

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ
ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ МІСЬКОГО ГОСПОДАРСТВА

ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ

з дисципліни

«ІНОЗЕМНА МОВА (ЗА ПРОФЕСІЙНИМ СПРЯМУВАННЯМ)»

(англійська мова)

для організації самостійної роботи студентів
2 курсу денної форми навчання
напряму підготовки 6.070101
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ВСТУП

Даний збірник текстів та завдань призначений для студентів 2 курсу денної форми навчання напряму 6.070101 Транспортні технології (за видами транспорту) з метою вдосконалення і розвитку знань, навичок і вмінь з англійської мови за даною спеціальністю.

Основна мета полягає в тому, щоб відповідно до вимог програми з іноземних мов навчити студентів самостійно читати і перекладати літературу за фахом, робити адекватний переклад англомовної літератури. Тексти і завдання укладені із урахуванням основних дидактичних принципів. Основними критеріями при виборі текстового матеріалу та завдань була його інформативна та пізнавальна цінність. Граматичні завдання спрямовані на закріплення граматичного матеріалу, необхідного для читання англомовної літератури та розвитку навичок говоріння.

Text I

Transportation systems

New words and phrases

Communication	сообщение, коммуникация
Highway	шоссе
lay down	укладывать
firm footing	твердое основание
surface	поверхность
traffic	движение, транспорт
drainage	дренаж

Read the text and decide if the statements are true or false.

Transportation has always been one of the most important aspects of civil engineering. One of the great accomplishments of the Roman engineers was the highway system that made rapid communication possible between Rome and the provinces of the empire. The first school that offered training specifically in engineering was the School of Bridges and Highways, established in France in 1747. And in England, Thomas Telford, a road-builder, became the first president of the Institution of Civil Engineers in 1820.

Modern highways are still built according to the principles laid down in the eighteenth and early nineteenth centuries by a Frenchman, Pierre Tresaguet, the Englishman Telford and a Scot, John L. McAdam. These men designed the first modern roads that had a firm footing, the surface on which the foundation rested. Their roads also included good drainage and a wearing surface – the top level that directly receives the wear of traffic – that could not be penetrated by water. They used a heavy foundation of stones, on top of which a base course of lighter crushed stones and a wearing surface of still smaller stones were built up. The roads were also slightly curved in a crown or camber so that the water would run off. McAdam realized that the soil itself could bear the weight of the road when it was compacted

or pressed down, as long as it remained dry. He was able therefore to eliminate the heavy cost of the stone foundation by laying a base course of crushed stone on top of a compacted footing. The iron wheels of the carriages of his day ground the stones of the top level into a continually smoother and more watertight surface.

These roads were adequate during the nineteenth century when wagons and carriages had tires made of iron or steel. When the automobile appeared in the beginning of the twentieth century, its rubber tires broke up the smooth surfaces. Therefore, the top layer was bound together more firmly by mixing the crushed rock with tar or asphalt. Millions of kilometers of roads throughout the world today have this kind of surface.

Basically, road-building has improved in only two ways in the twentieth century. The first improvement involves the use of concrete for the wearing surface. The other is traffic engineering.

1. The first school that offered training specifically in engineering was the School of Bridges and Highways, established in Finland in 1774.

2. Modern highways are still built according to the principles laid down in the eighteenth and early nineteenth centuries.

3. The roads were also slightly curved in a crown or camber so that the water would run off.

4. These roads were adequate during the twentieth century when wagons and carriages had tires made of iron or steel.

Match the left and right side.

1. civil

2. firm

3. wearing

4. steel

5. crushed

a) footing

b) engineering

c) tires

d) stone

e) surface

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Throughout, offered, broke up, improvement, drainage

1. When the automobile appeared in the beginning of the twentieth century, its rubber tires _____ the smooth surfaces.
2. The first _____ involves the use of concrete for the wearing surface.
3. The first school that _____ training specifically in engineering was the School of Bridges and Highways in France.
4. Their roads also included good _____ and a wearing surface.
5. Most roads _____ the world today have this kind of surface.

Text 2

Guide to transportation and logistics

New words and phrases

Logistics	ЛОГИСТИКА
Stuff	материал
Inventory	инвентарь
Storage	хранение
Supply	предложение (эк.), снабжать
Customer	покупатель, клиент
Warehouse	товарный склад

Read the text and answer the questions

Logistics management is the science of getting stuff where it needs to be, when it needs to be here, as part of a larger process, like manufacturing. In business, logistics management most often refers to transportation, inventory management and storage issues related to the supply chain: where are your parts or materials coming from, where do they need to get to, when do they need to get there, do they need to be

stored anywhere, and how are you going to make all that happen in a safe, efficient, reliable way.

Transportation and logistics management also come into play at the other end of the line, helping you get your product to your customers quickly and efficiently.

In trim global markets, fine-tuned transportation and logistics practices can deliver a competitive edge. If you and your competitors make a similar product from similar parts, the winner will be the one whose product gets to market quickest for the lowest cost-per-unit – and that's done through logistics.

Larger companies have transportation and logistics professionals among their supply chain management staff. But smaller companies can reap the benefits of lean logistics without adding any staff. At its simplest, effective logistics management is just a matter of making smart decisions about warehouse shipping and inventory management.

1. What does logistics management refer to?
2. Do small companies have transportation and logistics professionals?
3. How do you understand effective logistics?
4. Who will be the winner if you and your competitors make a similar product from similar parts?

Match the left and right side.

- | | |
|----------------|---------------|
| 1. supply | a) edge |
| 2. competitive | b) chain |
| 3. management | c) decisions |
| 4. making | d) staff |
| 5. logistics | e) management |

1 -; 2 -; 3 -; 4 -; 5 -

Fill the gaps with the words given below.

