. Write them up afterwards.
- send a follow-up e-mail to confirm.
- finish with a positive phrase.

DON'T

- call if you are unprepared.

- assume your respondent is available to talk when you call.
- lose control if someone becomes aggressive.
- forget that you represent the company on the phone.
- waste time.
- pretend to understand.
- assume the person has understood everything.
- interrupt.
- rely on your memory for important details.
- forget to write down important details.
- put the receiver down too quickly. It can seem rude.

Role-play this situation

Student A - a caller: You need to postpone an important internal meeting with the HR manager, scheduled for Friday at 9. You are supposed to discuss a new team building program.

Student B - a telephonist: You get an internal call from someone wishing to speak to the head of human resources. Unfortunately, she/he is in a meeting until lunchtime. Get more information and take a message.

Student C - a receiver: You are the head of Human Resources. You get a message from a colleague who wants to postpone a meeting arranged for Friday at 9. Call back, set a new date and time and find out about a new team building program.

Writing

Replies to Inquiries

1. Express Appreciation for the Inquiry

Tell the customer, either directly or by implication that you are glad he or she has written to you about one of your organization's products or services. The tone of your reply should express your appreciation.

2. Give the Exact Information Requested

Say in the first sentence that you are granting the request or answering the inquiry.

When answering yes to a request for an appointment or reservation, repeat in your letter all the details such as date, time, and place.

3. Do not forget to answer the questions.

A common error in answering inquiries is failure to answer some of the questions asked. Prevent this common error by marking on the letter of inquiry the points or questions to be addressed. Before you send your reply, double-check with the original letter to see that each point or question has been adequately covered.

4. Sell Your Organization or Product.

Put "sell" into every letter you write. An inquiry tells you that the customer was interested when he or she wrote, but what guarantee do you have that the interest is still "hot"? Stress the benefit of converting interest into action!

5. End with a Positive Closing

If appropriate, offer to give further assistance, and end with a goodwill closing.

Important Language to Remember

- **The Start:** Dear Mr, Ms (Mrs, Miss VERY IMPORTANT use Ms for women unless asked to use Mrs or Miss)
- **Thanking the Potential Customer for His/Her Interest:**

Thank you for your letter of ... inquiring (asking for information) about ... We would like to thank you for your letter of ... inquiring (asking for information) about ...
- **Acknowledging receipt of an enquiry/request**

I refer to your inquiry about / relating to ...
I have received your letter of ... requesting information about ...
- **Providing Requested Materials:**

We are pleased to enclose ...
Enclosed you will find ...
We enclose ...
- **Making suggestions / pointing out pros and cons:**

The best choice would be ... since ...
I highly recommend ... as / due to the fact that ...
... would probably be more suitable because ...
- **Providing Additional Information:**

We would also like to inform you ... Regarding your question about ... In answer to your question (inquiry) about ...
- **Apologizing and rejecting proposals:**

While I appreciate your firm's need for this information, I regret that ...
It will not be possible to ...
We feel that it will not be in our interests to ... for reasons of
- **Closing a Letter Hoping for Future Business:**

We look forward to ... hearing from you / receiving your order / welcoming you as our client (customer).
I hope this suggestion/information will be useful to you.
I hope that this information will help you to make decisions on your order.
Please feel free to contact me again if you have any further queries on ...
Do contact me on 27615432 if you need further information.
Please do not hesitate to contact me on 27615432 if I can be of further assistance.

- **Signature:**

Yours sincerely (remember use 'Yours faithfully' when you don't know the name of the person you are writing and 'Yours sincerely' when you do.)

6. Study examples 1 and 2 and comment on the style of the letters, their structure, logic and vocabulary.

Example №1

Novelty Safety Equipment Ltd
14th Floor Shun Koo Building
Aberdeen Hong Kong

24 Feb 2017
Attn: Mr Tim Lee
Manager

Sun Lee Consultancy Ltd
198 Fa Yuen Street
Mongkok
Kowloon

Dear Mr Lee

Thank you for your inquiry regarding our newly released range of fire extinguishers.

You will see from the enclosed catalogue that the range has been extended to include some highly efficient portable extinguishers.

We have a special offer for our existing customers - 15% discount on orders of the extinguishers from this new range.

We look forward to your increased order at this discount rate.

Yours sincerely

Silvia Choi
Merchandising Manager
Enc. 1

Example № 2

Thank you for your letter requesting information about our fabrication services. Yes, we can custom-make waterproof aluminum boxes for mounting luggage on your motorcycle at a reasonable cost. You are welcome to visit our office at 1600 Main Street, where our design personnel have pictures of the custom-made boxes. We are proud of the beauty and comfort that these boxes offer. Please drop in and discuss the design that you would like, or call 555-5555.

You are a large producer of knitwear goods. You've got a letter from a foreign retailer. Write a respond to the letter.

F. Lynch & Co.
*19 Jianguomen High Street
Beijing China*

United Textiles Limited
22 Lawton Street Liverpool
England

Dear Sir or Madam

We were impressed by the selection of sweaters that were displayed on your stand at the «Menswear Exhibition» that was held in Shanghai last month.

We are a large chain of retail stores and are looking for a manufacturer who could supply us with a wide range of sweaters for the teenage market.

As we usually place very large orders, we could expect a quantity discount in addition to a 20% trade discount off the net list prices, and our terms of payment are

normally 30-day bill of exchange, documents against acceptance.

If these conditions interest you, and you can meet orders of over 500 garments at one time, please send us your current catalogue and price list. We hope to hear from you soon.

Yours faithfully

L Crane

Chief Buyer For F. Lynch & Co.

Texts for retelling and discussion

1. Read the text and retell it:

Marketing mix

Individuals who are planning to launch a business no matter how big or small should learn about marketing. Marketing is crucial to the success of a business, with its main focus on customer satisfaction, quality, and consumer value.

Marketing Mix is one of the most commonly used strategies. It is also called the 4Ps: *price, place, product* and *promotion*.

The marketing mix is the set of controllable tactical marketing tools – product, price, place, and promotion – that the firm blends to produce the response it wants in the target market.



The concept is simple. Think about another common mix – a cake mix. All cakes contain eggs, milk, flour, and sugar. However, you can alter the final cake by altering the amounts of mix elements contained in it. So for a sweet cake add more sugar!

It is the same with the marketing mix. The offer you make to your customer can be altered by varying the mix elements. So for a high profile brand, increase the focus on promotion and desensitize the weight given to price. Let's look at the elements of the marketing mix in more detail.

Product

A product is a good or service that a business owner provides for sale to his target market. When it comes to developing a product, the design, quality, packaging, features,

after-sales service, and customer service should be considered. If you want to start a business, you need to know what you are going to sell. You may think that you can just sell any product that you think appeals to your target audience. However, you need to research and study the market before you can actually figure out what to sell to meet the demands and needs of your customers. Keep in mind that warranty, service, and support are very important.

Place

Place includes company activities that make the product available to target consumers.

Place is also known as channel, distribution, or intermediary. It is the mechanism through which goods and/or services are moved from the manufacturer/ service provider to the user or consumer. The place may include the location of your business, distributors, shop front, possible use of the Internet, and logistics.

Price

The price is the amount of money that customers have to pay to purchase products or avail of services. There are several factors that you have to consider when it comes to price. These include discounting, price setting, credit collection, and cash and credit purchases. The company's goal in terms of price is to reduce costs through improving manufacturing and efficiency, and the marketer needs to increase the perceived value of the benefits of its products and services to the buyer or consumer.

Promotion

Promotion includes all of the activities marketers undertake to inform consumers about their products and to encourage potential customers to buy these products.

It involves the use of different methods, such as direct marketing, sales promotion, advertising, and personal selling to persuade customers to your business. You should motivate your target market. Put yourself in their shoes so you can find out how they view your business.

Keep in mind that advertising, publicity, and public relations will keep your service or product out front and ahead of your competition.



These 4 Ps of Marketing are very helpful when it comes to starting a business. You need to have the necessary knowledge and skills in order to be successful in a certain venture. By learning about the 4 Ps of Marketing, you can avoid typical marketing pitfalls and have a successful business.

2. Read the text and discuss it:

Product

Adidas has a wide variety of products that they sell. They sell athletic shoes, casual shoes, Apparel, sports equipment, and have begun to sell body fragrances. Adidas also bought out Reebok (who sells the same types of products) in 2005 for 3.8 billion dollars. Adidas also owns Taylormade and these Adidas Reebok and Taylormade together are called the Adidas group





Price

Adidas products are generally cheaper than Nike products, however, pricing can be directly proportional to the type of technology used in the product. Although Adidas' pricing is lower than Nike's it is still higher than companies such as Reebok and Under Armour and I would consider them exclusively priced. Adidas does discount as well.










Place

You can buy Adidas products in many places such as Target, Walmart, Dicks Sporting Goods, Dunhams, and all other sporting goods stores. You can also get Adidas products online at their website, Eastbay and many other sports retailers. Adidas' headquarters is in Herzogenaurach, which is in Bavaria, Germany. Adidas' production sites are located in Germany(1), Sweden(1), Finland(1) USA(4), Canada(5), China(1), and Japan(1). Adidas works with more than 1,070 independent factories from around the world who manufacture their products in 67 countries







Promotion

Adidas promotes its company in many ways, including advertisements, sponsoring professional athletes and professional sports teams, they also have television commercials. Adidas also promotes itself through personal selling by having workers answer questions and explain products in their many stores around the world.




2. Team Work

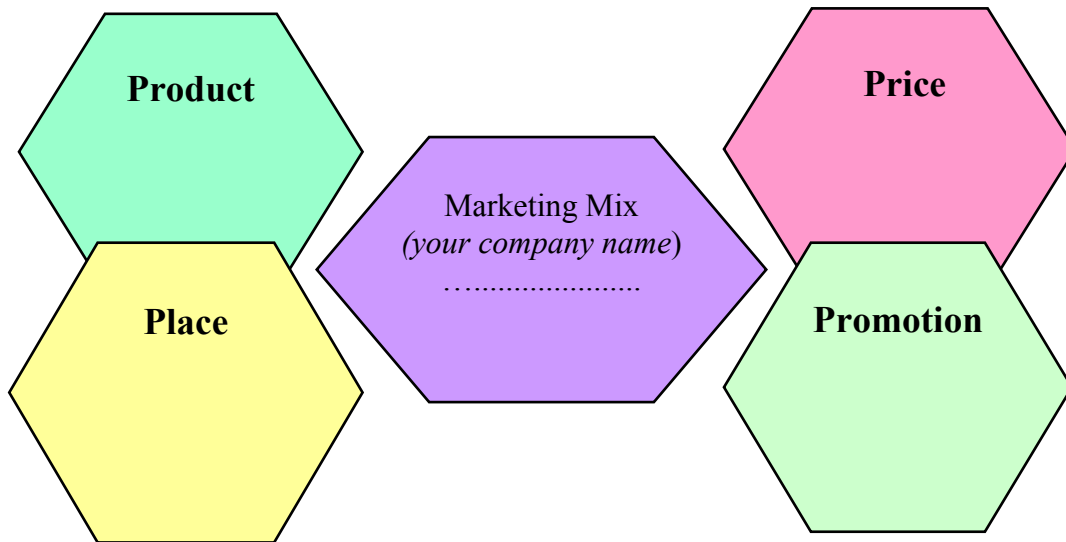
You are starting a new small-business venture! Congratulations! But for a product or service to succeed, it must be the right product, being sold at the right time, to the right customer, in the right market. It may seem simple! You just need to create a product that a particular group of people want, put it on sale, some place that people visit regularly, and price it at a level which matches the value they feel they get out of it; and do all that at a time they want to buy. Then you've got it made!

There's a lot of truth in this idea. However, a lot of hard work needs to be done finding out what customers want, and identifying where they do their shopping. Then you need to figure out how to produce the item at a price that represents value to them, and get it all to come together at the critical time.

So how do you start? To make a product successful, you must be personally and emotionally committed to its success. Once you've got a product or service in mind, you need to begin with an analysis.

One of the best known models is the 4Ps of Marketing, which helps you define your marketing options in terms of product, place, price, and promotion (you've read about it in the previous text). Use the model when you are planning your new venture.

Fill in the 4Ps chart providing information about your company.



Here are some questions that will help you understand and define each of the four elements:

Product/Service

- What does the customer want from the product /service? What needs does it satisfy?
- What features does it have to meet these needs?
- How and where will the customer use it?
- What does it look like? How will customers experience it?
- What is it to be called?
- How is it differentiated versus your competitors?

Place

- Where do buyers look for your product or service?
- If they look in a store, what kind? A specialist boutique or in a supermarket, or both? Or online? Or direct, via a catalogue?

Price

- What is the value of the product or service to the buyer?
- What discounts should be offered to trade customers, or to other specific segments of your market?
- How will your price compare with your competitors?

Promotion

- Will you reach your audience by advertising online, in the press, on TV, on radio, or on billboards?
- When is the best time to promote? Is there seasonality in the market?
- How do your competitors do their promotions? And how does that influence your choice of promotional activity?

Task: prepare and give a speech based on your firm's marketing mix analysis.

Vocabulary

achievement	достижение
ad, advertisement	реклама
advertising	рекламирование, реклама
advertising agency	рекламное агентство
advertising budget	рекламный бюджет
advertising campaign	рекламная кампания
affect	влиять
amount of money	количество денег
appeal	обращение
attitude	позиция, отношение
attractive	привлекательный
available	доступный
average shelf life	средний срок хранения
awareness	понимание, знание
be resistant to	сопротивляться
become resistant to smth	становиться устойчивым к ч.-л.
business sense	деловое чутье
capability	возможность, способность
constantly	постоянно
celebrity endorsement	поддержка знаменитостей
chief buyer	главный закупщик
company's assets	активы компании
commercial	рекламное объявление
consumer behavior	поведение покупателя
consumer goods	потребительские товары
consumer profile	потребительский профиль
convenience store	магазин товаров первой необходимости
create	создавать, творить
customer	покупатель, клиент
deep understanding	глубокое понимание
define	определять
direct marketing	прямой маркетинг
dissatisfied	неудовлетворенный
distinguish	отличать
distributor	распространитель, дистрибьютор
endorse	подтверждать, одобрять
extraordinary achievement	выдающиеся достижение
feature in a film	играть главную роль в фильме, появиться в фильме
flee	спасаться бегством
garret	каморка
goods	товары
increase	увеличить
insert	вставлять
instinctive understanding	инстинктивное понимание
launch an advertising campaign	запустить рекламную кампанию
leaflet	листочка, буклет
long- lasting	долговечный, стойкий

luxury brand	ведущий бренд класса люкс
major	основной, главный
market niche	ниша рынка
market research	исследование рынка
market segment	сегмент рынка
market share	доля рынка
medical authorities	медицинские власти
meet the sales targets	выполнить план по продажам
meet the needs	удовлетворять потребности
opportunity	возможность
overpriced	переоцененный
passionate curiosity	истинный интерес
pendant	незаконченный
persuade	убеждать
piece of art	произведение искусства
promotion	продвижение товара
product launch	выпуск нового товара
product lifecycle	жизненный цикл продукта
product placement	размещение торговой марки, самого товара/услуги или упоминания о нем в кино-, телевизионном фильме, телевизионной программе
product range	ассортимент изделий
profit	прибыль, доход
quarter	квартал
queue up	стоять в очереди
reflect	отражать
regain the top spot	вернуть лидирующую позицию
return to responsibilities	возвращаться к обязанностям
romance	роман
sales figures	объемы продаж
sales forecast	прогноз сбыта
sales report	отчет о продажах
sales target	план продаж
sponsorship	спонсорская поддержка
spring	источник
submit to	представлять на рассмотрение
target customer	целевой потребитель
target group	целевая группа
take into account	принимать во внимание
total sales	общий объем продаж
top spot	лучшее место
trade magazine	отраслевой журнал
ultimate	стойкий, не поддающийся воздействию, сопротивляющийся
volume	объем
waterfall	водопад
wearer	владелец

Unit 8. PLANNING

Starting Up

1. Match the words with their Russian equivalents:

- | | |
|-----------------------------|-----------------------------------|
| 1) electronic organizer | a) каникулы |
| 2) to plan your retirement | b) память |
| 3) memory | c) электронный органайзер |
| 4) to make a plan | d) карманная записная книга |
| 5) your career | e) придерживаться плана |
| 6) pocket diary | f) планировать свой день |
| 7) notes stuck on board | g) планировать уход на пенсию |
| 8) to stick to a plan | h) ваша карьера |
| 9) to plan your day | i) записки, прикрепленные к доске |
| 10) to plan a holiday | j) выработать план |
| 11) to make lists | k) проводить исследование |
| 12) a waste of time | l) составлять списки |
| 13) to arrange a meeting | m) придерживаться бюджета |
| 14) to keep within a budget | n) организовать встречу |
| 15) to do research | o) напрасная трата времени |
| 16) special family occasion | p) семейное торжество |
| 17) to estimate costs | q) внедрить план |
| 18) to forecast sales | r) подготовить бюджет |
| 19) to implement a plan | s) прогнозировать продажи |
| 20) to prepare a budget | t) оценивать издержки |

2. Translate into Russian:

1. Planning is the process of thinking about and organizing the activities required to achieve a desired goal.
2. Planning gives more power over the future.
3. For personnel the key career planning tool is Individuals Development Plan.
4. When you are planning your working day, see what tasks you can designate to someone else.
5. Always write a to-do list the night before.
6. We should just stick to the plan.
7. If you are planning a holiday, remember the safest way to carry money is to take traveller's cheques.
8. Before we begin discussing how to plan a successful retirement, it's important to understand why we need to take our retirement into our own hand.
9. Make a list of your most impressive moments.
10. Business plans are a waste of time.
11. It's time to make a plan for Jane.
12. To meet the goals, managers may develop plans such as a business plan or a marketing plan.
13. Please contact our managers if you'd like to arrange a meeting with us.
14. Their task was to do research on the relevant topic.