Customers, deliver, inventory, decisions, management

1. In trim global markets, fine-tuned transportation and logistics practices can _____ a competitive edge.
2. Larger companies have transportation and logistics professionals among their supply chain _____ staff.
3. In business, logistics management most often refers to transportation, _____ management and storage issues related to the supply chain.
4. Logistics management is just a matter of making smart _____ about warehouse shipping and inventory management.
5. Transportation and logistics management helps you get your product to your _____ quickly and efficiently.

Text 3

Environmental Issues

New words and phrases

Carrier	транспортер
Packaging	упаковка
to deal with	иметь дело, заниматься
to determine	определять
to prevent	предотвращать

Read the text and decide if the statements are true or false.

Governments are involved in international transportation for several reasons. One is to earn foreign exchange and another is based on the relationship between transportation and a nation's defense. Each nation, in its own way, supports its own international carriers.

Most governments today profess their interest in preventing further degradation of earth's environment. Environmentalists, often working through the Green movement, have gained considerable influence in several countries. The

environmental protection policies have considerable influence on logistics system, whether it be choice of vehicle, hours of operation, or type of packaging.

In many instances governments work together, and carriers and shippers are also bound by multi-government agreements and treaties. Many commercial practices on the Great Lakes, for example, are controlled by treaties between the U.S. and Canada. The two nations have a joint commission to decide these matters, such as the minimum size vessel sailing between Lakes Huron and Erie for which a pilot should be required.

Within the past century, international conferences have drawn up sets of rules – often called “conventions” – which often come near to being laws. As early as 1899, 37 nations met to draw up rules of navigation in an attempt to reduce the number of collisions at sea. Throughout the 20th century, there were a series of conventions dealing with the safety of life at sea. Emphasis has switched to issues related to oil spills.

In addition to government and multi-government controls, there are other institutions that have considerable influence on international trade and transport. They include the groups that determine the adequacy of hulls for carrying cargoes and that insure carriers’ equipment and freight; the international banking industry; and cartels that control – or attempt to control – various worldwide economic activities.

1. Each nation, in its own way, supports its own international carriers.
2. There are no institutions that have considerable influence on international trade and transport.
3. Many commercial practices on the Great Lakes, for example, are controlled by treaties between Ukraine and Canada.
4. Most governments today profess their interest in preventing further degradation of earth’s environment.

Match the left and right side.

- | | |
|------------------|----------------|
| 1. nation's | a) defense |
| 2. government | b) environment |
| 3. environmental | c) control |
| 4. earth's | d) equipment |
| 5. carriers' | e) protection |

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Instances, protection, determine, agreements, preventing

1. Most governments today profess their interest in _____ further degradation of earth's environment.
2. They include the groups that _____ the adequacy of hulls for carrying cargoes and that insure carriers' equipment and freight.
3. The environmental _____ policies have considerable influence on logistics system.
4. Carriers and shippers are also bound by multi-government _____ and treaties.
5. In many _____ governments work together.

Text 4

Problems with cars

New words and phrases

Pollution	загрязнение
exhaust gases	выхлопные газы
cause	причина
global warming	глобальное потепление
to burn	гореть

Read the text and decide if the statements are true or false.

One of the biggest problems cars cause is air pollution. An internal combustion engine uses fuel by mixing it with air and then burning it. When it happens, some exhaust gases are always left over. The exhaust gases go out into the air. Smog is what happens when the exhaust gases mix with sunlight. Smog is especially bad for people who have problems with their lungs and it is one of the reasons that kids have asthma.

The car makers put special controls on the new cars, so they wouldn't make so much smog. The oil companies changed the gasoline so it would burn more cleanly. Today a new car makes less pollution than an old car. But smog is still a serious problem.

Another big problem partly caused by cars is global warming. The burning of fuel in all cars, even new ones that don't pollute very much, puts a gas called carbon dioxide in the air. Carbon dioxide isn't pollution, but extra carbon dioxide helps trap the sun's heat on earth. The whole planet is heating up because of it.

Global warming may cause shortages of food and water in some places. It may make the polar icecaps melt and the sea level rise.

Cars use up a lot of space. Cars use freeways for fast driving, regular roads for slower driving, parking lots and parking garages. In a typical city, every car has an average of eight parking spaces.

Just between 1975 and 1990, the total number of miles that Americans drove their vehicles increased by over fifty percent! What will happen if people keep driving more and more?

1. One of the biggest problems cars cause is an internal combustion engine.
2. Smog is what happens when the exhaust gases mix with sunlight.
3. The oil companies changed the gasoline so it wouldn't burn more cleanly.
4. Carbon dioxide isn't pollution, but extra carbon dioxide helps trap the sun's heat on earth.

Match the left and right side.

1. exhaust

2. internal

3. global

4. sun's

5. burning of

a) warming

b) gases

c) combustion engine

d) fuel

e) heat

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Melt, controls, engine, shortages, exhaust

1. An internal combustion _____ uses fuel by mixing it with air and then burning it.
2. The car makers put special _____ on the new cars.
3. Global warming may cause _____ of food and water in some places.
4. Smog is what happens when the _____ gases mix with sunlight.
5. Global warming may make the polar icecaps _____ and the sea level rise.

Text 5

An alternative fuel – Ethanol

New words and phrases

Fuel

горючее

supplier

поставщик

exhaustible

истощимый

harmful

вредный

capability

способность

Read the text and decide if the statements are true or false.

People are concerned about air pollution from fossil fuels like petroleum (oil). In the United States, we depend on foreign suppliers for half our fuel needs. Also, the

future is dim for gasoline. Gasoline is made from oil. Oil is an exhaustible energy source. It can be used up. Ethanol is a promising alternative to gasoline.

A number of years ago, concern for the environment resulted in the phase-out of leaded gasoline. The burning of leaded gasoline put harmful gases into the air. No more was to be sold at station pumps. Leaded gasoline was replaced by unleaded gasoline. This created a problem, however. Unleaded gasoline produces less power.