15. A diary is a small book containing a main diary section with a space for each day of the year with room for notes, a calendar and pages for a short address book at the end.

16. The main different sizes produced are the small pocket diary and larger desk diary.

17. We forecast an increase in sales.

18. They didn't estimate the costs properly.

3. Translate into English:

1. Наш отдел отвечает за планирование карьеры.

2. Если мы будем придерживаться плана, мы все сделаем вовремя.

3. В декабре прошлого года наша компания решила ввести пенсионное планирование.

4. Мы должны составить план и действовать вместе.

5. Я думаю, лучше всего составить план и придерживаться его.

6. Планирование – это одна из функций менеджмента.

7. Правильное планирование рабочего дня позволит вам экономить ваше время.

8. Для планирования своего времени можно использовать органайзер.

9. Десятиминутная подготовка к рабочему дню позволит экономить до двух часов рабочего времени.

10. Необходимо организовать встречу с партнерами в ближайшее время.

11. Во многих компаниях планирование карьеры является обязательным.

12. Как правильно спланировать уход на пенсию?

13. 80% успешных бизнесменов заранее планируют свой день

14. Планируя семейное торжество, учитывайте возраст членов семьи.

15. Все, что вы хотите видеть в вашей жизни через 5 лет, должно быть в вашем плане на завтра.

16. Необходимо подготовить бюджет на следующий год.

17. Это позволит внедрить план вовремя.

Listening

4. Match the words with their Russian equivalents:

- | | |
|----------------------|-------------------------|
| 1) business angel | a) наемные работники |
| 2) employees | b) собственность |
| 3) competitors | c) достичь целей |
| 4) to achieve goals | d) акционеры |
| 5) to revise plans | e) бизнес ангел |
| 6) mission statement | f) пересматривать планы |
| 7) shareholders | g) конкуренты |
| 8) ownership | h) миссия |

5. Find English equivalents:

Предприятия малого и среднего бизнеса, вложить деньги в компанию, начинающие компании, вдохнуть жизнь, личный вклад, делать ошибки на бумаге, персонал, иметь опасения, шаблон.

Reading

6. Find English equivalents:

Новые гостиницы, торговые центры, исторический центр, стимулировать рост экономики, региональный бюджет, сельское хозяйство, нанимать на работу, рабочая сила, производство, модернизировать производство, коммерческий транспорт, создать рабочие места, иностранные инвестиции, приобрести контроль над, финансировать, рыночная экономика, качество, управлять заводом, розничный продавец, заместитель губернатора, экономическое развитие, оценить, повысить эффективность, сократить задержки, инвесторы, быть на перекрестке, торговые маршруты.

7. Translate into Russian:

1. We need to construct new hotels to facilitate the increase in the number of tourists.
2. Agriculture is the cultivation and breeding of animals and plants.
3. The company employs new workers every month.
4. New measures were undertaken to boost the economy.
5. SLM Solutions is to modernize production with new facility in Germany.
6. A market economy is when competition from free enterprise makes economic decisions.
7. The fact is that this trade route was established due to the profitability of the silk manufacture.
8. Additional stops are taken to balance regional budgets.
9. Most shopping centres have places to stop for coffee and lunch.
10. It is not easy to buy control of the company.
11. What is the role of leaders in improving bureaucratic efficiency?
12. The fund was to finance conservation projects.
13. We are trying to balance quality versus quantity.
14. For further information contact our retailer.
15. Jambojets orders new plants to cut delays.

8. Translate into English:

1. Эта компания часто нанимает на работу новых сотрудников.
2. Это может подстегнуть развитие экономики региона.
3. Необходимо модернизировать производство на этом заводе.
4. Розничный продавец всегда заинтересован в том, чтобы снизить издержки.
5. Особенно актуальной становится задача привлечения иностранных инвестиций.
6. Многие торговые центры расположены в центре города.
7. Лучше всего начать экскурсию с исторического центра.
8. Экономическое развитие представляет собой формирование отношений в обществе.
9. Сегодня необходимо создавать рабочие места в небольших городах.
10. Сельское хозяйство является источником загрязнения окружающей среды.
11. Финансировать – это значит снабжать денежными средствами.
12. Его не интересует качество.
13. Это выглядит как великолепный торговый маршрут.
14. Сельское хозяйство это стратегическая отрасль страны.
15. Это новый министр экономического развития.

Language review

9. Put the words in the right word order and then translate sentences into Russian:

1. flying/Paris/to/I/am/Thursday/on/morning.
2. month/next/we/going/forty/to/are/cut/jobs.
3. expect/I/will/be/the/train/late.
4. it/rain/won't/hope/I.
5. for/leaving/year/next/we/France/are.
6. intend/to/new/summer/next/we/launch/range/a.
7. having/we/party/Thursday/are/next.
8. seeing/am/ my/manager/I/at/12/Friday/next.
9. is/going/leave/time/ in/she/to/a/month's.
10. is/coming/minute/any/he.

10. Translate into English:

1. Мы намерены открыть новый офис в Лондоне.
2. Мы ожидаем, что продажи вырастут.
3. Он собирается модернизировать производство в этом регионе.
4. Он приезжает завтра.
5. Мы хотели бы привлечь новых инвесторов.
6. Делегация прибывает завтра.
7. Мы начинаем работать на будущей неделе.
8. Что выделаете сегодня вечером?
9. Я собираюсь послать им факс.
10. Какие вопросы мы будем обсуждать сегодня?
11. Я надеюсь повысить эффективность работы.
12. Они собираются в Лондон на будущей неделе.
13. Нам бы хотелось привлечь иностранные инвестиции.
14. Когда вы собираетесь построить новую гостиницу?
15. Я скажу несколько слов об экономическом развитии региона.

11. Fill in the gaps with the right prepositions:

1. He is going to a meeting ... the marketing department next Monday.
2. We intend to write a report ... the board of directors.
3. He is going to keep ... the budget.
4. We are celebrating our company's 100th anniversary ... 12 am next Friday.
5. We collected information ... possible locations for a new plant.
6. She is going to prepare a report with details ... the various costs.
7. We are hoping to expand ... the Far East.
8. We are going to move our headquarters Hong Kong ... Shanghai.
9. Making lists ... things is a waste ... time.
10. You should stick ... your plan.

12. Translate into English:

1. Он собирается на собрание Совета директоров.
2. Они намереваются перенести завод из Лондона в Манчестер.
3. Он планирует написать доклад для босса.

4. Мы собираемся сообщить детали новых сделок.
5. Планирование рабочего дня – это пустая трата времени.
6. Если вы разработали план, вам следует его придерживаться.
7. Мы собираемся собрать информацию для розничного продавца.
8. Они организуют собрание для работников в следующий понедельник.
9. Нам хотелось бы разработать новые торговые маршруты для коммерческого транспорта.
10. Я надеюсь держаться в рамках бюджета.
11. Мы собираемся провести исследование для наших клиентов.
12. Мы собираемся подготовить план экономического развития региона.
13. Я намереваюсь использовать информацию из различных источников.
14. Губернатор собирается стимулировать рост экономики региона.
15. Мы собираемся открыть торговый центр для детей.

13. Open the brackets:

1. We ... (give a presentation) about the merger to institutional investors on Friday morning.
2. Have you heard the news? Citibank ... (to make a bid) for Tatra Bank.
3. We ... (to expect) to make a profit within 2 years.
4. We ... (to intend) to open a new hotel in the historical centre.
5. On Wednesday morning he ... (to attend Annual General Meeting).
6. We... (to want) to become the major international hotel chain.
7. It ... (to take a year) to modernize production.
8. Which of them ... (to give a talk) tomorrow?
9. They ... (to create work) for 2000 employees in the next 5 years.
10. Have you seen the news? I think the plant ... (to close).

14. Translate into English:

1. Я думаю, что новый продукт будет продаваться очень хорошо.
2. Я собираюсь управлять заводом, который принадлежит моей семье.
3. Нам бы хотелось привлечь иностранных инвесторов в наш регион.
4. Они устраивают вечеринку на следующей неделе.
5. Что вы делаете в субботу вечером?
6. Он намерен повысить эффективность этого производства.
7. В какое время мы встречаемся завтра?
8. Я выхожу из офиса через 5 минут.
9. У меня встреча с иностранными инвесторами во вторник днем.
10. Я увижусь с ним завтра в 2 часа.
11. Министерство экономического развития собирается стимулировать рост экономики.
12. Мы собираемся переехать в новый офис в середине апреля.
13. Я не собираюсь начинать свой бизнес – это очень рискованно.
14. Безработица увеличится, если мы не создадим новые рабочие места.
15. Он собирается проверить качество товаров на нашем заводе.

Writing

Writing an e-mail

1. Study examples 1 and 2 and comment on the style of the letters, their structure, logic and vocabulary.

Example 1. Good example

From Tedpal@easynet.co.uk
To Domas@easynet.com.uk
Subject Details the trip to Brussels
Dear Mr. Ashley,

As you know, you're going to Brussels on Wednesday. I've spoken to Mr. Cuvier's secretary and the details of the trip are now more or less planned.

You're catching the 8.00 flight from City Airport. Someone will be at the airport to take you to the hotel – you're staying at the Marriot for just one night. At 11.00 you're meeting Mr. Cuvier at his office. I'm sure he'll take you out to lunch. After lunch you're not doing anything until 4 pm, so you'll have time to go back to the hotel if you want. The travel agency will send the tickets here by courier this afternoon, so I'll give them to you as soon as they arrive.

I am looking forward to seeing you soon.

Yours sincerely,

Ted Palmer

Personal Assistant

How to write an email

The style of emails is similar to a standard business letter. Emails are generally shorter than letters. They contain only a few lines:

-Subject line

This shows the reader the exact subject of the email.

Greeting

More formal variant is *Dear Mr. Smith*, more informal is *Dear John*.

Reason for writing

Main point (body)

Closing phrase (Sincerely yours, Best wishes)

Here are some recommendations how to write an email.

1. Use a descriptive subject line. Instead of writing «Urgent» write «Meeting at 10 am about pay rise».
2. Keep your emails short. Try to keep to only one point in each email.
3. Begin with a greeting. Use Mr./Ms. with last names (Dear Mr. Powell), though in English it's not rude to put Mr./Ms. With someone's first name (Dear Angelina).
4. State your purpose if you are initiating the communication (I am writing to enquire about ...).
5. Put the main point first in the body. Keep your messages clear and concise. The paragraphs should be short. Eliminate all the information that is not necessary.
6. Don't forget about polite ending. Use a phrase «I look forward to ...» (I look forward to hearing from you).
7. Use common closing expressions such as *Yours sincerely* (more formal), less formal are *Best wishes*, *Best regard* depending on how well you know the recipient.
8. When you have finished, check your writing for logical structure, clarity of ideas, accuracy of language, appropriateness of style.

Example 2. Bad example

From Edthom@easynet.co.uk

To John.Jan@planet.nl

(1)

(2) **Dear Mr. John Jansen.**

(3) **i** (4) **got** your name by a friend of mine, Anton Berg. I understand you have recently designed his new Cambridge offices.

We (5) **are plan** to refurbish our London office and Anton suggested you might be able to help us. If so, I would like (6) **to meet** to outline the details.

I would be happy to come to your offices. Is there any chance we could meet soon?

I am away next week, but in the office from Wednesday 11th. Perhaps we could get back to me with a day and time.

(7) **Call me as soon as possible.**

(8) **Yours faithfully.**

Edward Thomas

Director, Target Management plc

Tel: 0207 9462120

How not to write an email

1. The message doesn't have a subject line, so nobody can tell if the email is important or not. It can be overlooked or rejected as spam.

2. Don't use titles with a person's full name. Instead of **Dear Mr. John Jansen** use **Dear Mr. Jansen.**

3. First sentence should start with a capital letter so it should be «**I ...**»

4. Passive constructions are more common in emails. Besides, colloquialisms should be avoided. As a result instead of «**I got your email**» you'd better write «**I have been given your email by ...**».

5. There is a grammar mistake in the sentence «**We are plan ...**». It should be «**We are planning ...**»

6. «**To meet**» in the sentence «**I would like to meet**» sounds too straightforward and pushy. It would be better to write «**I would like to arrange a meeting**».

7. The phrase «**Call me as soon as possible**» is not appropriate in the first-time email. Moreover, it sounds too directive. The more common polite expression is «**I look forward to ...**».

8. **Yours faithfully** is not suitable in this case as we use it when you don't know the name of a person you are writing to. **Yours sincerely** would be more appropriate.

9. In general, emails you send are a reflection of your professionalism, values and attention to details so you should pay attention to choice of words, sentence length.

Texts for retelling and discussion

11. Read the text and retell it:

Planning

Planning is about resource allocation, the way that individuals and organizations deploy their limited resources such as time, money and expertise. To understand the concept of planning one must be able to distinguish between the planning and the plan. Planning is an activity, a plan is a commitment; in other words a plan is a part of planning.

In the case of individuals, you could say that there is a worldwide planning industry, with its calendars, diaries, electronic personal organizers and time management training. Time management courses tend to hand out some advice how to plan:

-Firstly, make lists of things you have to do. Classify them in terms of urgency and priority;

-Secondly, do not allow yourself to waste time through distractions and interruptions;

-Thirdly, delegate tasks. Do not try to do everything yourself;

-Finally, do not try to be a perfectionist in everything. Do each task so that it is «good enough» for the circumstances.

Companies also have to do some planning which is setting the direction for the company and then guiding the system to follow the direction. There are many kinds of planning in organisations.

Companies have to plan for events that they do not want. Contingency planning is designed to prepare for the worst, with specific plans of action for disaster recovery, including handling of the media and protecting the company's reputation.

Organisational planning is an element of strategy where companies make long-term plans about the future development of their activities. They have to anticipate competitors' activities as well as trends in the general economic and political environment. This type of planning includes:

-Setting the organizational objectives;

-Organising the work, people and system to achieve the objectives;

-Measuring performance;

-Controlling the progress of the plan.

Very large organizations have teams of scenario planners trying to predict how this environment may change and how they might prepare for and perhaps influence this change.

In general, planning determines the future course of action.

Translate the following words and phrases from English into Russian:

Resource allocation, individuals, organizations, limited resources, expertise, to distinguish between the planning and plan, commitment, diaries, time management, urgency, distractions, interruptions, to delegate tasks, to be good enough for the circumstances, contingency planning, to prepare for the worst, disaster recovery, to make long-term plans, to anticipate competitors' activities, general economic and political environment, scenario planners, to predict, to determine the future course of action.

Answer the questions:

1. What is planning?
2. Is there a difference between planning and a plan?
3. What do individuals use for planning?
4. What is contingency planning?
5. What does organisational planning include?

12. Read the text and discuss it:

Why your plans fail

Life is full of planning: business plans, diet plans, plans to get a degree and your plan to get rich. Why do so few go «according to plan?»

Your business can't make money the way you intended. You quit your diet on day three and start eating the chocolate cake. You realise that you hate the subject you're

studying. You might admit that some of your plans didn't work out perfectly but the problem isn't a better planning method. We've all had a great deal of practice planning. Different planning styles can help, but they can't solve the core problem of uncertainty. That is, you have no idea what the future holds.

When you need to find a way to make the unknown tolerable the best option is simply not to plan. This may seem crazy, but a «flexible planning» model is to be ideal for areas where there is a heavy amount of uncertainty.

Flexible planning isn't planning in the traditional sense. Traditional planning involves looking at your outcome and devising a route to reach there. Flexible planning defies this entirely by not focusing on an end result. Instead, the emphasis is placed on doing actions that will place you in more favourable positions.

Traditional planning starts with your objective and works backwards from that. Let's say you were planning out what career choice you wanted. A traditional approach would be to work out your career choice, possible firms to work with, education you'll need, classes you'll need to take and how to find your education. Each step is determining the one before.

The problem with this method is it cleanly erases uncertainty along the way. What if changes in the industry and firms you want to work for start downsizing? What if your school of choice doesn't accept you? What if you don't like the classes or eventual career? What if you can't fund tuition?

Flexible planning starts where you are and works forward. So your current position might be limited post-secondary schooling and funds. Flexible planning suggests that many outcomes are favourable and that the paths to get there are almost infinite. Instead your job becomes to put yourself in increasingly more favourable position.

The next step might be to get some schooling, apply to different Universities and scholarship programs or work to earn money for tuition. The best step is one that has the most favourable options flowing from it.

In business context this would mean planning your business so that it would have the largest amount of opportunities available. This way if one of your original plans fails, you can easily switch to another.

(<http://www.lifehack.org/articles/featured/why-your-plans-fail.html>)

Discuss the following points in small groups:

1. Why do so few things go according to plan?
2. Do you agree that the problem of uncertainty can't be solved?
3. It is mentioned that «Flexible planning suggests that many outcomes are favourable and that the paths to get there are almost infinite. Instead your job becomes to put yourself in increasingly more favourable position». Do you agree?
4. Can we say that people are bad at planning?
5. Do you agree that flexible planning has advantages over traditional planning?

Look at this picture. How does it characterize the idea of planning?