Ethanol is a relatively high-energy fuel. It can be added to gasoline to increase its power-producing capabilities. Ethanol has, therefore, become a common additive to unleaded gasoline. The mixture is commonly referred to as gasohol.

Some argue that it takes more energy to produce ethanol than is gained in the final product. This is not true. On average, there is a 33% energy gain. The industry's best plants produce an 87% energy gain.

Ethanol is an oxygenate. This means it has a high oxygen content. It burns more completely and pollutes less than standard fuels.

Using ethanol helps combat the greenhouse effect that results in global warming. This is because ethanol's raw material, corn, changes carbon dioxide into oxygen as it grows.

1. Gasoline is made from water.
2. Unleaded gasoline produces more power.
3. Using ethanol helps combat the greenhouse effect that results in global warming.
4. The burning of leaded gasoline put useful gases into the air.

Match the left and right side.

- | | |
|---------------|-------------|
| 1. harmful | a) effect |
| 2. greenhouse | b) material |
| 3. raw | c) gases |
| 4. carbon | d) content |
| 5. high | e) dioxide |

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Harmful, to increase, suppliers, exhaustible, greenhouse

1. We depend on foreign _____ for half our fuel needs.
2. Ethanol can be added to gasoline _____ its power-producing capabilities.
3. Using ethanol helps combat the _____ effect that results in global warming.
4. Oil is an _____ energy source.
5. The burning of leaded gasoline put _____ gases into the air.

Text 6

Alternative Fuel Vehicles

New words and phrases

Vehicles	транспортные средства
to charge	назначать цену
to require	требовать
emission	выделение, выброс
monitoring	мониторинг

Read the text and decide if the statements are true or false.

The General Motors Corporation and the Ford Motor Company have been leaders in the development and production of vehicles that use alternative fuels.

In 1992, General Motors produced its first E-85 cars. It charged an extra \$2000 per car. By 1993, these cars were priced the same as regular Lumina. There was no extra charge for the GM S-10 and Sonoma E-85 pickup trucks. Ford's "Ethanol Ready" car, the 1996 Taurus, sold for \$400 to \$1000 more than the regular Taurus. In 1996, Ford manufactured 6000 E-85 Tauruses.

Laws require that we change to cleaner operating cars. Fleets must meet tougher emission guidelines starting in 1998. By the year 2000, 70% of all new cars in fleets must meet the guidelines. E-85 technology will help the nation meet its goal.

Auto manufacturers are working to meet these new goals. Beginning in 1996, new cars will have on-board diagnostic monitoring to check tailpipe emissions and fluid loss. Computers will monitor and diagnose problems. Other improvements are scheduled.

The future looks bright for alternative fuel vehicles. An important reason for this is that promising alternative fuel – ethanol.

1. Laws require that we change to cleaner operating cars.
2. Computers will monitor and diagnose roads.
3. In 1992, General Motors produced its first E-85 tanks.
4. E-85 technology will help the nation meet its goal.

Match the left and right side.

- | | |
|----------------|-------------------|
| 1. alternative | a) charge |
| 2. extra | b) loss |
| 3. meet | c) fuel |
| 4. fluid | d) the guidelines |
| 5. on-board | e) monitoring |

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Vehicles, goal, loss, pickup, emission

1. There was no extra charge for the GM S-10 and Sonoma E-85 _____ trucks.
2. Fleets must meet tougher _____ guidelines starting in 1998.
3. E-85 technology will help the nation meet its _____.

4. New cars will have on-board diagnostic monitoring to check tailpipe emissions and fluid_____.
5. The future looks bright for alternative fuel_____.

Text 7

Commercial activities and types of contracts

New words and phrases

to comprise	включать (в себя)
exchange	обмен
agreement	соглашение
purchase	покупка
license	разрешение, лицензия

Read the text and decide if the statements are true or false

Foreign trade comprises three main activities: importing (i.e. buying goods from foreign Sellers), exporting (i.e. selling goods to foreign Buyers) and re-exporting (i.e. buying goods from foreign Sellers and selling them to foreign Buyers without processing in one's own country).

All commercial activities in foreign trade may be divided into basic ones associated with the conclusion of foreign trade contracts for the exchange of goods and auxiliary ones ensuring their successful performance, i.e. associated with carriage of goods, their insurance, banking operations (financing the deals, settlement of payment between the Sellers and Buyers, guaranteeing the strict observance of their mutual liabilities), as well as Customs and other activities. Conclusion of agency agreements, agreements with the Suppliers for export goods and with Importers for the purchase of goods, agreements with advertising agencies and firms dealing with the market research and with other organizations helping to achieve the targets set for foreign trade also refer to auxiliary activities.

In International trade contracts of sale, contracts for construction work and lease are most frequent among a variety of basic deals. Contracts of sale include turnkey contracts and large-scale contracts on a compensatory basis.

License agreements stand apart from all the above contracts because they do not deal with selling and buying physical goods but with the sale and purchase of ideas, scientific-technical knowledge in the form of licenses, patents and know-how.

To ensure the fulfillment of the above basic contracts successfully and profitably, a number of auxiliary agreements are to be concluded: Marine Insurance Policies or Certificates, Charter Parties, Agency and Distributorship agreements and so on.

1. Contracts of sale include turnkey contracts and large-scale contracts on a compensatory basis.

2. All commercial activities in foreign trade are not very important.

3. To ensure the fulfillment of the above basic contracts successfully and profitably, a number of auxiliary agreements are to be concluded.

4. License agreements deal with selling and buying physical goods but with the sale and purchase of ideas, scientific-technical knowledge in the form of licenses, patents and know-how.

5. Conclusion of agency agreements, agreements with the Suppliers for export goods and with Importers for the purchase of goods also refer to auxiliary activities.