Vocabulary

account for	насчитывать
achieve a desired goal	достичь поставленной цели
agriculture	сельское хозяйство
appreciate	ценить
arrange a meeting	организовать встречу
assets	активы
Board of Directors	Совет директоров
boost the economy	стимулировать рост экономики
breath life	вдохнуть жизнь
bureaucracy	бюрократия
business angel	бизнес ангел (тип инвестора)
buy control over	приобрести контроль над
career planning	планирование карьеры
career planning tool	инструмент планирования карьеры
carry out research	проводить исследование
Chief Executive	исполнительный директор
Collect	собирать
company profile	профиль деятельности компании
commercial	рекламный ролик на радио или телевидении
competitors	конкуренты
consider	рассматривать
contribute	способствовать
construct hotels	строить отели
cost of moving	стоимость переезда
create work	создать рабочие места
crossroads	перекресток
cut delays	сократить задержки
deal with	иметь дело
deputy governor	заместитель губернатора
desk diary	настольная записная книжка-календарь
developing economies	развивающиеся экономики
do research	проводить исследование
to-do list	список дел
economic development	экономическое развитие
efficiency	эффективность
electronic organizer	электронный органайзер
employ	нанимать на работу
employee	наемный работник
envelope	конверт
estimate costs	оценивать издержки
evaluate	оценивать
expect	ожидать
family occasion	семейное торжество
finance	финансировать
forecast sales	прогнозировать продажи
foreign investors	иностранные инвесторы
furniture	мебель
government grant	правительственный грант
headquarters	штаб-квартира

historic centre	исторический центр
hope	надеяться
Intend	намереваться
Involve	вовлекать
implement a plan	внедрить план
improve quality	улучшить качество
keep within the budget	придерживать рамок бюджета
leasing	лизинг
loan	займ
make an appointment	договориться о встрече
make lists	составлять списки
market economy	рыночная экономика
mission statement	миссия
modernize production	модернизировать производство
overspend	потратить больше, чем запланировано
own a business	владеть бизнесом
ownership	собственность
plan a holiday	планировать отпуск
plan your working day	планировать свой рабочий день
planning	планирование
pocket diary	карманная записная книжка
prepare a budget	подготовить бюджет
quality	качество
quantity	количество
rearrange	переставлять, передвигать
redecorate	по-новому оформить интерьер
regional budget	региональный бюджет
reinvest	повторно инвестировать
Relocate	перемещать
renovate	подновлять, реставрировать, ремонтировать
retailer	розничный торговец
retirement plan	пенсионный план
revise a plan	пересмотреть план
route	маршрут
run business	управлять бизнесом
service industry	сфера услуг
shareholder	акционер
shopping centre	торговый центр
stick to the plan	придерживаться плана
Submit	представлять на рассмотрение
take smth. into one's own hand	взять в свои руки
trade route	торговый маршрут
transport company	транспортная компания
transport department	транспортный отдел
transport links	транспортные связи
threat	угроза
vehicle	транспортное средство
waste of time	напрасная трата времени
wheel	колесо
workforce	рабочая сила

Unit 9. MANAGING PEOPLE



“What if, and I know this sounds kooky, we communicated with the employees.”

https://www.google.ru/search?q=management+cartoons&newwindow=1&biw=1280&bih=675&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjGoozN5ezRAhXnBZoKHV_mBScQsAQIIQ#imgrc=Mrml1gZNL2CvAM%3A

Topics for discussion

1. What makes a good manager? Choose the 5 most important personal qualities.

To be a good manager you need to be:

- optimistic
- determined
- innovative
- responsible
- self-motivated
- confident
- creative
- committed
- humane
- supportive

2. Think about managers from these countries:

Russia, the United States, Germany; Japan; Saudi Arabia, Italy.

Guess which words refer to managers or management style of each country. Some words/word-combinations can refer to more than one country.

- are older than in other countries
- impatient
- lifetime employment
- discrimination
- emotional
- postpone deadlines
- polite but direct
- aggressive management
- initiative
- must not lose face
- are not good with time management
- official
- informal
- management by consensus
- diplomatic

3. Match the parts of famous quotations. Do you agree with all of them?

1. Management is doing things right;...	a. than motivating other people. (<i>Lee Iacocca</i>)
2. Management is, above all, a practice where...	b. difficult for people to get their work done. (<i>Peter Drucker</i>)
3. Good management consists in showing average people...	c. art, science and craft meet. (<i>Henry Mintzberg</i>)
4. Management is nothing more...	d. leadership is doing the right things.
5. Most of what we call management con-	

sists of making it...

(Peter Drucker)

e. how to do the work of superior people.

(John Rockefeller)

Vocabulary

1. Match the words with their Russian equivalents

https://www.google.ru/search?q=management+cartoons&newwindow=1&biw=1280&bih=675&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwjGoozN5ezRAhXnBZoKHV_mBScQsAQIIQ#imgrc=qifLA5IrJhLUHM%3A



- | | |
|-----------------------------------|---|
| 1. focus on | a. вкладывать деньги в обучение |
| 2. make suggestions | b. гибкость, уступчивость |
| 3. judge people's abilities | c. реагировать на что-либо, отзываться |
| 4. skills | d. сосредоточить внимание на чем-либо |
| 5. be good at | e. иметь дело с (<i>справляться; решать проблемы</i>) |
| 6. flexibility | f. делать предположения (предложения) |
| 7. personal qualities | g. иметь способность к чему-либо; хорошо уметь делать |
| 8. respond to | h. быть (не) в ладах с чем-либо |
| 9. plan ahead | i. оценивать способности людей |
| 10. delegate to a deputy | j. беспокойство работников |
| 11. employees' concerns | k. навыки |
| 12. invest in training | l. личностные качества |
| 13. deal with (<i>problems</i>) | m. передавать полномочия заместителю |
| 14. (not) to be good with | n. планировать заранее |

2. Translate into Russian:

1. A good manager believes in importance of education at work and invests in regular training courses for employees.
2. Scandinavian managers focus on staff and the quality of working life; also they often delegate authority.
3. He is a real expert in brand management that is making suggestions and planning on how the brand is perceived in the market.
4. - He is good with numbers!
- Of course he is! He's been managing the Accounting Department for 15 years.
5. The basic thing in team-building is to enjoy working with others.
6. In Japanese hierarchical company structure managers are always older than their employees.
7. At the meeting a Japanese manager listens to all suggestions from others and then they come to an agreement. They call it "management by consensus".
8. He reported to the CEO on last month's sales figures.

9. We have to agree on the date of our negotiations with Nike.
10. Such personal qualities as flexibility, optimism and determination helped her to reach the position of Manager of the Department.
11. Setting realistic time frames and planning ahead are key factors in time management.
12. He is good at managing people because he respects his employees and is always ready to respond to their concerns.
13. He is not good with ethics, as he judges people's abilities by their nationality.
14. A manager should be self-motivated otherwise he will not be able to motivate others.
15. You have to communicate with your staff clearly, as clearly defined tasks are very important for people.

3. Translate into English:

1. Может быть сложно решить проблему, если ждать слишком долго. Нужно стараться справиться с ней как можно быстрее.
2. У сотрудников могут быть хорошие предложения о развитии компании, так что менеджеру следует прислушаться к ним.
3. Не стоит стараться сделать все самому, можно передать полномочия заместителю.
4. Важно выглядеть уверенно, когда вы делаете презентацию.
5. Работники должны развивать свои профессиональные навыки, поэтому управляющим следует вкладывать средства в обучающие курсы для сотрудников.
6. У него финальные цифры никогда не сходятся. Он явно не в ладах с арифметикой.
7. Давайте сосредоточимся на результате переговоров.
8. Они составили для управляющего подробный отчет о результатах работы над проектом за последние три месяца.
9. Она говорила с боссом о своих идеях по поводу использования новых методов продажи (sales techniques)?
10. Кажется, он согласился с ней по основным пунктам.
11. Общение с подчиненными – лучший способ узнать о том, что происходит в разных отделах, не обеспокоены ли чем-то сотрудники.
12. Давайте сейчас сосредоточимся на последнем вопросе, а потом заранее запланируем пункты для обсуждения во время следующей встречи с поставщиками.
13. После слияния (merger) нам придется решать проблему, связанную с сокращением (reduction) сотрудников.
14. Представители компании извинились за задержку в поставке (delay in delivery) оборудования.
15. Целеустремленный и преданный своему делу человек легко поднимется по корпоративной лестнице (climb the corporate ladder).

Listening

4. Match the words with their Russian equivalents:

- | | |
|-------------|------------------------------|
| 1. pioneer | a. благополучие сотрудников |
| 2. chairman | b. делать акцент на чем-либо |

- | | |
|----------------------|-------------------------------------|
| 3. foremost | c. первопроходец, инициатор |
| 4. retail store | d. постоянный, выдержанный временем |
| 5. place emphasis on | e. председатель |
| 6. quality control | f. магазин розничной торговли |
| 7. staff welfare | g. контроль качества |
| 8. enduring | h. передовой, первый, самый главный |

5. Match the words with their Russian equivalents:

- | | |
|------------------------------------|--|
| 1. specialize in | a. иметь убеждение в чем-либо |
| 2. display caring attitude towards | b. подлинная забота о людях |
| 3. have belief in | c. получать прибыль |
| 4. environmental and social issues | d. специализироваться на чем-либо |
| 5. provide support | e. солидный, существенный |
| 6. make a profit | f. демонстрировать подход, основанный на заботе о ком-либо |
| 7. substantial | g. предоставлять поддержку |
| 8. entrepreneurial spirit | h. реальная (практическая) помощь |
| 9. genuine concern for people | i. экологические и социальные вопросы |
| 10. practical aid | j. предпринимательская жилка (предпринимательский дух) |

6. Match the words with their Russian equivalents:

- | | |
|----------------------------|--|
| 1. effective communication | a. незамедлительный, срочный |
| 2. involvement | b. взаимное уважение |
| 3. availability | c. эффективное общение |
| 4. visibility | d. доступность (доступ) |
| 5. immediate | e. вызывать заинтересованность (порождать обязательства) |
| 6. engender a commitment | f. вовлеченность |
| 7. mutual consideration | g. видимость, визуальная доступность |

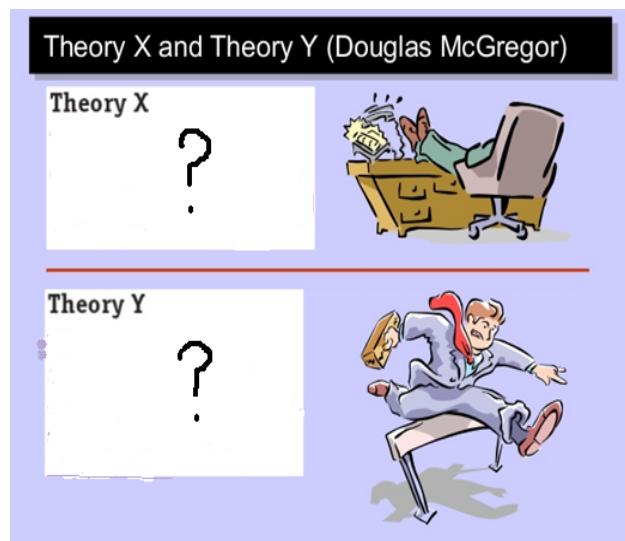
7. Give the English equivalents:

1) контроль качества; 2) доступность; 3) демонстрировать подход, основанный на заботе о ком-либо; 4) передовой, первый, самый главный; 5) иметь убеждение в чем-либо; 6) получать прибыль; 7) эффективное общение; 8) подлинная забота о людях; 9) предпринимательский дух; 10) специализироваться на чем-либо; 11) незамедлительный, срочный; 12) солидный; 13) вовлеченность; 14) существенный; 15) первопроходец, инициатор; 16) видимость, визуальная доступность; 17) магазин розничной торговли; 18) предоставлять поддержку; 19) реальная (практическая) помощь; 20) вызывать заинтересованность (порождать обязательства); 21) экологические и социальные вопросы; 22) председатель; 23) делать акцент на чем-либо; 24) взаимное уважение; 25) благополучие сотрудников; 26) постоянный, выдержанный временем.

Reading

8. In the 1960s Douglas McGregor, a US psychologist, developed theories of human motivation and management. These theories describe two contrasting models of workforce motivation applied by managers. Look at the cartoon and try to guess what both theories state.

<https://www.google.ru/search?q=theory+x+and+theory+y+cartoons+pictures&newwindow=1&biw=1280&bih=675&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwio47G0sOn-RAhWDWRQKHWAzA40QsAQIHg#imgrc=aObEE5v55kjQRM%3A>



9. Give the English equivalents:

1) выискивать; 2) быть основанным на; 3) значительное удовлетворение; 4) действительно мотивированный рабочий персонал; 5) человеческая природа; 6) быть способным к чему-либо; 7) отрицательная точка зрения; 8) ожидать хороших результатов (возлагать надежды на); 9) являться на работу ради оплаты; 10) стать лучше в чем-то.

10. Give the English equivalents:

1) экономия (сокращение) издержек; 2) вовлеченность (участие) работников; 3) выбор (вариант); 4) компания-учредитель (материнская компания); 5) подтверждать; 6) переживать (выражать озабоченность); 7) структурные преобразования; 8) льстить; 9) заняться решением вопроса вместе с руководством; 10) иметь полную свободу действий (развязаны руки); 11) лишенный мотивации; 12) жертва; 13) распускать слухи; 14) сокращение (зд. штата сотрудников); 15) каскадное совещание; 16) чувствовать себя ценным (уважаемым); 17) эффективность.

11. Translate into Russian:

1. Employees appreciate their engagement in decision-making.
2. The job you like can bring you a significant satisfaction.
3. They are searching for people that are capable of learning and working under pressure.
4. The Personnel Manager was seeking out options to reduce the number of employees.
5. She is really concerned about current environmental issues.
6. – I have to announce, that the company is going through a period of restructuring and there will be victims of reduction.
7. The situation with investment into staff training is getting better.
8. You must be self-motivated to create truly motivated workforce.
9. Theory X is based on the assumption that people are lazy and turn up to work just for the pay.
10. When he was asked to participate in that meeting he felt flattered and valued.

11. In contrast to the negative view of human nature of Theory X, Theory Y says that people are optimistic and capable of self-motivation.

12. He doesn't approve initiative and never encourages people to take ownership with management. Such a style can lead to demotivation of workers.

13. BMW is a German automobile manufacturing company and is the parent company of Rolls-Royce Motor Cars.

14. – The issue of cost saving is the most important one at today's "cascade briefing". Globalization is forcing businesses to make cost savings by reducing operating costs.

15. – I cannot give him a free hand in this project – he seems to be demotivated and can spoil everything. Moreover he spreads rumors about salary reduction, although it is not confirmed.

12. Translate into English:

1. Когда работники чувствуют, что их не ценят, они лишены мотивации.

2. Полгода практики и презентации у Вас будут лучше получаться.

3. – Основной вопрос для обсуждения на сегодняшнем совещании – это вопрос о сокращении издержек.

4. Он действительно переживает за своих работников.

5. – Я жду хороших результатов от этих курсов (возлагаю надежды), так как уверен, что вы способны к быстрому обучению.

6. – У нас есть несколько вариантов, как избежать возможного сокращения штата сотрудников.

7. Теория X Дугласа МакГрегора основана на отрицательном взгляде на человеческую природу.

8. В современных условиях формы участия работников в управлении весьма разнообразны.

9. При участии работников в управлении организацией повышается мотивация и эффективность труда.

10. – Мы считаем, что вы должны иметь полную свободу действий при разработке собственных стратегий.

11. Материнская компания – это компания, которой принадлежит более половины капитала, т.е. контрольный пакет акций (majority shareholding/majority stock).

12. Согласно теории X, люди являются на работу только ради зарплаты.

13. – Я слышал столько слухов и клеветы в Ваш адрес, что у меня нет сомнений: Вы – прекрасный человек! (*Оскар Уайльд*).

Language Skills

13. Put the words in brackets into the correct order:

<https://www.google.ru/search?q=theory+x+and+theory+y+cartoons+pictures&newwindow=1&biw=1280&bih=675&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwio47GOsOnRAhWDWRQKHWAzA40QsAQIHg#imgdii=Jv4JZ7b6iQoRaM%3A%3BJv4JZ7b6iQoRaM%3A%3BnbYagzTfVInmYM%3A&imgrc=Jv4JZ7b6iQoRaM%3A>



"No, Thursday's out. How about never—is never good for you?"

1. He explained that he _____. (an expert was in such tasks)
2. The boss told _____. (to not be late for work again)
3. He asked him _____. (wasn't why ready his presentation)
4. She said she _____. (always ahead planned)
5. He told me _____. (how enjoyed he had working with this team)
6. The manager announced that _____. (was better the situation getting)
7. My grandfather said he _____. (his youth been good with numbers had in)
8. She told me that the new manager _____. (much is older our staff than)
9. She asked her new employee _____. (she how had with such a problem managed to solve)

14. Translate into Russian:

1. Он сказал, что услышал хорошие предложения от работников.
2. Директор посоветовал менеджеру отдела иногда передавать полномочия.
3. Она сказала, что в офисе очень шумно, и она не может сосредоточиться.
4. На собеседовании его спросили, когда он проходил подготовительные курсы.
5. Никто не говорил, что это наш новый начальник.
6. Менеджер заявил, что вложил средства в новые обучающие курсы.
7. Сестра сказала, что ищет новую работу.
8. Исполнительный руководитель говорил на совещании, что надо стремиться к повышению прибыли.
9. Маркетологу сказали сделать акцент на продвижение нового товара.
10. Они спросили, как он справлялся с подобной задачей на предыдущей работе.
11. Говорили, что контроль качества в прошлом году был на более высоком уровне.