Match the left and right side.

1. banking

2. commercial

3. advertising

4. license

5. scientific

a) activities

b) agencies

c) operations

d) knowledge

e) agreements

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Comprises, stand apart, auxiliary, frequent, fulfillment

1. Foreign trade _____ three main activities: importing, exporting and re-exporting.
2. All commercial activities in foreign trade may be divided into basic ones associated with the conclusion of foreign trade contracts and _____ ones ensuring their successful performance.
3. License agreements _____ from all the above contracts because they do not deal with selling and buying physical goods.
4. To ensure the _____ of the contracts successfully and profitably, a number of auxiliary agreements are to be concluded.
5. Contracts of sale, contracts for construction work and lease are most _____ among a variety of basic deals.

Text 8

Customs

New words and phrases

Customs	таможня
customs duties	таможенная пошлина
to restrict	ограничивать
revenue	доход
article	(отдельный) предмет

Read the text and answer the questions

Customs is an authority or agency in a country responsible for collecting customs duties and for controlling the flow of people, animals and goods, in and out of the country. Depending on local legislation and regulations, the import or export of some goods may be restricted or forbidden, and the customs agency enforces these rules.

A customs duty is a tariff or tax on the import of goods. In England, customs duties were traditionally part of the customary revenue of the king, and therefore did not need parliamentary consent to be levied, unlike excise duties, land tax, or other impositions.

The main task of Ukrainian Customs is protection of the economic interests of the country, national treasures, cultural and historical properties.

Articles, which are prohibited from being brought into many countries, include illegal drugs, obscene weapons. Guns and other firearms normally need a special certificate. Fruit, vegetables, meat and seeds are restricted or prohibited in some countries to prevent the spread of disease. Animals entering the country must undergo a period of quarantine in order to prevent the disease rabies being brought into the country.

Customs duties are paid to nation's government on items that people bring from another country. Each nation has its own regulations regarding the quantity and kinds of articles that may be imported.

Customs inspectors may examine the luggage of all travelers returning to a country. All articles acquired abroad that are subject to customs duties must be declared that is, they must be identified and their value is to be given to an inspector. If a person fails to declare an article or understate its value, the article may be taken away and the individual may be fined.

Certain articles are free from custom duties. Most countries allow people to bring in goods up to a certain value. They also allow a specified quantity of alcoholic beverages and tobacco products if they are bought duty free during the journey or in another country.

Countries usually impose customs duties at a rate that depends on the value of the article and its quantity. However, there are different ways of working out its value, depending on whether or not the value includes the cost of transporting the article from the country where it is originated. Some countries have joined together to form customs unions, whereby they do not charge duties on goods from each other's countries, and impose uniform duties on outside countries.

1. What is a custom duty?
2. What articles are free from custom duties?
3. What articles are prohibited from being brought into many countries?
4. What is the main task of Ukrainian Customs?
5. How can animals enter the country?

Match the left and right side.

- | | |
|---------------|--------------------------|
| 1. customs | a) beverages |
| 2. protection | b) duties |
| 3. declare | c) of national interests |
| 4. alcoholic | d) articles |
| 5. import | e) goods |

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Certificate, paid, restricted, examine, impose

1. Depending on local legislation and regulations, the import or export of some goods may be _____.
2. Guns and other firearms normally need a special _____.
3. Customs duties are _____ to nation's government on items that people bring from another country.
4. Countries usually _____ customs duties at a rate that depends on the value of the article and its quantity.
5. Customs inspectors may _____ the luggage of all travelers returning to a country.

Text 9

Export-Import Documentation

New words and phrases

acquisition	приобретение
consignment	груз, партия товаров
consignor	грузоотправитель
bill of lading	накладная
invoice	накладная, фактура

Read the text and answer the questions

The acquisition of overseas customers is only the first step in selling goods abroad. The job is not complete until a consignee has physically received the consignment and the consigner has been paid. The final part of the order cycle involves completing the documentation requirements, arranging the transport and ensuring the payment.

Every exporter can recall a horror story related to problems with documentation. Errors in documentation cost money. The first consequence of a mistake is a delay to the consignments which may be kept in a warehouse under customs control. Whenever the delay occurs, storage charges will become payable almost immediately, and they have a tendency to rise as the delay extends.

The storage charges have to be paid in full. The warehouse operator will simply refuse to release the goods until all charges have been settled. The customs warehouses are not meant for long-term storage, that is why most customs authorities exercise their power to seize goods which have not been cleared through customs within a certain period.

Documentation for export is not complicated. Many of the forms required for importing goods are the same as for exporting. These include invoices, packing lists, the certificate of origin, the CMR form, bill of lading and air waybill. The first three forms are issued by the consigner, the rest should be completed by carriers.

The basic document used both in export and import is a commercial invoice. The details that will always appear in it are the names, addresses and other information about the cosigner and the consignee and a full description of the goods. Other details on the invoice will be the marks and numbers of the packages, the price and terms of sale. Normally, every invoice should contain a statement about the origin of the goods and in some cases it is compulsory to state the country of origin.

The other document frequently requested is a certificate of origin, which should be completed before the goods are exported. Usually certificates of origin are obtained from chambers of commerce.

A packing list will detail the contents of a consignment. It contains the number and kind of packages, their content, the net and gross weight and the full dimensions and total size of each package.

1. Which are the main forms required for importing and exporting goods?
2. What will a warehouse operator do if the storage charges are not paid for?
3. Which is the basic document used both in export and import?
4. What information does a commercial invoice include?

Match the left and right side.

- | | |
|------------------|----------------|
| 1. commercial | a) goods |
| 2. storage | b) invoice |
| 3. selling | c) charges |
| 4. a certificate | d) of commerce |
| 5. the chamber | e) of origin |

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Storage, consigner, carriers, packing, certificates

1. The _____ charges have to be paid in full.
2. A _____ list will detail the contents of a consignment.

3. Usually _____ of origin are obtained from chambers of commerce.
4. Invoices, packing lists, the certificate of origin are issued by the _____.
5. Bill of lading and air waybill should be completed by _____.

Text 10

Entrepreneurship

New words and phrases

Entrepreneur	предприниматель
be involved in	быть вовлеченным
cope with	справляться (с...)
failure	неудача
income	доход
security	безопасность

Read the text and answer the questions

An entrepreneur is usually defined as the creator and manager of a business. Initially the entrepreneur manages a small business. He or she is deeply involved in every aspect of the business: copes with greater personal and professional risk, his or her personal financial resources may be lost if the business fails; is singularly accountable for the business' performance.

The entrepreneur faces several risks: **business risk** –from 25 to 33% of all independent small businesses fail during the first 2 years of operation: 8 of every 10 fail within 10 years, primarily due to poor management. **Financial risk** – the entrepreneur invests most if not all of his or her financial resources in the business. **Career risk** – leaving a secure job for an uncertain future; **family and social risk** – a new business leaves little time for family and friends; **psychological risk** – the risk of personal failure if the business does not succeed. Entrepreneurs create businesses for independence, personal and professional growth, a better alternative to a dissatisfying job, income and security.

The entrepreneur performs **ongoing planning** – for the established business and **start-up planning** – done before the new venture opens for business; start-up planning involves answering 5 questions: what product or service will the new business provide? What market will be served? How will the business be established? How will the business be operated? How will the business be financed?

Organizing – this function is often neglected in the early start-up stages. When established job descriptions and the organizational chart are often kept flexible many entrepreneurs avoid developing written job descriptions in the early stages of the business so employee potential and growth isn't constrained when the company is small. The organizational chart is often viewed as a dynamic, continually changing picture of the company structure. It is a tool for continually assessing and re-evaluating the company.

Controlling activities are especially important in the new business. Mistakes are bound to be made given the newness of every operation and resources are limited. Errors must be identified and quickly corrected. Initially control systems are basic and collect info on sales, production rates, inventory, accounts receivable and payable and cash flow. Many new companies are installing computerized control info systems to monitor aspects of company performance and conduct financial and production analysis.

1. How is an entrepreneur defined?
2. What risks does an entrepreneur usually face?
3. How do you understand ongoing planning?
4. How can you define start-up planning?

Match the left and right side.

- | | |
|----------------|--------------|
| 1. ongoing | a) control |
| 2. controlling | b) resources |
| 3. financial | c) flow |
| 4. cash | d) planning |

5. computerized

e) activities

1 - ...; 2 - ...; 3 - ...; 4 - ...; 5 -

Fill the gaps with the words given below.

Dissatisfying, ongoing, neglected, monitor, involved

1. This function is often _____ in the early start-up stages.
2. Many new companies are installing computerized control info system to _____ aspects of company performance.
3. The entrepreneur performs _____ planning – for the established business.
4. An entrepreneur is deeply _____ in every aspect of the business.
5. Entrepreneurs create businesses for independence, personal and professional growth, a better alternative to a _____ job, income and security.

GRAMMAR EXERCISES

Ex.1. Make up sentences using the Gerund.

Model: Get on the train. First buy a ticket. -

Before getting on the train, buy a ticket.

1. Make a conclusion. First explore the problem carefully.
2. Enter the office building. Show your pass.
3. The boy lay on the beach and then had a swim.
4. He packed and then went to the airport.
5. She decided not to do her homework and went for a walk.
6. He didn't have time to have breakfast and went to school.
7. He recovered and spent a week at home.
8. She finished school and began to work.

Ex.2. Transform the sentences using the Gerund.

1. Before we went to the airport we packed our things.
2. She wants very much to see this film.
3. She left home but didn't lock the door.
4. This town has many places of interest and I advise you to visit it.
5. When you open the window I don't mind it.
6. She insisted that she should go there on business.
7. I am often invited to different conferences. I am proud of it.
8. I am busy. I am preparing my report.

Ex.3. Translate the sentences from Russian into English.

1. Извините, что я опоздал.
2. Благодарю вас за то, что вы показали мне дорогу к вокзалу.
3. Я помню, что он работал в нашем офисе.
4. Мы с нетерпением ждали, когда он вернется.
5. Я не мог сдать экзамен, не прочитав этих статей.
6. Вместо того, чтобы посылать телеграмму, вы можете позвонить ей.
7. Они настаивали на том, чтобы я выступила с докладом.
8. Бесполезно учить правила без примеров.

Ex.4. Insert the appropriate form of the Infinitive.

1. This fellow seemed ___ a famous explorer or something of that sort (to be).
2. He was not the man ___ the lessons of his predecessor (to overlook).
3. There is no time ____ (to lose).
4. He was the first ____ (to leave).

5. I was deeply sorry ____ on such a painful theme (to touch).
6. You'd better ____ a doctor (to see).
7. It was interesting ____ all that (to hear).
8. The train was ____ at 12 (to arrive).

Ex.5. Translate the sentences from Russian into English.

1. Я рад, что меня пригласили на эту конференцию.
2. Он первый помог мне.
3. Мы взяли такси, чтобы приехать на вокзал вовремя.
4. Он достаточно опытен, чтобы решить эту задачу.
5. Забыть этот день было невозможно.
6. Она не хочет, чтобы ее там увидели.
7. Мне бы не хотелось, чтобы вы уходили так рано.
8. Ему пришлось отправить письмо электронной почтой.

Ex.6. Complete the sentences with the correct forms of the verbs in brackets.

1. The doctor didn't let me ____ (to go) out.
2. We hope ____ (to finish) building our house soon.
3. We were told ____ (not/ to cheat).
4. It was very difficult for me ____ (to translate) this article.
5. We were ____ (to arrive) at the airport at 11.
6. She wanted me ____ (to help) her.
7. What makes you ____ (to think) so?
8. Don't forget ____ (to take) your books and discs.