15. Fill in the gaps with the right prepositions:

<i>on; at; to; about; with; in; of; out; for</i>
--

1. Patagonia responds ___ people's environmental concerns.
2. He apologized ___ coming late for the meeting.
3. They argued ___ their French colleagues ___ the terms ___ the contract.
4. It was not difficult ___ him to learn Arabian – he is good ___ languages.
5. I don't believe ___ his ideas about restructuring.
6. He needs a tutor. He is not capable ___ self-study.
7. She specializes ___ new computer technologies.
8. He agreed ___ his colleagues ___ the date of the product launch.
9. She is seeking ___ opportunities to her ideas into practice.

16. Translate into English:

1. Правительство стремится повысить доступность интернет ресурсов.
2. Профсоюз пришел к согласию с работодателем по вопросу оплаты путевок рабочим.
3. Бухгалтер отчитался перед директором по вопросу об оплате налогов.

4. Успех в малом бизнесе зависит от предпринимательской жилки работников.
5. Защитники окружающей среды обеспокоены повышением температуры мирового океана.
6. Консультант торгового центра должен находиться в пределах видимости покупателей.
7. Председатель сделал акцент на плановых показателях работы.
8. Повысив размер пенсии, правительство проявило подлинную заботу о пенсионерах.
9. Губернатор оказал существенную поддержку сельскохозяйственному сектору.
10. Ивановская область специализируется на производстве текстиля.
11. Германия является первопроходцем в области экологичной экономики.

17. A Little Bit of Humour

A. Complete the sentences with the correct form of the verbs in brackets

A crow (sit) on a tree, doing nothing all day. A rabbit (ask) him, "Can I also (sit) like you and (do) nothing all day long?" The crow (answer): "Sure, why not." So, the rabbit (sit) on the ground below the crow, and (rest). A fox (jump) on the rabbit and (eat) it. Moral of the story: To be (sit) and (do) nothing, you must be (sit) very high up.

B. Change all direct speech in the story to make a reported dialogue

A sales rep, an administration clerk, and the manager are walking to lunch when they find an antique oil lamp. They rub it and a Genie comes out. The Genie says, "I'll give each of you just one wish" "Me first! Me first!" says the admin. clerk. "I want to be in the Bahamas, driving a speedboat, without a care in the world." Poof! She's gone. "Me next! Me next!" says the sales rep. "I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of Pina Coladas and the love of my life." Poof! He's gone. "OK, you're up," the Genie says to the manager. The manager says, "I want those two back in the office after lunch."

Moral of the story: Always let your boss have the first say.

<http://www.managementparadise.com/forums/laughter-accelerated-just-chill/21841-six-stories-morals-really-funny.html>

18. Translate into English:

1. Контроль качества продукции на пищевом предприятии должен осуществляться очень тщательно.
2. Малому бизнесу нашей страны нужна незамедлительная поддержка.
3. В 1980 Ричард Бренсон создал первый розничный магазин Virgin.
4. Многие предприниматели убеждены, что основная цель бизнеса – это не получение прибыли, а свобода и независимость.
5. Являясь хорошим менеджером, он уделял большое внимание благополучию сотрудников и качеству рабочей жизни.
6. Аванс (advance payment) на строительство здания, если это существенная сумма, нужно указывать отдельной строкой в балансе. (balance sheet)
7. Своими фильмами Тони Кей пытается вызвать заинтересованность многими социальными вопросами.
8. Глубочайший принцип человеческой природы – это жажда похвалы (*Уильям Джеймс*).

9. Первопроходец толкает любопытство, а следом идет наука (*Жак-Ив Кусто*).
10. Взаимное уважение возникает только тогда, когда проведены границы и к ним относятся с почтением (*В. Швобель*).
11. Вовлеченность персонала – это физическое, эмоциональное и интеллектуальное состояние, которое мотивирует работников выполнять работу как можно лучше.
12. У нас два варианта: дать ему полную свободу действий или передать проект другому человеку.
13. Эффективность работы зависит от участия сотрудников в решении серьезных вопросов.
14. Когда работники лишены мотивации, они приходят на работу только ради денег.
15. Мы выискиваем новое решение по вопросу о сокращении издержек.

Listening

19. Match the words with their Russian equivalents:

- | | |
|----------------------------|-------------------------------|
| 1. absenteeism | a. не иметь оправдания |
| 2. go up | b. представитель профсоюза |
| 3. monitor (<i>verb</i>) | c. невыход на работу (прогул) |
| 4. sickness level | d. конкурент |
| 5. union representative | e. повышаться |
| 6. per year | f. уровень заболеваемости |
| 7. competitor | g. контролировать (управлять) |
| 8. have no excuse for | h. в год |

20. Match the words with their Russian equivalents:

- | | |
|---------------------------|---|
| 1. join ...for dinner | a. болтать о |
| 2. have a lot of contacts | b. играть в сквош |
| 3. manufacturer | c. присоединиться за обедом |
| 4. feel jet-lagged | d. времяпрепровождение |
| 5. spare time | e. производитель (изготовитель) |
| 6. chat about | f. иметь много контактов |
| 7. eat out | g. переживать нарушение суточного ритма |
| 8. play squash | h. свободное время |
| 9. pastime | i. есть вне дома (в ресторане, кафе и т.д.) |

21. Match the words with their Russian equivalents:

- | | |
|---------------------|------------------------------------|
| 1. supply | a. Стой! Подожди! (<i>разг.</i>) |
| 2. enquiry | b. ценить |
| 3. reasonable price | c. поставлять (поставка) |
| 4. hold on! | d. упоминать |
| 5. business card | e. запрос |
| 6. give...a call | f. разумная цена |
| 7. mention | g. позвонить |
| 8. appreciate | h. визитка |

22. Give the English equivalents:

1) повышаться; 2) болтать о; 3) не иметь оправдания; 4) иметь много контактов; 5) представитель профсоюза; 6) уровень заболеваемости; 7) разумная цена; 8) времяпрепровождение; 9) контролировать (управлять); 10) играть в сквош; 11) присоединиться за обедом; 12) производитель; 13) в год; 14) переживать нарушение суточного ритма; 15) свободное время; 16) запрос; 17) есть вне дома (в ресторане, кафе и т.д.); 18) невыход на работу (прогул); 19) визитка; 20) конкурент; 21) повышаться; 22) ценить; 23) поставлять (поставка); 24)упоминать; 25) позвонить.

23. Read the situations below and make up dialogues using the lexis from exercise 25.

1. Last month Helen Jordan applied for a job in your organization and is finishing her probation period now. It's time to discuss her strengths and weaknesses and come to a solution – either to give her the job or not.

2. Student A.

You are a representative of the German car manufacturing company meeting your Australian business partner for making up a contract.

Student B.

You are an Australian businessman who has come to Germany to sign up the new contract with your German colleagues.

Task: Make a small talk before you come to business.

Writing

The objective of communication is not the transmission but the reception (*Dr Gerard M Blair*)

Reports

https://www.google.ru/search?q=business+correspondence+cartoons&newwindow=1&biw=1280&bih=675&bm=isch&imgil=n4fdhYRI63ksMM%253A%253BXyB-RsUVDXzoDM%253Bhttps%25253A%25252F%25252Fwww.cartoonstock.com%25252Fdirectory%25252Fw%25252Fwriting_letters.asp&source=iu&pf=m&fir=n4fdhYRI63ksMM%253A%252CXyB-RsUVDXzoDM%252C_&usg=__amZED9dR8e0EILsdit66_1IYc6k%3D&ved=0ahUKEwj2mJvErPTRAhVpOpoKHUsUA0AQyjcILA&ei=3q-UWPaxBun06ATLqIyABA#imgcr=5tK0MCGqwaSz7M:



www.jesperdeleuran.dk

A short report is usually written to inform the authority concerned or specific readers about a specific matter so that they can make appropriate decision about the matter. It consists of facts and sometimes analysis of facts. The information provided in a short report is arranged somewhat in a memo format. While writing a short report, one must start it with an introduction heading. Also the purpose of writing the report including explanation should be mentioned in it. The length of a short report is usually from half page to two pages. However, the followings are the parts of a short report.

- (1) Introduction
- (2) Discussion
- (3) Summary
- (4) Conclusions
- (5) Recommendations
- (6) Appendix

1. Study the example of a report and comment on the style of a report, its structure, logic and vocabulary.

Example 1

**Western University
English Department
Uttara Campus
Dhaka 1230
Bangladesh.**

Report On The Possibility Of Opening A Short Course In English

Introduction

In a meeting of the department of English held on 20 May 2014, the view was expressed that our students have a very poor command in English, both spoken and written. So it was proposed that a short course in English should be opened under the management of the English teachers.

Discussion

We realized the need for such a course for good reasons. From the answer scripts of the students of different departments, we found that the standard of English of about 80% of them is far below the average. We interviewed many students of our university, of some other universities, and even some outsiders, and found that they deplorably lacked correctness in writing and fluency in speaking English. We also talked with them about opening a short course in English in order to help them with the basics of written and spoken English. They all highly appreciated the idea and opined that such a course would be of much help for them.

The students need to use correct English in their answers of the exam questions in different courses and subjects. If they are given some knowledge about the basics of spoken and written English, they can go a long way towards their improvement.

Conclusion

So we think that Short Courses in English will be a quite popular programme. It will help students, non-students, and professionals.

Recommendations

We would recommend that such a course should be opened in the Department of English, and the university should look into the financial aspects of the programme as early as possible.

Mohammad Kamrul Islam
 Head of the Department of English
 15 June, 2014

Some More Tips

1. BE CONCRETE

Give specific details.

ABSTRACT	CONCRETE
<ul style="list-style-type: none"> - Your study package will be delivered soon - Your superannuation plan will earn high interest. - Photocopiers should have appropriate performance parameters. 	<ul style="list-style-type: none"> -Your study package will be delivered in two weeks time. - Your superannuation plan will earn 10% interest. - Photocopiers should be able to produce 50 stapled copies of 20 double-sided sheets in less than 3 minutes.

2. BE CONVINCING

Use language that is believable.

Avoid exaggeration and superlatives.

Suggest possibilities or probabilities rather than making forceful assertions.

EMPHATIC	REALISTIC
<ul style="list-style-type: none"> -Always -Never -Everyone/everything/all -No-one, nobody -Must, should, will 	<ul style="list-style-type: none"> -Usually -Rarely -Most -A few, some -Could, might, may

3. Whenever possible, use active voice to let the subject perform the action.

PASSIVE	ACTIVE
<ul style="list-style-type: none"> -Record enrolments were received by the University this year. -The report was completed by Sue. 	<ul style="list-style-type: none"> -The University received record enrolments this year. -Sue completed the report.

4. BE COURTEOUS

Display good manners and a caring attitude in your writing.

Whenever possible, phrase your writing positively with a pleasant tone.

NEGATIVE	POSITIVE
<ul style="list-style-type: none"> -We cannot deliver your study package before 1stMarch -We cannot agree to the present terms and conditions outlined in your contract. -You failed to enclose a cheque with your order; therefore, it is impossible to send you the merchandise. 	<ul style="list-style-type: none"> -Your study package will be delivered as soon as possible after 1stMarch. -Some discussion regarding the terms and conditions will need to be entered into before we can reach a mutually satisfying agreement. -As soon as your cheque arrives, well send your order through express delivery.

Texts for retelling and discussion

1. Read the text and retell it:

Sending a strong message: protecting your employees

In 1985, a film company facing financial pressure hired a new president. In an effort to cut costs, the president asked the two leaders of a division, Ed and Alvy, to conduct layoffs. Ed and Alvy resisted—eliminating employees would dilute the company’s value. The president issued an ultimatum: a list of names was due to him at nine o’clock the next morning.

When the president received the list, it contained two names: Ed and Alvy.

No layoffs were conducted, and a few months later Steve Jobs bought the division from Lucasfilm and started Pixar with Ed Catmull and Alvy Ray Smith.

Employees were grateful that “managers would put their own jobs on the line for the good of their teams,” marvels Stanford’s Robert Sutton, noting that even a quarter century later, this “still drives and inspires people at Pixar.”

2. Read the text and discuss it:

My Best Boss – Stories of the Greatest Bosses of All Time

There’s no shortage of stories about bad bosses out there – get any group of workers together and you’re sure to hear some horror stories. But it’s rarer that we get to hear about the good bosses – but there are plenty of them too, and it’s time they got their turn in the spotlight.

I recently asked readers about the best boss they ever had. Here are five of the most impressive managers they talked about.

1. Taught me office politics

“My first boss was amazing. She would often say, ‘Hey come in here and listen to this phone call.’ Then she’d explain the politics of what happened and I’d be expected to handle the next one. Each situation and project she gave me, she prepped me for but expected me to handle on my own as well. She supported me but demanded that I produce results. The job had moments that were extremely frustrating and she gave me resources to help understand what I was doing wrong and alter my strategies.”

2. Even fired employees liked her

“My best boss was one from early in my career. She was reasonable about workloads, provided insightful feedback and suggestions, and was always polite and professional in dealing with employees, colleagues, outside professionals, and clients. We knew she had our backs but also would deal with problem employees with empathy and professionalism.

I once ran into an employee she had fired who told me that they admired and respected this supervisor and felt their performance deficiencies had been dealt with respectfully and professionally. The person said she was given every opportunity to be successful including extra training and mentoring but ultimately lacked the skills needed to do the job. How many people would say that after being fired?

Every manager should take lessons from my former boss. I would work with or for her again in a heartbeat.”

3. Helped me move on

“My boss was the one who advocated for a promotion for me and when my employer overlooked me, she helped me to grow and understand that it might be time to

move on. When I put in my two weeks, her exact words were ‘I am so incredibly proud of you,’ which was just the right response.”

4. Fair decision-making

“I really appreciate both of my current bosses because of how they handle making decisions that don’t make everyone happy. There are times in any organization where, no matter what you decide, some people will wish you’d decided differently. But these two women are both good at getting input from all the relevant contingents before making big decisions; being candid and open about the decision process when possible, and upfront about not being open when it’s not possible (e.g. confidentiality issues); communicating the decision clearly, acknowledging that people might disagree but still being firm that this *is* the decision; being open to feedback and revisiting decisions down the line if something changes; not taking things personally or trying to prove their authority. It creates a culture where it’s safe to voice dissenting opinions, but where decisions do get made and things get done.”

5. I’d give him a kidney

My first boss wanted to surround himself with what he felt were great people. He was there for guidance, but he let you run with your strengths regardless of whether or not something was in your job description. Working for him you just felt more capable, smarter, part of a team.

Not everyone liked him – he was polarizing. But without exception, the higher performing people loved him for the opportunities and those just trying to do as little as possible would have burned him in effigy.

But he had this magic where he could just make you feel like you could do absolutely anything. He instilled confidence like no one I’ve ever known. There is a lot of lip service every day to team players – but at the risk of sounding like a cliché, he really had a way of making you feel like you were part of a team. You knew what you did mattered. It mattered to the company and it mattered to him.

I don’t have any idea how he did it. No effusive compliments, no empty praise, no weekly luncheons or gift cards. When he said ‘thank you, I couldn’t have done it without you,’ you just knew he meant it. There was never a question that he had your back. He engendered a loyalty that’s rare. I haven’t worked for him in years, but if he needed a kidney, I’d see if I was a match.