Ex.7. Choose the correct item to complete the sentences.

1. I refused *to pay/paying* my sister's telephone bills.
2. I think we should consider *to go/going* to Poland instead of France.
3. He offered *to meet/meeting* me at the station.
4. I suggested *to warm/warming* up before the game.
5. He promised *to confirm/confirming* our appointment by Monday.
6. They planned *to provide/providing* their services to our local community.
7. She didn't want to *listen/listening* to me any more.
8. It's no use *to call/calling* him now.

Ex.8. Transform the sentences making the gerund be the subject.

Model: It's important to study English. – Studying English is important.

1. It is difficult to translate texts from Russian into English.
2. It is a good idea to have a short rest.
3. It is cheaper to have lunch at home.

4. It is impossible for me to buy a new car now.
5. It is difficult to plan our future.
6. It is easier for me to stay at home.
7. It is harmful for my health to go out in such weather.
8. It is important to get enough sleep.

Ex.9. Complete the sentences using the gerund or the infinitive.

1. I don't plan _____ German. (study)
2. I am looking forward to _____ you. (meet)
3. She kept on _____ her mind. (change)
4. They insisted on _____ a taxi. (take)
5. I enjoy _____ to music. (listen)
6. She liked _____ at the supermarket. (do shopping)
7. He gave up _____ two years ago. (smoke)
8. I would like _____ to him. (speak)

Ex.10. Choose the correct item to complete the sentences.

1. If you *hadn't missed/didn't miss* your flight, you would have had a lovely holiday.
2. I wish I *speak/spoke* English better.
3. I wish I *am/were* at the seaside now.
4. If I *felt/had felt* better I would go to the club with you.
5. If the weather *didn't change/hadn't changed*, we would have a good time.
6. If he had left at ten, he *would catch/would have caught* the train.
7. If I lived far from the Academy, I *would go/would have gone* there by bus.
8. What would you do if you *had/had had* a lot of money?

Ex.11. Translate the sentences from Russian into English.

1. Если бы она позвонила мне вчера, я бы принесла книгу.
2. Если бы я был на твоём месте, я бы не отказался принять участие в обсуждении этой проблемы.
3. Жаль, что тебя не было на концерте.
4. Если бы у меня были родственники в Лондоне, я бы ездил туда очень часто.
5. Я бы пошел в кафе с вами вчера, если бы у меня не было так много работы.
6. Я бы перевела статью, если бы ты принесла словарь.
7. Если бы я только знала английский язык.
8. У нее такой вид, будто она очень устала.

Ex.12. Choose the correct item to complete the sentences.

1. He told me that he *hadn't seen/didn't see* us that day.
2. By the time I left school I already *learnt/ had* already *learnt* to drive.
3. I was late for school because my mother *didn't wake/hadn't woken* me up.
4. After I *had fallen/fell off* my bike I went to hospital.
5. By the time I *had planted/planted* all young trees, it was quite dark.
6. I was very happy to get the job in San Paolo because I *have never been/had never been* to South America before.
7. When I got home, I found that the dog *has eaten/had eaten* my dinner.
8. He asked me if I *have ever been/had ever been* to London.

Ex.13. Transform the sentences from the Direct speech into Reported.

1. "I have been to London for a month but I haven't had time to visit Tower", said Tom.
2. "It is not so windy today as it was yesterday", I said.
3. "From the window of my flat I can see the Central square", he said.
4. "Are you sorry for what you have done?" asked his mother.
5. "How much time will it take me to get there?" I asked him.
6. "Do you his telephone number?" she asked me.
7. My father said, "You should work harder at your English.
8. "Be careful crossing the roads", he said.

Ex.14. Translate the sentences from Russian into English.

1. На каком предприятии вы работали, прежде чем пришли в наш институт?
2. Мы не знали, что она больна. Мы думали, что она уехала в отпуск.
3. Он закончил работу к восьми часам.
4. Я понял, что с ним что-то случилось.
5. Когда мы вошли, фильм уже начался.
6. Он поблагодарил меня за то, что я для него сделал.
7. Мы читали книгу, которую я купил в супермаркете.
8. Он не сказал мне, что пригласил так много друзей на свой день рождения.

Ex.15. Translate the sentences from Russian into English.

1. Она не знала, что груз уже доставлен.
2. Мы спросили, когда мы сможем обсудить детали контракта.
3. Мы не знали, сможем ли мы получить груз вовремя.
4. Он не спросил где ему оплатить налог.
5. Предприниматель был уверен, что он не отвечает за работу персонала.
6. Я поинтересовался, какие вопросы обсуждались на собрании.
7. Полицейский не объяснил мне, где находится таможня.
8. Никто не сказал мне, что эти вещи надо задекларировать.

Ex.16. Translate the sentences from Russian into English.

1. Известно, что импортируемые товары, проходят таможенный контроль.
2. Эта проблема не считалась достаточно важной для наших партнеров.
3. Предполагалось, что товар будет доставлен самолетом.
4. Большое количество машин на дорогах считается одним из источников загрязнения окружающей среды.
5. Известно, что новые автомобили меньше загрязняют окружающую среду.
6. Ожидается, что больше и больше людей будет использовать автомобили в будущем.
7. Предполагается, что предприниматель сталкивается с такими проблемами как финансовый и карьерный риск.
8. Экспорт и импорт считаются основными видами деятельности торговых компаний.

Ex.17. Translate the sentences from Russian into English.