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Vocabulary

absenteeism	невыход на работу (прогул)
act	действовать
agree on	договориться о
agree with	согласиться с
apologise for	принести извинения за
apologise to	принести извинения к.л.
appreciate	ценить
argue about	спорить о
argue with	спорить с
availability	доступность (доступ)
be aware of smth	знать о
be good at	иметь способность к чему-либо; хорошо уметь делать
believe in	верить в
bow	кланяться
build coalition	создавать коалицию
business card	визитка
chairman	председатель
chat about	болтать о
communicate with	общаться с
competitor	конкурент
credibility	надежность
deal with (<i>problems</i>)	иметь дело с (<i>справляться; решать проблемы</i>)
decision	решение
delegate to a deputy	передавать полномочия заместителю
display caring attitude towards	демонстрировать подход, основанный на заботе о ком-либо
draw on the experience	основываться на опыте
eat out	есть вне дома (в ресторане, кафе и т.д.)
effective communication	эффективное общение
employees' concerns	беспокойство работников
enduring	постоянный, выдержанный временем
engender a commitment	вызывать заинтересованность (порождать обязательства)
enquiry	запрос
entrepreneurial spirit	предпринимательская жилка (предпринимательский дух)
environmental and social issues	экологические и социальные вопросы
essential	важный
executive	руководитель
feel jet-lagged	переживать нарушение суточного ритма
flexibility	гибкость, уступчивость
focus on	сосредоточить внимание на чем-либо
follow-up	продолжать действовать
foremost	передовой, первый, самый главный
genuine concern for people	подлинная забота о людях

give a call	позвонить
give orders	отдавать приказы
goal-scorer	автор гола
go up	повышаться
have a lot of contacts	иметь много контактов
have belief in	иметь убеждение в чем-либо
have confidence	быть уверенным
have no excuse for	не иметь оправдания
hold on!	стой! подожди! (<i>разг.</i>)
hospitality	гостеприимство
hug	обнимать
immediate	незамедлительный, срочный
invest in training	вкладывать деньги в обучение
involvement	вовлеченность
join ... for dinner	присоединиться за обедом
judge people's abilities	оценивать способности людей
lack of experience	нехватка опыта
listen to	слушать
loyalty	преданность
make a profit	получать прибыль
make difference	иметь значение
make suggestions	делать предположения (предложения)
make up of smb	составить из к.-л.
manufacturer	производитель (изготовитель)
mention	упоминать
monitor (<i>verb</i>)	контролировать (управлять)
mutual consideration	взаимное уважение
(not) to be good with	быть (не) в ладах с чем-либо
over-confident	самонадеянный
overdo	переусердствовать
pastime	времяпрепровождение
persuasive	убедительный
personal qualities	личностные качества
per year	в год
pioneer	первопроходец, инициатор
place emphasis on	делать акцент на чем-либо
plan ahead	планировать заранее
play squash	играть в сквош
plenty of experience	много опыта
praise for	похвалить за
practical aid	реальная (практическая) помощь
provide support	предоставлять поддержку
quality control	контроль качества
reach an objective	достичь цели
reasonable price	разумная цена
reduce the amount of smth	уменьшить количество ч.-л.
reflect	размышлять

report on	докладывать о
report to	подчиняться к.-л.
respond to	реагировать на что-либо, отзываться
retail store	магазин розничной торговли
satisfaction	удовлетворение
sickness level	уровень заболеваемости
skills	навыки
spare time	свободное время
specialize in	специализироваться на чем-либо
staff welfare	благополучие сотрудников
stand back	отступать
statesman	государственный деятель
substantial	солидный, существенный
superficial	поверхностный
supply	поставлять (поставка)
support	поддержка
talk about	говорить о
talk to	говорить с
training course	учебный курс
treat people	относиться к людям
under promise	связанный словом
union representative	представитель профсоюза
urgently	срочно
visibility	видимость, визуальная доступность
weakness	слабость
well-written	хорошо написанный

Unit 10. CONFLICT

Starting Up

1. Match the words with their Russian equivalents:

- | | |
|--|--|
| 1) handling conflicts | a) вести себя так, как будто ничего не произошло |
| 2) intervene and propose something new | b) пройти без очереди |
| 3) take sides with those you like | c) сообщить представителям аэропорта |
| 4) ask to turn it down (music) | d) крикнуть им, чтобы прекратили |
| 5) say nothing | e) рассердиться и критиковать в ответ |
| 6) behave as though nothing has happened | f) поговорить с каждым отдельно по поводу ситуации |
| 7) call the police | g) прикинуться полицейским при исполнении обязанностей |
| 8) talk to each one separately about the situation | h) вмешаться и предложить что-то новое |
| 9) shout at them to stop | i) тщательно обдумать то, что говорят другие |
| 10) be in the check-in queue at an airport | j) ничего не сказать |
| 11) ask them to go to the back of the queue | k) спросить что происходит |
| 12) jump the queue | l) попросить убавить музыку |
| 13) report to an airport official | m) принять сторону тех, кому симпатизируешь |
| 14) consider carefully what somebody says | n) вызвать полицию |
| 15) get angry and criticize somebody in return | o) рассмотрение конфликтов |
| 16) ask what is going on | p) попросить их встать в конец очереди |
| 17) to pretend an off-duty police officer | q) стоять в очереди на регистрацию |

2. Translate into Russian:

1. You should be good at managing conflicts if you want to work effectively.
4. When you see two strangers hitting each other the best way is to call the police.
5. My friend started complaining loudly to everyone when saw somebody jumped the queue.
6. My sister cannot stand critics from other people and get angry and criticise them.
7. In the meeting we argued too long and could not agree with each other so we had to take a break.
8. Sometimes it makes sense to bring two sides of the conflict together and discuss the problem
9. We normally don't like when our colleagues criticize our work but we should consider carefully what they say
10. Please don't pretend that nothing is going on.

11. The essential part of the activity and responsibility of any manager is taking actions to manage conflict

10) What would you do if your colleagues often criticized you?

3. Translate into English:

1. Иногда конфликты могут быть продуктивными.
2. Если у тебя есть завышенные (нереалистичные) ожидания от нового места работы, тебе будет трудно справиться с возможным разочарованием.
3. Недостаток коммуникации – одна из самых распространенных причин возникающих конфликтов.
4. Если бы вы овладели навыками активного слушания, вы бы стали более эффективным менеджером.
5. Чтобы успешно разрешить деловой спор, необходимо знать основы процесса медиации.
6. Если медиатор будет использовать правильные техники медиации для разрешения конфликта, он сможет помочь спорящим сторонам достичь их собственного варианта соглашения.
7. Медиация это процесс вовлечения третьей стороны в рассмотрение спора.
8. Первый шаг в решении спора – это поговорить с каждой стороной отдельно по поводу видения ситуации и причины раздора.
9. Что бы вы сделали, стоя в очереди за билетами, если бы кто-то попытался пролезть без очереди.
10. Если бы вы были свидетелем спора между своими коллегами, вы бы вмешались и предложили свое решение конфликта или промолчали бы?

Listening

4. Match the words with their Russian equivalents:

- | | |
|--|---|
| 1) the most common reasons of disputes at work | a) принимать участие (вмешиваться, включаться) в процесс медиации |
| 2) unrealistic expectations | b) назначить повестку дня |
| 3) lack of flexibility | c) всем все равно |
| 4) lack of communication | d) смочь обсудить трудные вопросы тщательно и откровенно |
| 5) resolve business disputes | e) быть готовым преодолеть проблемы, трудные вопросы |
| 6) commercial parties | f) отсутствие (недостаток) коммуникации |
| 7) get involved in mediation process | g) отсутствие (недостаток) гибкости |
| 8) set an agenda | h) коммерческие стороны |
| 9) let's face it | i) решать деловые споры |
| 10) no one cares | j) нереалистичные (чрезмерные) ожидания |
| 11) be able to discuss difficult issues thoroughly and frankly | k) давайте признаем это (посмотрим правде в глаза, скажем прямо, по правде говоря, признаемся честно) |
| 12) be willing grapple with the issues | l) самые распространенные причины споров на работе |

5. Find English equivalents:

1) как медиатор вы должны проявлять терпение, 2) персонал, который может принимать решения, 3) искусно работать со сторонами (конфликта) для получения полного понимания выгод, 4) будущие выгоды, получаемые от разрешения спора, 5) создание правильной атмосферы для проведения трудных разговоров, 6) удостоверьтесь/убедитесь, что есть люди, принимающие решение, которые желают бороться с проблемой, 7) типичное отношение со стороны руководства, 8) это может привести к забастовке, 9) мы должны что-то с этим делать, 10) это стоит рассмотреть, 11) мы возместим 30 процентов стоимости, 12) он сильно подвел меня с заказом, 13) я не доволен тем, как вы руководите отделом. 14) разрешать деловые споры. 15) какое значение для работы имеет коммерческое соглашение, 16) недостаточно продуманные технические условия

Reading

3. Find English equivalents:

1) разногласия являются формой конфликта, 2) споры могут сделать обсуждение более продуктивным, 3) делать поспешные выводы, 4) быть последовательным, 5) обращаться с людьми как с непослушными школьниками, 6) старайтесь не общаться с людьми снисходительно, свысока, 7) понять взгляды и чувства каждого человека, 8) поставить себя на место другого, 9) помочь улучшить ситуацию, 10) рассматривать конфликт, 11) быть последовательным в том, как разбирается конфликт, 12) слишком быстро принимать решения 13) идти на уступку, 14) постараться успокоиться, 15) потерять доверие.

6. Translate into Russian:

1. Conflict management often differs from one company to another.
2. How people handle conflicts normally depends on many factors.
3. Try not to talk down to people, that doesn't work.
4. If you treat people with respect and try to find a win-win scenario you will succeed in resolving any conflict.
5. It's important to ask questions to find out what's happening and win people's trust early on.
6. As a mediator you should listen to what both sides of the argument are saying and try to get in their shoes.
7. There must be no favoritism – it would be unfair if you treated a person better than others.
8. She'll criticize you one day and praise you the next. How can anyone be so inconsistent?
9. Sometimes managers start treating people like naughty school kids.
10. I wouldn't jump to conclusions if I were you.
11. Mediator should understand each person's views and feelings.
12. If you were a mediator you would ask their perception of what's going wrong.

7. Translate into English:

1. Разумные решения не приходят быстро, поэтому не будьте слишком нетерпеливы.

2. Разбирайтесь в происходящем как человек, действительно желающий улучшить ситуацию, а не как следователь.
3. Если вы хотите вникнуть в ситуацию, вам придется задать вопросы о происходящем обеим сторонам спора.
4. Мы были бы разочарованы, если бы они не подписали контракт.
5. Самый лучший способ в рассмотрении споров - это попытаться поставить себя на место каждого из участников конфликта.
6. Для менеджера очень важно знать три вещи при рассмотрении конфликта: что происходит, что сделано неправильно с точки зрения каждого участника и что можно изменить.
7. Если бы я проявил желание пойти на компромисс, это могло бы рассматриваться как слабость.
8. Умение идти на компромисс считается проявлением гибкости.
9. У руководителя не должно быть любимчиков – было бы несправедливо выделять кого-то своим особым отношением.
10. Вам удалось бы успешно разрешить этот конфликт, если бы вы освоили необходимые для этого техники медиации.

Language review

8. Put the words in the following sentences in correct order:

1. Sales, you, a, if, will, get, bonus, the, exceed, target, you ?
2. Increase, we, order, if, would, immediately, you, delivered, our.
3. They, perhaps, impatient, explain, if, be, situation, less, will, we, the.
4. Will, inconsistent, never, being, if, trust, win, keeps, their, she, Anna.
5. Us, delay, inform, if, will, is, there, you, a ?
6. Paid, would, they, faster, even, always, deliver, cash, we, not, if.
7. Always, ideas, problems, finds, to, has, solutions, easily, John, and.
8. Buyer, there, about, between, disagreement, serious, a (3), of, any, some, deal, is, terms, the, and ?

9. Translate into English:

1. Если я потеряю этот заказ, боюсь, это может повлиять на мое комиссионное вознаграждение.
2. Мы не сможем увеличить заказ, если вы не сделаете нам скидку больше.
3. Если бы вы делали нам регулярные заказы, мы могли бы взять на себя страховку.
4. Если вы пойдете на уступку, мы сделаем то же самое.
5. Нам не пришлось бы обратиться к другому поставщику, если бы вы смогли сделать поставку в этом месяце.
6. Я уверена, что они не стали бы продолжать заниматься бизнесом, если бы были недовольны.
7. Вы пойдете на компромисс, если узнаете о том, какие выгоды в будущем принесет разрешение этого конфликта?
8. Если бы вы заплатили наличными, мы могли бы предоставить вам дополнительную скидку.

12. Fill in the gaps with the right prepositions:

1. Sorry to say, but conflicts are inevitable workplace.
2. Did you ask them to turn it (music) ?
3. Today we are going to deal the most common reasons of disputes work.
4. If you go on behaving in such a way I'll have to report an airport officials.
5. Being involved mediation process you should avoid to take sides those you like.
6. If you shout people hitting each other to stop and it didn't help the only way out is to call the police.
7. Make sure you have the key decision –makers willing and able to grapple the issues.
8. Our staff have pay quite a bit for parking, we could contribute 30%..... the cost, this would help to avoid the possible conflict situation.
9. The goods had to be delivered the end of the month, the latest.
10. We'll discuss this proposal the next board meeting.

11. Translate into English:

1. Если бы ты закончил работу сегодня вечером, завтра тебе бы дали выходной.
2. Мы сделаем доставку в течение семи дней, если вы заплатите в евро.
3. Если бы я работала удаленно(из дома), у меня было бы больше времени для общения с детьми.
4. Что бы вы делали, если бы ваш босс никогда не прислушивался к твоим идеям?
5. Вы стали бы вмешиваться, если бы увидели, как ваши коллеги спорят?
6. Если вы делаете заказ сегодня, мы оплатим ваши транспортные расходы.
7. Он станет более эффективным руководителем, если улучшит свои навыки управления конфликтами.
8. Если бы ты придумал как решить этот спор, это успокоило бы сотрудников отдела.

12. Open the brackets:

1. If you (pay) cash, we'll give you an extra discount.
2. If you (pay) cash, we'd give you an extra discount.
3. If you(deliver) this week, we'd pay all transport costs.
4. If you (exceed) the sales target, they'll give you a bonus.
5. We'd place our order early next week if you (give) us a 10% discount.
6. If we pay late they (close) our account.
7. We (sign) the contract if they reduced the price.
8. If Olivier could give the prioritythis order, we would never lose this customer.

13. Translate into English:

1. Если бы мы делали регулярные заказы, они смогли бы покрывать транспортные расходы?
2. Ты сообщишь нам, если будет задержка поставки?
3. Она всегда хочет все делать по своему и не любит идти на компромисс.
4. Он отправился бы в круиз, если бы у него было больше денег.
5. Если на следующей неделе я поеду в Лондон, я зайду в их офис продаж.
6. Что бы ты сделал, если бы твой босс попросил тебя поработать до полуночи?

7. Если бы он больше слушал, он был бы более эффективным менеджером.
8. Если бы Оливер не подвел меня сильно с этим заказом, я бы не стал просить о его увольнении.
9. Боюсь, если положение дел не улучшится, мне придется покинуть компанию.
10. Постарайтесь не сердиться, потому что, если у вас не хватит терпения при рассмотрении разногласий/споров, это только ухудшит ситуацию.

Writing

Writing Business Letters

General Guidelines

If writing a business letter takes you much longer than in your own language, here are a few guidelines that you may find helpful.

- **Plan before you write.**
 - Look up words you need before you start.
 - Note the points you want to make, and order them into logical paragraphs.
- **Tone**
 - Write as you would speak in a business conversation. The tone should be friendly and polite.
- **Names**
 - Make sure you check the gender of the addressee (the recipient), as well as the correct spelling of the person's name and title.
 - Use *Ms.* for women and *Mr.* for men. You can use *Mrs.* for a woman if you are 100% sure that she is married.
- **Dates**
 - To avoid any confusion, *write* the month instead of using numbers (e.g. January 15th, 2012 or 15 January 2012).
- **Be concise and clear. The easier it is to read a letter the better.**
 - Keep sentences and paragraphs short and simple.
 - Use straightforward vocabulary to avoid any misunderstanding.
 - Ask direct questions.
 - Rewrite any sentence that does not seem perfectly clear.
 - If the recipient is not a native English-speaker, it is preferable to avoid words or expressions that are too technical or complicated.

▪ Remember this word order principle

Subject	Verb	Object	Manner	Place	Time
Who	Does	What	How	Where	When

Example :

Mr. Brown will travel by plane to London on Monday, June 5th.

A technician will install the equipment in your office on Tuesday.

- **Avoid old-fashioned words**
 - Although they are used in legal documents and contracts, words like 'herewith', 'herein', 'aforementioned', etc. are rarely used in letters.

The following style of sentence is preferable :

"You will find more information on our products in the enclosed brochure."

How to write the parts of business letter in a proper way:

SALUTATION

The salutation is an important part of a letter. The choice of the right salutation depends on whether you know the person you are writing to and how formal your relationship is.

Very formal (for official business letters)

<i>To Whom It May Concern:</i>	Use only when you do not know to whom you must address the letter, for example, when writing to an institution.
<i>Dear Sir/Madam,</i>	Use when writing to a position without having a named contact.
<i>Dear Mr Smith,</i>	Use when you have a named male contact.
<i>Dear Ms Smith,</i>	Use when you have a named female contact; do not use the old-fashioned Mrs.
<i>Dear Dr Smith,</i>	Use when writing to a named doctor.
<i>Dear Prof Smith,</i>	Use when writing to a named professor.
<i>Dear Xu Li,</i>	Type the whole name when you are unsure of the recipient's gender.

Less formal but still professional (business letters)

<i>Dear colleagues,</i>	Use when writing to a group of people.
<i>Dear Mary,</i>	Use when writing to a named female.
<i>Dear John,</i>	Use when writing to a named male.

Informal (personal letters)

These salutations should be used with people you are close to, as they might offend others.

<i>Hello guys,</i>	Use when writing to a group of people you know very well.
<i>Hi,</i>	Use when writing to one or more people you know very well.

- There should be a comma after the salutation and a colon after "To Whom It May Concern".

- No full stop is needed after Mr, Ms, and Dr.
- The form Mrs is outdated.
- Avoid the exclamation (!) in salutations.

STARTING YOUR LETTER

There are two ways in which business letters usually start: they make reference to a previous contact, for example, phone conversation, meeting, previous mail correspondence; or they are the first contact with the recipient.

Making reference to previous contact

I am (we are writing) regarding

- *your inquiry about ...*
- *our phone conversation ...*

In reply to your request ...

Thank you for contacting us.

Contacting the recipient for the first time

I am (we are) writing to

- *inform you that ...*

- *confirm ...*
- *enquire about ...*
- *complain about ...*

I am contacting you for the following reason.

I recently heard about ... and would like to ...

MAKING A REQUEST

We would appreciate it if you would ...

I would be grateful if you could ...

Could you please send me ...

Could you possibly tell us ...

It would be helpful if you could send us ...

GIVING GOOD NEWS

We are pleased to announce that ...

I am delighted to inform you that ...

GIVING BAD NEWS

We regret to inform you that ...

I'm afraid it would not be possible to ...

Unfortunately we are unable to ...

After careful consideration we have decided ...

ENDING YOUR LETTER

Enclosures

Please find enclosed (for letters)

Please find attached (for emails)

Offering future assistance

If you require more information, please let us know.

Please do not hesitate to contact us if you need any further assistance.

Referring to future contact

I am looking forward to hearing from you soon.

We are looking forward to meeting you on 21 January/in Tromsø.

We would appreciate your reply at your earliest convenience.

Closing

The closing salutation must match the opening salutation and the overall tone of the letter. Choose one of the following closing lines depending on the formality of the salutation.

Very formal

<i>Your sincerely,</i>	Use when you've started with Dear Sir/Madam or To
<i>Sincerely yours,</i>	Whom It May Concern.
<i>Respectfully,</i>	
<i>Sincerely,</i>	Use when you've started with Dear + name.

Less formal but still professional

<i>Kind regards,</i>	
<i>Warm regards,</i>	
<i>Regards,</i>	not too formal but businesslike
<i>Best wishes,</i>	even less formal

Informal

<i>Best,</i>	
<i>Hugs,</i>	
<i>Cheers,</i>	Use with friends and colleagues you feel close to.

1. Study the example of a business letter and comment on its style, structure, logic and vocabulary.

Formal Business Letter Format
(Sample Letter of Complaint)

Revised 3/07

123 American Avenue
Long Beach, CA 90800
October 25, 2005

Mr. L. M. Green
Park Services
1111 Oak Street
Long Beach, CA 90800

Dear Mr. Green:

Yesterday I noticed a situation at Rabbit Park that could be very dangerous for the children who play there. The equipment appears to be old and worn. For example, the leather seats on the swings are falling apart. I observed a child who had difficulty staying on a seat because it was worn so thin. In addition, the mats under the equipment are torn or missing entirely. This concerns me greatly.

Would you please look into this matter? Perhaps the equipment needs to be repaired, or preferably replaced, to insure the continued safety of our children.

Sincerely,

Mrs. Amy Kyle

Mrs. Amy Kyle

Heading Address: the writer's full address and the full date

Inside Address: the name and address of the person to whom the letter is addressed

Salutation/Greeting: whom the letter is for, beginning with "Dear," followed by the person's name (colon after the person's name)

Closing: aligned to left, draws from a variety (e.g. Thank you, Sincerely, etc.) with only the first word of the closing capitalized (comma after the

Signature: writer's signed name followed by printed name, aligned to left with closing

Body: clearly explains the purpose of the letter or problem and suggests a solution (not indented, paragraphs skip a line)

Texts for retelling and discussion

1. Read the text and retell it:

Conflict may well be productive in some cases. In any business situation, there are often a number of different ideas about the way to proceed. Usually only one way can be chosen, so conflict is inevitable. Ideally, airing the different ideas in discussion will lead to the best one being chosen. But the process may become political, with an idea being defended by the person or group putting it forward after it has become apparent that it is not the best way to go, and unwillingness to 'lose face' by abandoning a long-cherished idea. There may be conflict between different levels in an organisation's **hierarchy** or between different departments, with hostility to ideas from elsewhere -the **not-invented-here syndrome**.

Examples of unproductive conflict include disputes between colleagues or between managers and subordinates that go beyond ideas and become personal. Companies can spend a lot of time and energy resolving these disputes. In countries with high levels of **employee protection**, dismissing troublesome employees can lead to a long process of consultation with the authorities and even litigation, for example where an employee sues their company for **unfair dismissal**. Defending an action like this is of course costly and a distraction from a company's normal business.

Labour-management conflict in the form of tactics such as **strikes** and **go-slows** can also be very expensive and time-consuming. The goodwill of a company's customers, built up over years, can be lost very quickly when they are hurt by such a dispute. But there are sometimes cases where the public sympathize with the employees and don't mind the disruption. Both sides may put a lot of effort into presenting their case and gaining public sympathy with the use of advertising, public-relations firms, and so on. Many countries have legislation with compulsory **cooling-off periods** before strikes can begin, official procedures for **arbitration** between the two sides, and so on.

In dealings between companies, **supplier-customer relationships** can degenerate into conflict. Conflict seems to be endemic in some industries, for example construction, where contractors are often in dispute about whether the work has been performed properly or whose responsibility a particular problem is. This can lead to protracted legal proceedings.

More and more companies in the US are specifying in contracts that any disputes should be settled using **alternative dispute resolution (ADR)**, avoiding expensive legal wrangling. Specialised organisations have been set up to facilitate this.

2. Read the text and discuss it:

Mediation

Mediation is a process of third-party involvement in a dispute. A mediator cannot impose an outcome but rather assists the disputing parties in reaching their own agreement. Mediation can be used in a wide range of disputes, including labor disputes, public policy disputes, disagreements among nations, family disputes, and neighborhood and community quarrels. According to research, about 80% of dispute mediations lead to resolution.

A mediator must be able to command trust and confidence by building a rapport with the parties in the mediation process. Opponents must feel their interests are truly understood, because only then can a mediator reframe problems and float creative solutions.

As compared with other forms of dispute resolution, mediation can have an informal, improvisational feel. It can include some or all of the following mediation techniques for conflict resolution:

Planning: Before the process begins, the mediator helps the parties decide where they should meet and who should be present.

Joint discussion: After each side presents its opening remarks, the mediator and the disputants are free to ask questions with the goal of arriving at a better understanding of each party's needs and concerns.

Caucuses: If emotions run high during a joint session, the mediator might split the two sides into separate rooms for private meetings, or caucuses.

Negotiation: At this point, it's time to begin formulating ideas and proposals that meet each party's core interests—familiar ground for any experienced negotiator. A mediator can lead the negotiation with all parties in the same room, or may engage in “shuttle diplomacy,” moving back and forth between the teams, gathering ideas, proposals, and counterproposals.

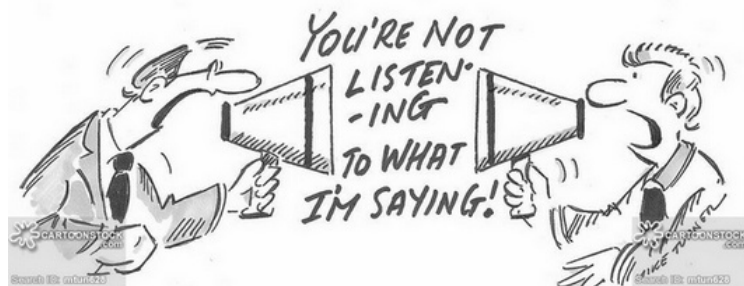
Discussion issues:

- 1) Why is it so important to involve mediator when handling conflicts?
- 2) Try to explain every given mediation technique from the view point of necessity.
- 3) What other things can be done by a manager/mediator when dealing with conflict resolution?

a. Just for fun or with humor about conflict management.



“A mediator hasn't worked, so I brought in everyone's moms.”



MEANINGFUL NEGOTIATIONS?

SECRET TO SUCCESS

A reporter asked a bank president, "Sir, What is the secret of your success?"

"Two words: Right decisions."

"And how do you make right decisions?"

"One word: Experience."

"And how do you get experience?"

"Two words: Wrong decisions."



FOUR PEOPLE

This is a story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought

Anybody could do it but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done



Conflict resolution in the workplace

HOW TO RESPOND TO A REJECTION LETTER

The next time you get a rejection letter from a hoped-for employer, just send them the following announcement:

To Whom It May Concern:

Thank you for your letter of [date]. After careful consideration, I regret to inform you that *I am unable to accept your refusal to offer me employment at this time.* This year I have been particularly fortunate in receiving an unusually large number of rejection letters. With such a varied and promising field of candidates, it is impossible for me to accept all refusals. Despite [your Company]'s outstanding qualifications and previous experience in rejecting applicants, I find that *your rejection does not meet with my needs at this time.* Therefore, I will initiate employment with your firm immediately. I look forward to working with you. Best of luck in rejecting future candidates.

Sincerely,
[Your Name]



Vocabulary

appear	появляться
ask smb. go to the back of the queue	попросить встать в конец очереди
ask to turn the music down	попросить убавить музыку
ask what is going on	спросить, что происходит
avoid	избегать
be able to discuss difficult issues thoroughly and frankly	быть готовым преодолеть проблемы, трудные вопросы
be in the check-in queue at an airport	стоять в очереди на регистрацию
be willing to grapple with the issues	сметь обсудить трудные вопросы тщательно и откровенно
be consistent	быть последовательным
behave as though nothing has happened	вести себя так, как будто ничего не произошло
behavior	поведение
call the police	вызвать полицию
calmness	спокойствие
camping equipment	снаряжение для похода
cause problems	вызывать проблемы
change attitude	изменять отношение
commercial parties	коммерческие стороны
consider carefully what somebody says	тщательно обдумать то, что говорят другие
consistency	последовательность
creativity	творческий потенциал
credibility	надежность
disagreement	разногласие
disappointment	разочарование
emotion	эмоция
enquire	спрашивать
enthusiasm	энтузиазм
exceed in sales target	превышать цель продаж
favoritism	фаворитизм, благосклонность
fight a battle	вести бой
formality	формальность
get angry and criticize somebody in return	рассердиться и критиковать в ответ
get in smb's shoes	быть на месте к.-л.
get involved in mediation process	принимать участие в процессе посредничества
handling conflicts	рассмотрение конфликтов
have an argument	спорить
ignore	проигнорировать
inconvenience	неудобство
intervene and propose something new	вмешаться и предложить что-то новое
investigator	исследователь
issue	вопрос
jump to conclusions	сделать поспешные выводы

jump the queue	пройти без очереди
lack of communication	отсутствие (недостаток) общения
lack of flexibility	отсутствие (недостаток) гибкости
let's face it	давайте признаем это (посмотрим правде в глаза, скажем прямо, по правде говоря, признаемся честно)
make a concession	пойти на уступку
make a decision	принять решение
most common reasons of disputes at work	самые распространенные причины споров на работе
move things forward	продвигать вперед
neighbours	соседи
no one cares	всем все равно
outstanding	выдающийся
patience	терпение
perception	восприятие
pretend an off-duty police officer	притворяться полицейским при исполнении обязанностей
reject the suggestion	отклонять предложение
report to an airport official	сообщить представителям аэропорта
resolve business disputes	решать деловые споры
rude	грубый
sailor	моряк
say nothing	ничего не сказать
set an agenda	назначить повестку дня
set up	настроить
shout at smb to stop	крикнуть, чтобы прекратили
skillful	квалифицированный
spontaneous	самопроизвольный
sympathy	сочувствие
take sides with those you like	принять сторону тех, кому симпатизируешь
talk to each one separately about the situation	поговорить с каждым отдельно по поводу ситуации
talk down to smb	снисходительно разговаривать с к.-л.
treat smb	относиться к к.-л.
trust on smb	доверять к.-л.
turn down	выключить
unacceptable behavior	недопустимое поведение
unrealistic expectations	нереалистичные (чрезмерные) ожидания
walk away	уходить
weakness	слабость

Unit 11. NEW BUSINESS

Starting up

1. Match the words with their Russian equivalents:

- | | |
|-------------------------|---------------------------------------|
| 1. low taxes | a. высокий уровень безработицы |
| 2. skilled staff | b. хорошее транспортное сообщение |
| 3. low interest rates | c. невысокая ставка арендной платы |
| 4. cheap rents | d. курсы обучения |
| 5. stable economy | e. государственные дотации |
| 6. good transport links | f. низкие налоги |
| 7. training courses | g. квалифицированный персонал |
| 8. high unemployment | h. невысокий размер процентной ставки |
| 9. a strong currency | i. устойчивая валюта |
| 10. government grants | j. стабильная экономика |

2. Translate from English into Russian:

1. First of all that is a cheapness of the earth for the building up, low taxes, closeness to the sources of raw material and main markets.
2. Although the situation is slowly improving, the Municipal Police still lacks skilled staff and experience in dealing with these crimes.
3. In this case, it is entirely possible to have very low interest rates co-exist with strong growth.
4. They found out about the cheap rent and fired me.
5. It is said that a stable economy cannot be built in an unstable society.
6. The hotel has good transport links and is within walking distance of many of the city's attractions.
7. Two training courses are presently ongoing.
8. We've got contacts throughout Eastern Europe, with workers in areas of high unemployment.
9. Over the longer term, a strong currency promotes efficiency in export industries.
10. Grants related to income are government grants other than those related to assets.
11. A strong currency and low interest rates will continue to support domestic demand.
12. It is impossible to combine excellent location and good transport links with rather cheap rents in one apartment.
13. The new and upgraded training course would help this company to have a more mobile, integrated and multi-skilled staff.
14. Regardless of government grants the German economy faced a decade of high unemployment and slow growth.
15. A stable economy of a country is made of low taxes, low interest rates, a strong currency and low unemployment.

Vocabulary

3. Match the words with their Russian equivalents:

- | | |
|---------------------------------|-------------------------------------|
| 1. interest rate | a. ВВП (Валовый Внутренний Продукт) |
| 2. exchange rate | b. численность работающих |
| 3. inflation rate | c. налоговые льготы |
| 4. labour force | d. правительственная бюрократия |
| 5. tax incentives | e. уровень безработицы |
| 6. government bureaucracy | f. процентная ставка |
| 7. GDP (Gross Domestic Product) | g. Баланс внешней торговли |
| 8. unemployment rate | h. зарубежные инвестиции |
| 9. foreign investment | i. уровень инфляции |
| 10. balance of trade | j. обменный курс валюты |

4. Translate from Russian into English:

1. Здесь можно задать вопрос: как процентная ставка может быть отрицательной?
2. План должен также включать координацию политики в области обменных курсов.
3. Впервые ни в одной из стран региона уровень инфляции не превысил 20-процентной отметки.
4. Изучение численности работающих было впервые проведено в 2006 году.
5. Правительству Следует давать налоговые льготы в целях развития биоэнергетики.
6. Чтобы получить работу, он прошел через все: собеседования, месяцы и месяцы правительственной бюрократии.
7. Мы стремимся к достижению не менее 7-процентных годовых темпов роста ВВП.
8. В Испании уровень безработицы составляет 20% - и более 40% среди молодых людей.
9. Правительства стран принимают меры к тому, чтобы привлечь частные и иностраннне инвестиции путем предоставления немалых льгот.
10. На протяжении целого ряда лет положительное сальдо торгового баланса этой страны остается высоким, что благоприятно отражается на платежном балансе страны.
11. Столица располагает хорошим транспортным сообщением, обеспечивающим ее постоянным количеством рабочей силы, привлеченной значительными налоговыми льготами.
12. Правительственные гранты и иностраннне инвестиции обеспечивают стабильную экономику.
13. В этом году выросли уровень инфляции и обменный курс, что отразилось на ВВП государства.
14. Уровень безработицы неуклонно растет, поэтому квалифицированный персонал соглашается работать за крайне низкую заработную плату.
15. Слово «уровень» в английском языке описывает множество значений и примерами этого могут служить словосочетания «обменный курс валюты», «уровень инфляции», «процентная ставка» и «уровень безработицы».

Listening

5. Match the words with their Russian equivalents:

- | | |
|----------------------|----------------------------|
| 1. issues | a) владеть |
| 2. in operation | b) позволять |
| 3. to run a business | c) признавать |
| 4. to downsize | d) переделывать |
| 5. to own | e) в действии |
| 6. to retain | f) основывать(ся) на... |
| 7. to convert | g) руководить предприятием |
| 8. to recognize | h) сокращать |
| 9. to allow | i) вопросы |
| 10. to build upon | j) удерживать |

6. Match the words with their English equivalents:

- | | |
|----------------------|---|
| 1. carpentry | a) billions |
| 2. core knowledge | b) non-systematic |
| 3. book-keeping | c) at a loss |
| 4. myriad | d) business basis |
| 5. patchy | e) basic understanding |
| 6. confused | f) by parts |
| 7. fragmented | g) easy to get |
| 8. complicated | h) the skill of making things from wood |
| 9. available | i) difficult |
| 10. business footing | j) accountancy |

Reading

7. Find English equivalents:

- | | |
|----------------------------|------------------------------------|
| 1. contacts | a. to successfully start operating |
| 2. experience | b. to make profit |
| 3. sacrifice | c. advantage |
| 4. start-up | d. to know |
| 5. strength | e. to convince |
| 6. to be aware | f. disadvantage |
| 7. to get business running | g. practice |
| 8. to persuade | h. contribution |
| 9. to succeed | i. acquaintances |
| 10. weakness | j. new company |

8. Translate from English into Russian:

1. Every business like every person has its own strengths and weaknesses.
2. Women played a major role in the successful recovery of Asia as workers, entrepreneurs and investors.
3. We can cover all requirements with our extensive network of contacts.
4. This topic encompasses experience and practice in developing strategies for economics within statistical agencies.

5. It is a sacrifice required for the future of the human race.
6. Start-ups require a lot of time and energy from their owners to become successful.
7. As we are all aware, natural resources can act as a destabilizing factor.
8. Does the family money keep the business running?
9. Since the survey is running on a voluntary base it is not easy to persuade firms to collaborate.
10. The new businesses sometimes fail to succeed.
11. SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face.
12. A successful team needs the ability to sell and the ability to count.
13. The team needs experience, contacts and the ability to sacrifice time and money.
14. We are facing a crisis in the industry but we are fully aware of its consequences.
15. To get business running – is to succeed in persuading other people that they need this only start-up.

9. Translate from Russian into English:

1. Чтобы успешно развивать бизнес, вам нужны знакомства и связи.
2. Опыт в области управления людьми очень важен для руководителя.
3. Мы не можем забыть и не забудем эти жертвы.
4. Следует помнить о роли государственного сектора в деле развития финансирования новообразующихся предприятий на ранних этапах их становления.
5. сила партии состоит в том, что она не боится брать ответственность за ошибки.
6. Путешественник должен знать о культурных различиях этих двух стран.
7. Ты должен принять во внимание свои сильные и слабые стороны, чтобы бизнес заработал.
8. Продавать – это убеждать других людей покупать что-то.
9. У нас все получится, я тебе обещаю.
10. Судя по твоим словам, это преимущество, а не недостаток.
11. Все успешные новые компании испытывали неудачу в начале работы.
12. Покажи ей, что тебе известно о ее жертве или она будет говорить об этом весь вечер.
13. Убеди его, что это важный опыт.
14. Я считаю, что это его слабость.
15. Наличие полезных связей принесет ему удачу.