1. Я рад, что меня пригласили на конференцию.
2. Забыть этот день было невозможно.
3. Мы взяли такси, чтобы не опоздать на самолет.
4. Погода была слишком хорошая, чтобы сидеть дома.
5. Задача была слишком сложная, чтобы решить ее так быстро.
6. Она счастлива, что учится в этом университете.
7. Наша задача состояла в том, чтобы закончить работу к концу месяца.
8. Чтобы выучить язык, вы должны как можно больше читать.

Ex.18. Choose the correct item to complete the sentences.

Who, that, which, when, where, whose, whom

1. They take on extra staff at Easter. That's the time of the year _____ they are at their busiest.
2. I'm talking about the advertisement _____ appeared in Moscow News of May 15.
3. I'm looking for a person _____ coat's lying on my desk.
4. We search a place _____ we can arrange a new office.
5. Do you remember that restaurant in Paris _____ we had such a good time.
6. Is there anybody here _____ can introduce me to the President of the company?
7. We are prepared to reduce the price of the coat _____ is approaching its sell-by date.
8. He seems to remember that time. Isn't he the man _____ we owe the check?

Test for self-control

Выберите правильный вариант из четырех предложенных.

1. If I leave at 7 tomorrow morning, I ... in Moscow by 9.

- a) am
- b) is
- c) were
- d) shall be

2. She is going to be late if the bus ... in time.

- a) doesn't arrive
- b) won't arrive
- c) hasn't arrived
- d) didn't arrive

3. They ... the theatre half an hour ago.

- a) have left
- b) left
- c) will leave
- d) leave

4. Could you lend ... some money?

- a) to my
- b) my
- c) I
- d) me

5. Have you ever ... spaghetti?

- a) eat
- b) ate
- c) eating
- d) eaten

6. He ... wet if it rains.

- a) got
- b) gets
- c) is getting
- d) will get

7. He usually ... a shower at 8 o'clock.

- a) is taking
- b) take
- c) has taken

d) takes

8. He ... never ... England.

- a) has visited
- b) is visiting
- c) visits
- d) was visited

9. Hi is a well – known writer, ... he?

- a) is
- b) does
- c) doesn't
- d) isn't

10. ... he already graduated from the institute?

- a) is
- b) has
- c) does
- d) will

11. Where ... you born?

- a) was
- b) do
- c) have
- d) were

12. He ... swim well

- a) has to
- b) may
- c) can
- d) ought to

13. He ... to come earlier.

- a) had
- b) must
- c) could
- d) should

14. ... Mark's friend busy or free now?

- a) is
- b) be
- c) are
- d) will

15. Take these cups and put ... into the cupboard.

- a) it
- b) them
- c) they
- d) him

16. Does he go ... a walk every day?

- a) on
- b) at
- c) in
- d) for

17. She studied with ... at the University.

- a) your
- b) them
- c) our
- d) someone

18. I haven't read ... English books in the original.

- a) some
- b) no
- c) any
- d) someone

19. Have you seen ... in the room?

- a) anybody
- b) somebody
- c) nobody
- d) something

20. I don't eat ... sugar.

- a) many
- b) some
- c) few
- d) much

21. He has ... English books at home.

- a) much
- b) little
- c) few
- d) another

22. His trousers ... new

- a) is
- b) was
- c) are

d) has

23. There ... little money in my purse.

- a) are
- b) is
- c) were
- d) have

24. Is your ... flat larger than yours?

- a) friend
- b) Mike's
- c) friend's
- d) her

25. Please, put that pencil ... the table.

- a) out of
- b) from
- c) off
- d) into

26. Where is he? He has gone ... the library.

- a) to
- b) into
- c) off
- d) in

27. I can do it ...

- easy
- very easy
- easily
- more easy

28. Kate, write ... words on the blackboard.

- this
- that
- these
- they

29. His hair ... dark

- are
- is
- am
- were

Grammar reference

The Gerund

	Active	Passive
Indefinite	writing	being written
Perfect	having written	having been written

The gerund can be used in the sentence as subject, predicative and object, It can be preceded by a preposition, by a possessive pronoun or a noun in the Possessive case.

Reading is useful. (subject)
My hobby is **traveling**. (predicative)
He is fond of **playing** tennis. (object)

The gerund can be used after:

a) **such verbs as:** *begin, start, stop, go on, continue, keep on, finish, give up, like, hate, prefer, enjoy, remember, avoid, deny, forgive, intend, suggest, propose, forgive, need, want, require, mind.*

I *started* **learning** English two years ago.
He *gave up* **smoking** at the age of fifty.
We *enjoy* **traveling** by car.
I *suggest* **taking** a taxi.
I *remember* **going** to the country.
My car *needs* **repairing**.
I don't *mind* **speaking** English.

b) **verbs with prepositions:** *thank for, agree to, put off, approve of, succeed in, speak of, prevent from, insist on, object to, persist in, think of.*

I *think of* **buying** a new flat.
I *thank you for* **helping** me.
He *insisted on* **traveling** abroad.

c) **such prepositions as:** *by, before, without, instead of, after, on (upon, by, in spite of.*

After **passing** the exams he went to the seaside.
She went to school *without* **having** breakfast.
He went for a walk *instead of* **doing** his homework.

d) some abstract nouns with prepositions: the idea of, the importance of, the reason for.

He didn't understand *the importance of learning* foreign languages.
I liked *the idea of spending* the weekend in the country.

e) some expressions: *be fond of, be tired of, be interested in, it's no use, it's no good, it's worth, can't help, look forward to, be surprised at, be used to, be accustomed to* etc.

I *am fond of reading* detective stories.
She *couldn't help laughing*.
This film *is worth seeing*.

Conditionals.

Present Conditional выражает действие, которое при определенных условиях могло бы состояться в настоящем или будущем времени:

If I **had** a lot of money, I **would travel** around the world.
(Если бы у меня было много денег, я бы путешествовал ...)

If I **didn't feel** so tired, I **would come** out with you.
(Если бы я не чувствовал себя таким усталым, я бы вышел с тобой.)