Language review

10. Fill in the gaps with the correct prepositions:

The unemployment rate was the problem 1) ... the past years. It fluctuated greatly: one year it reduced 2) ... 8 per cent which was down 3)... 3 points. 4)... order 5) ... persuade the skilled workforce 6) ... agree to work for less money 7)... it was normal, the government asked them to make lots 8)... personal sacrifice. Everything was useless as the rate of local currency 9) ... dollar was extremely high as well as the ability to experience 10)... poverty.

11. Translate the sentences from Russian into English:

1. Я не знаю, когда наша годовщина.
2. Она не переставала мешать мне, пока я учился.
3. Позвони мне, как только об изобретении станет известно.
4. Он вспомнил тот раз, когда увидел ее впервые.
5. Нет, пока ты нам не скажешь все.
6. Когда я освобожусь, позвоню тебе.
7. Экспорт снижался до 2002 года, а потом вновь начал расти.
8. Пожалуйста, сообщите, будут ли работы по проекту продолжаться после 2006 года.
9. Исключительно важное значение имеет оценка экологических последствий до, в ходе и после осуществления мероприятий в целях развития.
10. Пока уровень безработицы низок, правительству нужно оценить размер социальных пособий.
11. Я не проверял свою электронную почту два часа!
12. Что Вы сделали во время рабочего дня?
13. Годы прошли с тех пор как она стала работать в компании.
14. Когда мы переживаем кризис, нечего выбирать.
15. Раньше или позже, до или после отпуска, ты вспомнишь время, когда мы встретились.

Writing

Task: Write the report using the table.

Employment rates of men and women in three countries in Europe in 1991

Country	Men	Women
Germany	76.5%	54.4%
Spain	66.2%	32.3%
Italy	77.1%	37.8%

Sample answer:

The table gives the proportion of men and women in in three countries who worked in 1991.

In 1991, just over half the female population in Germany (54.4%) was working compared with more than three quarters of the men.

On the other hand, in Spain, about a third of the women were working and a third of the men were not.

As regards the percentage, Italy's employment rate among men in that year was similar to Germany's, but not as many female workers were employed (37.8%).

Overall, the number of men employed is always higher than the one of the women, according to the table.

Tips while writing the report.

Do!

- + Make an introduction, body and conclusion
- + Limit your report by 5 sentences

- + **Start with the table description**
- + **Give clear, outstanding examples of figures from the table**
- + **Use linkers (On the other hand, as regards, overall)**
- + **use simple language**

Don't!

- **Make a free structure**
- **Write more than 5 sentences**
- **Ramble**
- **Describe the trends not supported by the facts**
- **Start your sentences without linkers**
- **Use the words you do not know**

Texts for retelling and discussion

1. Read the text and retell it:

New Business

1. To start a new business you need to consider numerous factors: inflation rate, government bureaucracy of your state, availability of labour force and unemployment rate in the chosen business industry.
2. The advantages are: tax incentives, a strong currency, cheap rents, government grants, forming the stable economy.
3. The disadvantages include the lack of management skills, business knowledge in book-keeping, marketing and human issues in the area of potential business.
4. A myriad of independent consultants advise an entrepreneur in law, accountancy, and banking, that's why the picture is fragmented and complicated, so the people become confused.
5. You need to explore the potential profitable areas of business from delivery to making some new boxes.
6. Then you need to perform a SWOT analysis to evaluate your strengths and weaknesses, and know about your opportunities and threats.
7. In order to succeed you not only need to have a great business, but also to form a good team of people.
8. The right team of professionals is essential to get the business running.
9. Firstly, the team needs the ability to sell, in other words to persuade other people to buy what you are selling.
10. Also, the team needs the ability to count: to understand the accountant's books to drive the business.
11. Moreover, the team needs different types of experience: customer experience, product experience and start-up experience.
12. Furthermore, the team needs to have professional contacts to help your business succeed.
13. Finally, the team must be aware of future sacrifices of time and money.
14. Of course there is no magic formula to start a business, but the team is an extremely important factor.
15. By following these steps you will succeed in your new business.

2. Read and discuss the text:

The 5 Best Business Ideas

Creating the company of your dreams often begins with learning more about something completely new to you

Here are 5 new-age business ideas to get you started.

1. Healthy fast food.

Don't be mistaken -- fast food is thriving today just as much as it ever has. But today people seek out healthy alternatives to the greasy meals that make up much of fast food fare. Taco trucks, burger joints and ice cream stands just aren't doing it anymore. Restaurants who offer acai bowls, quinoa-kale salads and whole-grain wraps are in.

One great little niche is the healthy fast food truck. If mobile fast food isn't really your thing, don't worry -- restaurants like Green Tomato and Zoe's Kitchen do just as well.

2. Delivery services for just about anything.

It seems that, given the opportunity, people will pay to have just about anything done for them. They already pay Postmates and Uber Eats to deliver food to their homes and workplaces. Booster Fuels will fill up their cars wherever they are. And with the rise of services like Amazon Prime Now, people can have everything from groceries to electronics delivered to their doorstep in under two hours. The concept has already proven itself -- all you have to do is figure out what you'd like to deliver.

3. Virtual reality (and its accessories).

Virtual reality (VR) is an impressive facet of modern technology. With a pair of goggles and the right computer hardware, you can immerse yourself in a variety of fascinating worlds using VR.

If you aren't the most computer savvy person you know, never fear -- you don't have to be a programming genius to create a VR-centered business. In fact, most VR-related business ideas have nothing to do with the technology itself. Rather, you can start your own VR industry update website, where you write about new tech, games, software and more.

4. Activity bars.

Why go to a "normal" bar? Why go to a "regular" cocktail bar? Millennials want a pumped-up, engaging experience they'll never forget.

This may not be a business you can execute online, but it's a fun one nonetheless. Activity bars are popping up all around the country, most with bowling alleys and mini arcades. Can you come up with your own creative spin?

5. Subscription boxes.

You see them all the time on Facebook, Instagram and Pinterest: subscription boxes. Now, you can receive a monthly box of just about anything: international snacks, high-end makeup, stickers and even craft beer. There's a subscription box for almost every hobby and personality... but not quite all. But what's even better than shipping out subscription boxes? "Unboxing" them. If building and shipping subscription boxes isn't quite your thing, then perhaps sharing boxes online is.

With these 5 new-age business ideas, it's more possible than ever to create the modern company you've been dreaming of. How will you modify these ideas?



"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like this before."

Vocabulary

allow	позволять
apologise	принести извинения
appeal to	обращаться к к.-л.
approximately	приблизительно
attract	привлекать
available	доступный
average salary	средняя зарплата
balance of trade	баланс внешней торговли
be aware	знать
book-keeping	бухгалтерия
borrow money	занимать деньги
brochure	брошюра
build upon	основывать(ся) на...
business footing	деловая основа
carpentry	плотницкое дело
cheap rents	невысокая ставка арендной платы
complicated	сложный
confused	запутанный
consumer spending	потребительские расходы
contacts	знакомства
convert	переделывать
core knowledge	основное знание
currency	валюта
drive the business	стимулировать бизнес
downsize	сокращать
environmental	экологический
exchange rate	обменный курс валюты
expand	расширяться
experience	опыт
face	сталкиваться
fashion-conscious	следящий за модой
favourable	благоприятный
fill the form	заполнять бланк
flow of cash	поток наличных денег
foreign debt	внешний долг
foreign investment	зарубежные инвестиции
fragmented	раздробленный
GDP (gross domestic product)	ВВП (валовый внутренний продукт)
get business running	заставить бизнес работать
give up	сдаваться
good transport links	хорошее транспортное сообщение
government bureaucracy	правительственная бюрократия
government grants	государственные дотации
head for	направляться
high unemployment	высокий уровень безработицы
human touch	человеческое прикосновение

in order to	чтобы
independent	независимый
inflation rate	уровень инфляции
integrated strict laws	интегрированные строгие законы
interest rate	процентная ставка
in operation	в действии
issues	вопросы
job loss	потеря рабочего места
keep costs	сдерживать затраты
labour force	численность работающих
living standard	жизненный уровень
low interest rates	невысокий размер процентной ставки
low taxes	низкие налоги
maintain	поддерживать
military	военный
modernize	модернизировать
monetary policy	валютная политика
myriad	огромное количество
overall tax revenues	полные налоговые поступления
overcome	преодолевать
own	владеть
patchy	неровный
payment	оплата
percentage	процентное соотношение
persuade	убеждать
population	население
post office	почтовое отделение
promise	обещание
public expenditure	расходы на социальные нужды
puzzle	загадка
recent survey	недавнее исследование
recession	спад
recognize	признавать
remain	оставаться
renewed	возобновленный
rent	арендная плата
repay the loan	возместить ссуду
retain	удерживать
reward	вознаграждение
run a business	руководить предприятием
sacrifice	жертва
sign	подписывать
skilled staff	квалифицированный персонал
stable	устойчивый
stable economy	стабильная экономика
start-up	недавно созданная компания
stimulate	стимулировать

strength	сильная сторона
strong currency	устойчивая валюта
subsidies	субсидии
succeed	преуспеть
suitable	подходящий
tax incentives	налоговые льготы
trade deficit	торговый дефицит
trade surplus	активный торговый баланс
training courses	курсы обучения
unemployment rate	уровень безработицы
up-to-date	актуальный
weaknesses	слабая сторона
workforce reduction	сокращение рабочей силы

Unit 12. PRODUCTS

Starting up

1. Match the words with their Russian equivalents:

invent	рынок
develop	делать, создавать
make	изобретать
distribute	продавать
a product	улучшать
market	товар
sell	развивать
buy	распространять
improve	покупать

Vocabulary

2. Translate into Russian:

1. The government discussed fundamental economic issues of the year.
2. Buying in bulk is economical.
3. I think French clothes are so attractive -I really like this year's summer collection in the Redoute catalogue.
4. The new Mini is very economical-it does 100 kilometres on six litres of petrol.
5. Rolex watches are expensive -but they're worth the money.
6. Flared jeans are very fashionable at the moment -Levi's new range is very good.
7. Japanese cars are famous for being reliable -I've had a Toyota for ten years and it has never broken down.
8. The main thing about Nike trainers is that they are comfortable -I can't wear ordinary shoes any more.
9. The furniture at Ikea is practical-you take it home and put it together yourself, so you don't have to wait for it to be delivered.
10. If you want an example of a popular newspaper, look at The Sun in the UK -it sells over 3 million copies a day and is read by more than 5 million people.

3. Find the English equivalents:

1) презентация товара/ выход на рынок, 2) проверка, тестирование, 3) продвижение товара на рынке, 4) производство, 5) изменение, 6) останавливать/заканчивать, 7) разработать, 8) распространять, 9) высокотехнологический, 10) износостойкий, 11) высококачественный, 12) хорошо продаваемый, 13) долгосрочный, 14) хорошо сделанный/качественный, 15) непривлекательный, 16) неэкономичный, 17) немодный, 18) ненадежный, 19) неудобный, 20) неизвестный, 21) недорогой, 22) непрактичный.

4. Translate into English and make up a dialogue:

1. Как вы думаете, с чего начинается жизненный цикл нового товара? И почему?
2. Какие наиболее важные стадии в продвижении товара на рынке?

3. Что необходимо разработать, чтобы ваш товар стал хорошо продаваемым?
4. Готовы ли вы заплатить больше денег, если товар действительно высокого качества?
5. Когда для товара наступает момент, что его нужно видоизменить или совсем прекратить производство?
6. Какой способ распространения товара Вы считаете самым удачным?
7. На чём основывается Ваш выбор того или иного товара?

Listening

5. Match the word with their Russian equivalents:

- | | |
|-------------------|-------------------------------------|
| 1) deal with | a) ужасный |
| 2) attitude to | b) вовлекать |
| 3) wholeheartedly | c) тратить/проводить (время) |
| 4) involve | d) сожаления |
| 5) spend | e) отношение к чему-то/ кому-то |
| 6) close to | f) резиновые сапоги |
| 7) regrets | g) всем сердцем, всецело, полностью |
| 8) awful | h) иметь дело с чем-то/кем-то |
| 9) all in vain | i) близко |
| 10) willies | j) все напрасно |

6. Find English equivalents:

1) привлекательный, 2) размер/габариты, 3) приемлемая цена, 4) ориентирована на потребителей, 5) легкое прикосновение, 6) плавно/равномерно, 7) преимущество, 8) крепкий, 9) легкий в использовании, 10) раздвижной/гибкий/универсальный, 11) хорошо продаваемый, 12) высококачественный, 13) наилучшее сочетание «цена-качество».

7. Translate into English:

1. Это лучше всего подходит для хранения дисков.
2. Товар предлагается в трех расцветках.
3. У него много интересных характеристик.
4. Отличительной его характеристикой является, то, что товар прост в обращении.
5. Он весит менее трёх килограмм .
6. У него есть всё, что нужно для дома и офиса.
7. У нас есть товары для покупателей, ведущих активный образ жизни.
8. Наши товары привлекательны и практичны.
9. Мы ещё не объявляли о дате начала выпуска.
10. Они также универсальны и ориентированы на потребителя.

8. Translate into Russian:

1. It was modified after the tests.
2. They'll be insured against fire.
3. It's been advertised in all national newspapers.
4. They've been promoted to senior managers.

5. They were discontinued because of poor sales.
6. They're manufactured in Korea.
7. It'll be tested in our laboratories.
8. It's delivered within a week.
9. Everything is still under guarantee.
10. You can hold it in the palm of your hand.

Reading

9. Match the word with their Russian equivalents:

- | | |
|--------------------------|---|
| 1) toast | a) проблема, испытание |
| 2) ground | b) придавать силы, бодрить |
| 3) bar | c) преимущество, достоинство |
| 4) dissolved | d) испытание |
| 5) energy-giving quality | e) препятствия |
| 6) venture | f) подчеркивая, обращая внимание |
| 7) beverage | g) брикет, плитка (шоколада) |
| 8) initially | h) женьшень |
| 9) challenge | i) растворять |
| 10) ginseng | j) жарить |
| 11) emphasizing | k) стимулирующее вещество; антидепрессант |
| 12) obstacles | l) измельчать |
| 13) challenge | m) изначально |
| 14) stimulator | n) напиток |

10. Translate into Russian:

1. For centuries, the residents have cultivated a caffeine-loaded berry.
2. Finally, they are ground to a fine powder or pressed into bars.
3. Smart producers are trying to add value at home and sell branded products overseas.
4. The beverage company uses it to make the top-selling soft drink.
5. The global soft-drinks industry is dominated by well-known brands.
6. Another challenge lies in the fact that most energy drinks contain guarana.
7. The company is working hard to distinguish its product from the rest by emphasizing its use of traditional drinks.
8. Their local specialty will be in high demand in years to come.

11. Translate into English:

1. Местные собирают плоды, затем медленно обжаривают их семена, чтобы удалить все остатки горечи.
2. Это можно потом растворить в воде.
3. Способность придавать силы сделала этот компонент популярным во всем мире.
4. Теперь управляющие нацелены на то, чтобы заработать на уникальных качествах их напитка и завоевать новых покупателей по всему миру.
5. Однако, препятствия, для этого огромные.

6. Эти компании располагают огромным бюджетом на продвижение продукции (marketing).

7. Большинство содержат витамины и антидепрессанты такие как, сахар, женьшень, кофеин.

8. Население занимает третье место в мире по потреблению прохладительных напитков.

Language review

12. Put the words in the right word order:

1. months /delivered/ it's/ within /two/.
2. in/manufactured/the/ they're/USA.
3. the /was/ it /modified/ after/tests.
4. because of / sales/ discontinued/they/ were /poor.
5. national /been /advertised/ in /newspapers /all/ it's.
6. to managers. they've/ promoted/ been / senior/
7. tested /laboratories /it'll / in /our /be .
8. fire/ be/ insured/ they 'll/ against.

13. Translate into English using Passives:

1. Какой товар производится вашей компанией?
2. Когда товар будет доставлен покупателю?
3. Эти данные проверялись в наших лабораториях.
4. Уникальные характеристики дорабатываются ежегодно.
5. Новая модель будет доступна уже к концу года.
6. Товар очень хорошо продается благодаря тому, что он рекламируется в газетах, на телевидении, в интернете.
7. Многие менеджеры получили повышение по службе.
8. Выпуск товара был прекращен по причине плохого сбыта.

14. Fill in the gaps with prepositions:

1. It comes two elegant colours.
2. just a few minutes water is heated the ideal temperature.
3. It is designed those who want hi-tech their business.
4. It comes a black natural rubber strap.
5. The whole system is controlled a user-friendly keypad.
6. It is provided a removable divider, key operated locks and digital combination.
7. It is made highly resistant cowhide leather.
8. It takes a minimum space.

15. Translate into English:

1. Что бы вы могли рассказать о производимом товаре?
2. Новая модель обладает несколькими особенными характеристиками, ориентированных на наших покупателей.
3. Он стильный и сделан из нержавеющей стали.
4. Товар весит небелые двух килограмм, а в длину - 21 сантиметр.

5. Он идеально подходит для офиса.
6. Ещё одним преимуществом товара является то, что он легок в обращении.
7. В довершении ко всему сказанному, он стоит 99 евро.
8. Это наилучшее соотношение цены и качества.
9. Какое гарантийное обслуживание вы предлагаете?
10. Какие уникальные свойства имеет ваша продукция? (unique selling points/USPs)

16. Open the brackets:

1. I'm afraid, it (to be) available year.
2. W (to be) expert furniture makers.
3. It (come) in three shades of brown.
4. We (to be) very interested in colours, but ask about the price, too.
5. The special screen (give) excellent images.
6. You(can) hold it in the palm of your hand.
7. It (sell) everywhere soon.
8. Everything (to be) still under guarantee.

17. Translate into English.

1. Это самая эксклюзивная модель в нашей коллекции.
2. Он специально был разработан, чтобы вы могли насладиться эстетикой сохранения драгоценного времени (the art of precision timekeeping) .
3. Данная охранная сигнализация довольно громоздкая (robust), но не сразу заметная.
4. Вся система контролируется удобным пультом (keypad).
5. Портфель снабжен съёмной перегородкой (divider), механическим (key operated locks) и кодовым замками(digital combination).
6. Модель изготовлена из высокопрочной воловьей кожи.
7. Это предусматривает наличие вновь разработанных (new innovative) открывающихся ручек.
8. Небольшой нагреватель, вмонтированный сверху, позволит вашим напиткам (cups) всегда оставаться нужной температуры (perfectly warm).

Writing

Order Letter Writing Tips:

- Write the letter in a precise manner
- Make sure you keep the language of the letter formal and easy so that the reader does not find it difficult to read
- If you are writing the letter to place order make sure you do not make any mistakes
- Avoid making spelling and grammar errors
- Do not deviate mid-way from the topic while writing the letter
- Write the letter in a polite and apt manner

Order Letter Template

From,

Date: _____ (Date on Which Letter is Written)

To,

Subject: Order Letter

Dear _____ (Sir or Madam)

I(name of the person) am writing this letter to you(name of the receiver) to place an order for goods for our ongoing project. Actually we had ordered enough goods for our work, however the quantity seems very less now and hence we require more goods for our work to be completed soon. The attached list of goods with this letter will tell you precisely our requirement of goods. Hope you send it as soon as possible so that our work can continue without any halt.

Hoping to receive the said order soon without any delay, also the payment for the same would be done soon.

Thanking you,

Yours Truly,

Name of the person

Sign of the person

Order Letter Sample, Email and Example/Format

From,

Date: _____ (Date on Which Letter is Written)

To,

Subject: Order Letter

Dear Sir,

I am the purchase manager of XYZ Company and I am personally writing this letter to order goods for our site work. As we have been purchasing goods from you company since some time now, I am writing this letter to order material.

Along with this.....

Along with this letter I am attaching the list of materials or goods that is needed. Please make sure you send it across in a week's time as the requirement is a bit urgent this time.

I hope there is enough stock left with you to complete this order of ours. Thanking you for your support and timely orders till date.

Thanking You,

Yours truly,

Name and Signature

Dos and Don't's of Order Letter

- An Order Letter should be addressed to the person responsible for executing the order
- It should include all the terms and conditions agreed upon by both involved parties
- Since it is purely an official letter it should be typed out
- There is no need to use too many adjectives in the letter since it is purely for an order being placed
- The letter should have all relevant details related to the order, for example, quantity, price and other terms and conditions

18. Fill in the following letter:

Dear Sir or Madam,

As per our discussions on _____ (date of meeting) we are pleased to place an order for 100 copies of Mastering Mathematics book by _____ (writer) for Class VII for the ICSE Board on the following terms and conditions:

1. The cost of each book will be Rs. _____ (inclusive of all taxes)
2. Payment terms will be a post-dated cheque for 50% advance with order. This cheque will be cleared on the day of the deliver. The balance payment of 50% 7 days after delivery and after random inspection
3. Delivery will be done within 7 days from the order date

4. Delivery will be done at _____ (address of organization)

5. If the order is not delivered as per the above terms and conditions, the order stands cancelled

Please find enclosed cheque number _____ dated _____ for Rs. _____ towards advance for the order.

Hoping to have a long business relationship with you.

Best regards,

(Name of signing authority)

Business Letter Writing: Orders

The following letters place product orders.

Useful Key Phrases

- Would you please send
- According to your website / magazine / leaflet,
- COD (cash on delivery)
- NOTE: The initials at the bottom of the letter indicate who the letter is from followed by who typed the letter - for example: from Ken Beare typed by Ron Easton = KB/re

Useful Key Phrases

- As someone who has worked with
- we were very disappointed to find / see / have discovered
- As our written agreement stipulated, we expected
- I think you will agree that a communication problem exists.
- We would like you to , or provide us with a refund.

Example Letter

Drivers Co.

3489 Greene Ave.

Olympia, WA 98502

August 17, 2001

Richard Brown, President

Document Makers

Salem, MA 34588

Dear Mr. Brown,

As someone who has worked with your company for over 3 years, we were very disappointed to see the documents you produced for our latest Drivers Co. publicity campaign.

As our written agreement stipulated, we expected full color leaflets with fancy explanatory texts, but instead, we found that black and white photos had been included in the prepared leaflets. I think you will agree that a communication problem exists.

We would like you to send out a photographer to provide us with the promised color coverage, or provide us with a refund.

Yours truly,

(signature here)

Thomas R. Smith,

Director

Business Letter Writing: Account Terms and Conditions

The following letter outlines the terms of a newly opened business account.

Useful Key Phrases

- Thank you for opening an account with
- I would like to take this opportunity
- Invoices are payable within
- As, I will be happy to answer any questions you may have regarding
- and therefore encourage the use of
- We consider this incentive

Example letter

Dear _____,

Thank you for opening an account with our company. As one of the leaders in this industry, we can assure you that our products and our services will not disappoint you.

I would like to take this opportunity to briefly set forth our terms and conditions for maintaining an open account with our firm. Invoices are payable within 30 days of receipt, with a 2% discount available if your payment is remitted within ten (10) days of receipt. We consider this incentive an excellent opportunity for our customers to increase their profit margin, and therefore encourage the use of this discount privilege whenever possible. We do, however, require that our invoices be paid within the specified time, for our customers to take advantage of this 2% discount.

At various times throughout the year we may offer our customers additional discounts on our products. In determining your cost in this case, you must apply your special discount first, and then calculate your 2% discount for early payment.

As the credit manager, I will be happy to answer any questions you may have regarding your new account. I can be reached at the above number. Welcome to our family of customers.

Business Letter Writing: Sales Letters

The following letters introduce products for sales.

Useful Key Phrases

- Are you having trouble
- This is why it is important to have
- At X, we have the skills and experience to
- May we stop by and offer you a FREE estimate of how much it would cost to
- If so, give us a call at X and set up an appointment with one of your friendly operators.

Example Letter

Document Makers

2398 Red Street

Salem, MA 34588

March 10, 2001

Thomas R. Smith

Drivers Co.

3489 Greene Ave.

Olympia, WA 98502

Dear Mr. Smith:

Are you having trouble getting your important documents formatted correctly? If you are like most business owners, you have trouble finding the time to economically produce good-looking documents. This is why it is important to have a specialist take care of your most important documents.

At Documents Makers, we have the skills and experience to come in and help you make the best possible impression. May we stop by and offer you a FREE estimate of how much it would cost to get your documents looking great? If so, give us a call at 789-8989 and set up an appointment with one of your friendly operators.

Sincerely,

(signature here)

Richard Brown

President

RB/sp

19. Fill in the blanks using the words given in the box:

1) offer, del credere, commission, recommendation, principals, terms, rates, factory, documentation, manufacturers, freight, brochure

Dear Mrs Neves,

We are writing to you on the of the Portuguese Chamber of Commerce who informed us that you were looking for a buying agent for precision tools in this country. We have been in this trade for over 20 years and have close contacts with the major both here and overseas.

If we may, we would like to give you a brief outline of the we work on. Generally, we place orders for our with our suppliers, and our customers settle direct with the manufacturer. In addition, we arrange all cost, insurance and facilities for the client handling consignments from the to the port / airport of the importer country.

As we have dealt with these agencies for a number of years, we can offer you their most competitive for shipment. In addition, we would take care of all including customs formalities.

As a rule, we operate on a 4.5 per cent on c.i.f. values, but if credit is involved, we could offer services for an additional 2.5 per cent commission.

If you are interested in this we can assure you of first class, efficient service. Meanwhile, do not hesitate to contact us for any more information. Please find enclosed our giving full details of our company.

We look forward to hearing from you in due course.

Yours sincerely,

M Kobelt

Managing Director

2) draw, charges, settle, inform, acting, valid, documents, opened

Dear Sir,

We are on behalf of the Eastern Bank, London, and would like to you that the above documentary credit for \$45,000 has been in your favour by your customers Mercury Data Ltd. The credit is until 12 August and all bank have been paid.

Please bring the following to the above address: air waybill, invoice for full value of the sale c.i.f. London, insurance certificate, certificate of origin.

Would you also a sight draft for the full amount of the invoice on us so that we can this account. Thank you in advance.

Yours faithfully,

Paul King

Documentary Credit Manager

Texts for retelling and discussion

1. Read the text, make sure you understand everything and retell it:

When we think of business, we usually think of tangible products that we can see and touch: computers on the desk or cars in the showroom. We may also think of primary products like coal or agricultural goods. But manufacturing forms a diminishing part of most advanced economies: only 17 per cent of the US economy, for example. Manufacturing is increasingly lean, with 'Japanese' techniques such as just-In-time(JIT) ordering of components and total quality management (TQM) becoming widespread.

There is an unresolved argument about whether economies need manufacturing at all to survive and flourish. In many people's minds, nevertheless, there is great regret when a factory closes in a 'traditional' industry: there is something more 'real' about work in a car plant than in a call centre. (The call centre may be selling intangible products such as mortgages: more and more services are described in product terms.) But the car plant may provide more work indirectly, for example at the component manufacturers that supply it.

We define ourselves partly by the products we own and use, wherever they are made. Economies in different parts of the world are at different stages of development in the way products are bought and perceived. In newly industrialised countries, such as some of those in Asia, more and more people are now able to afford consumer durables like washing machines for the first time, and companies that sell these types of goods can make large amounts of money. In the West, the market for televisions or washing machines is basically one of replacement. In a situation like this, design, brand and image become more important. Previously prestigious products, like certain makes of luxury car, become increasingly affordable, and manufacturers have to be careful to stay ahead of the game to avoid their brands being perceived as 'ordinary'.

The cars, televisions and washing machines of the 1950s may have had more style, but modern products are technically far better now than they were then. Consumers may complain about designed-in obsolescence and unnecessary sophistication of products with too many features that are never used, and manufacturers may have started to take this into account, simplifying the ways they are used. Consumers are also able to obtain and compare information about different products more and more easily. Consumerism is a force that manufacturers increasingly have to reckon with.

2. Discussion: What is better? Whose side are you on?

Instructions:

Read, translate these texts and organize a role play (some students could be investors, manufacturers or customers/ 2 students for Coca-Cola Company/2 students for Pepsi-Cola Company). Companies' representatives start the meeting speaking

about their histories, advantages and disadvantages (if they have). Search for additional information in the Internet. Investors, manufacturers and customers ask them questions. At the end choose: Whose side are you on!



Text 1

Coca-Cola was first created in 1885 at Columbus, Georgia in a three legged kettle by Dr. John Pemberton. It was originally a type of cocaine which was popular in Europe at the time. The original drink was non alcoholic, carbonated and included cocaine and caffeine from the Kola nut. It was originally sold in Jacob's Pharmacy in Atlanta, Georgia on May 8, 1886. Originally, an elixir, it was believed to actually cure many diseases which included morphine addiction, impotence, headache, dyspepsia and others.

In 1887, another pharmacist Asa Candler bought the formula from John Pemberton. This cost was \$2,300, and within ten years, the soda became one of the most popular fountain drinks. It should be noted that the first few years, three versions of the soft drink were sold by three

different companies. However, after some legal wrangling, in-fighting, buy outs and forgery, a second Coca-Cola company was created in 1892, this is the Coca-Cola Company that still stands today.

Text 2

Началось все в августе далекого 1898 года, когда Калев Брэдхем, фармацевт из Нью-Берна, придумал рецепт сиропа из орехов колы и ванили. Эта микстура, по заверениям изобретателя, способствовала правильному пищеварению и действовала как фермент желудочного сока пепсин. Изначально сироп, разбавленный водой, рекламировался как лекарственное средство и назывался просто «напиток Брэда». Однако уже к 1903 году он приобрел привычное для нас название «Pepsi-Cola» (далее — Пепси) и получил широкое признание масс.

Напиток Пепси был изобретен спустя 12 лет после появления на свет своего главного конкурента – Coca-Cola. Отметим, что Пепси всю свою сознательную жизнь соперничает со своим «старшим братом», не желая уступать место лидера без боя. В 1903 году Брэдхем регистрирует торговый знак «Пепси-Кола» и запуска-



ет первую рекламную кампанию. В компании с гордостью говорят о том, что «Пепси-Кола» стала первым западным товаром массового спроса в СССР.

Just for fun
*The difference between the
Coke Girl and the Pepsi Girl*

"Wholesome" ...or
"Delicious"?

What kind of girl do you prefer: 'wholesome'... or 'delicious'? For the better part of the decade, Coke chose to focus on the wholesome, small town, all-American girl-next-door image. But ladies, "calorie-reduced" Pepsi was part of your healthy, modern lifestyle too -- so you'd look smashingly slim in the latest fashions as much as so you'd get a better rate on your life insurance! The difference between the Coke Girl and the Pepsi Girl wasn't just about style... It was about attitude.

While the small town Coke Girl was entertaining an awkward suitor in her parent's livingroom... ...or picking up a 6-pack at the local grocery store... ... the carefree, stylish Pepsi Girl was heading out for a romantic night on the town. As for ads featuring guys, well, I don't think Pepsi even ran any ads featuring just guys. While both brands seem to have felt that women were their target market, Coke at least made an effort to engage the other half of the population. For the Pepsi Girl, men were no more than a prop... a fashion accessory. After all, the modern woman, "the darling of her dress-maker", had "countless men-folk" to pick and choose from.

All of today's images have been added to my Beverages Flickr set.

THERE'S A LONG, LONG TRAIL AWINDING

100 MILES MORE TO GO AND I'M GROGGY AS A MARATHON DANCER. IF I DON'T DO SOMETHING I'LL LAND IN A DITCH

YES, BROTHER—THIS IS PAUSEVILLE—WHERE THE RED COCA-COLA SIGN STOPS MORE PEOPLE THAN THE TRAFFIC LIGHT AT THE CORNER

BOY THIS ICE-COLD COCA-COLA IS JUST WHAT I NEED

NOW I FEEL LIKE GUIDING THESE OLD WAGON WHEELS AND BOY, THEY'RE CARRYING ME HOME!

**THE DRINK THAT
KEEPS YOU FEELING FIT
FOR WHAT'S AHEAD**

Drink
Coca-Cola
Delicious and Refreshing

Order a 6-Box of Coca-Cola from your dealer.... Keep it cold and ready to serve in your refrigerator.

COCA-COLA BOTTLING CO., INC.
Indianapolis r Indiana
Telephone Riley 5467

Vocabulary

add value	добавить стоимость
alleged benefits	предполагаемая выгода
all in vain	все напрасно
arrange	организовывать
arrogant	высокомерный
association	ассоциация
attitude to	отношение к чему-то/ кому-то
attractive	привлекательный
awake	бодрствующий
awful	ужасный
bar	брикет, плитка (шоколада)
beverage	напиток
buy	покупать
caffeine-loaded berry	Содержащая кофеин ягода
capitalize	использовать для своей выгоды
celebrity	знаменитость
chain store	сетевой магазин
challenge	проблема, испытание
close to	близко
coal	уголь
consistency	последовательность
contain	содержать
copper	медь
credibility	надежность
customer loyalty	верность потребителей
deal with	иметь дело с чем-то/кем-то
design	разрабатывать
destination	место назначения
destroy	разрушать
develop	развивать
dimensions	измерения
discontinue (v)	прекратить
dissolved	Растворенный, растворимый
distinguish	различать
distribute	распространять
document feeder	устройство для подачи оригинала документа
economical	рентабельный
efficiently	эффективно
emphasizing	подчеркивая, обращая внимание
energy-giving quality	Бодрящее качество
environmentally friendly	безвредный для окружающей среды
establish	устанавливать
examined	изученный
exception	исключение
exploit	исследовать
flexible	гибкий
float	плавать
free trial	демонстрационная версия

ginseng	женьшень
ground	измельченный
highlight	выделять особенно
high-tech	высокие технологии
household goods	предметы домашнего обихода
improve	улучшать
initially	изначально
invent	изобретать
involve	вовлекать
kitchenware	кухонная посуда
launch	запускать
life cycle	жизненный цикл
light up	осветить
long-lasting	длительный
long-wearing	ноский
make	делать, создавать
manufacture	производить
market	рынок
measure	мера
modify	изменять
mountain range	горная цепь
obstacles	препятствия
poverty	бедность
pride	гордость
product	товар
promote	продвигать
record	отчет
refine	очищать
regrets	сожаления
robust	здравый
rotate	сменять друг друга
secure future	безопасное будущее
sell	продавать
semiconductor	полупроводник
smoothly	гладко
spend	тратить/проводить (время)
stimulator	стимулирующее вещество; антидепрессант
stylish	стильный
toast	жарить
test	испытывать
tested	проверенный
trace	след
unique selling point	уникальное торговое предложение
user-friendly	легкий в использовании
venture	предприятие
wellies	резиновые сапоги
wholeheartedly	всем сердцем, всецело, полностью

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**BUSINESS ENGLISH
SUPPLEMENTARY EXERCISES
(PRE-INTERMEDIATE)**

*Учебное пособие
по деловому английскому языку*

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