If the weather **were** nice, I **would go** to the beach.
(Если бы погода была хорошей, я бы пошел на пляж.)

If I **won** a lot of money, I **might stop** working.
(Если бы я выиграл много денег, я бы перестал работать.)

I **could** repair the car, if I **had** the right tools.
(Я бы отремонтировал машину, если бы у меня были необходимые инструменты.)

Past Conditional выражает действие, которое при определенных условиях могло бы состояться в прошлом, но из-за отсутствия этих условий не состоялось:

If the weather **had been** nice yesterday, I **would have gone** to the beach.
(Если бы погода была хорошей вчера, я бы пошел на пляж.)

If I **had studied** hard, I **would have passed** the exam.
(Если бы я усердно работал, я бы сдал экзамен.)

If you **hadn't missed** your bus, you **wouldn't have been** late for school.
(Если бы я не опоздал на автобус, я бы не опоздал в школу.)

If I **hadn't helped** you, what **would** you **have done**?
(Если бы я не помог тебе, что бы ты делал?)

If I **had** a big lunch, it **makes** me sleepy.
(Когда бы я хорошо не пообедал ...)

If you **mix** yellow and blue, you **get** green.
(Когда бы вы не смешали желтый и синий...)

If I **were** you, I **would know** what to do.
(На твоём месте я бы знал, что делать.)

If I (only) **knew** the address.
(Если бы я только знал адрес.)

I **wish** I **knew** his address.
(Жаль, что я не знаю его адреса.)

Unless you put on some sun cream, you'll get sunburnt.
(Если ты не воспользуешься кремом от солнца ...)

You can borrow my camera *as long as* you're careful with it.
(... лишь в случае, если ты будешь с ней осторожен.)

I'll go to the party *provided* you go too.
(... лишь в случае, если вы также пойдёте.)

The Past Perfect Tense

had + Participle II

1. Употребляется для выражения действия, состоявшегося ранее другого действия в прошлом, выраженного глаголом в **Past Indefinite**:

I told you I **had sold** my car.

When she came home I **had** already **done** my homework.

We **had studied** the problem seriously before we began to discuss it.

2. Употребляется для выражения минувшего действия, которое уже закончилось к определенному моменту в прошлом.

I **had done** my homework by eight o'clock.

The Infinitive

	Active	Passive
Indefinite	to write	to be written
Continuous	to be writing	-
Perfect	to have written	to have been written

Indefinite Infinitive употребляется:

1. Если действие, которое он выражает, является одновременным с действием, выраженным глаголом-сказуемым предложения:

I am sorry **to hear** it.

It is interesting **to read** books in English.

2. С глаголами, которые выражают намерение, надежду, желание и т.п.:

I decided **to go** alone.

We hope **to see** you soon.

3. С модальными глаголами часто выражает будущее действие:

They may **come** tomorrow.

He should **see** a doctor.

Continuous Infinitive выражает длительное действие, которое происходит одновременно с действием, выраженным глаголом-сказуемым:

She seemed **to be listening**.

It was pleasant **to be driving** a car again.

Perfect Infinitive выражает действие, которое предшествует действию, выраженному глаголом-сказуемым:

I was pleased **to have translated** the article.

С модальными глаголами **should, ought, could, might** в утвердительной форме, а также после **was/were** в модальном значении указывает на то, что действие **не состоялось**:

He should **have seen** a doctor.

He was **to have done** it.

The Infinitive употребляется в **страдательном залоге**, если существительное или местоимение, к которому он относится, обозначает **объект** действия, выраженного инфинитивом:

She didn't want **to be found**.

Infinitive constructions

The Objective-with-the-Infinitive Construction is used after verbs:

a) of sense perception: *to hear, to see, to watch, to feel, to observe, to notice*, etc.

I saw him **enter** the room.

I haven't heard anyone **call** me.

b) of mental activity: *to know, to think, to consider, to suppose, to find, to feel, to expect*, etc.

I know him **to be** honest.

Everybody expected Ann **to marry** him.

c) of declaring: *to pronounce, to declare, to report*

She declared him **to be** the most hardworking student.

d) of wish and intension: *to want, to wish, to desire, to mean, to intend*.

He intended me **to go** with him.

She desired me **to follow** her upstairs.

e) of order and permission: *to order, to allow, to suffer* (допускать, разрешать), etc.

She ordered his carriage **to be** ready early in the morning.

f) of feeling and emotion: *to like, to dislike, to love, to hate, cannot bear*, etc.

I dislike you **to talk** like that.

I cannot bear you **to make** noise.

g) of compulsion: *to make* (заставить), *to cause* (заставить), *to get* (добиться), *to have* (заставить).

The noise caused her **to awake**.

I cannot get her **to learn** this rule.

The Subjective Infinitive Construction is used with verbs denoting:

a) sense perception: *to see, to hear*, etc.

He was seen **to disappear** in the distance.

b) mental activity: *to think, to consider, to know, to expect, to believe, to suppose*.

He was considered **to be** a great man.

She is known **to be** a good expert.

Functions of *one, that, it*

One

1. The indefinite personal pronoun *one* is often used in the sense of any person or every person in the function of a subject or an object. It may also be used in possessive case.

One must keep *one's* word.

One doesn't like to be punished.

2. *One* may be used as a word-substitute (in singular and in plural):

This book is more interesting than that *one*.

These books are more interesting than those *ones*.

The next day was even worse than the *one* before.

That

1. *That* may be used as a demonstrative pronoun and points at what is farther away in time or space. *That* may be applied both to a person and a thing.

I like *that* fellow.

That house was a sort of Chinese pill-box.

2. *That* is also used in the function of a conjunction in compound sentences.

He didn't know *that* we had already passed our exams.

It

1. *It* stands for a definite thing:

The door opened. *It* was opened by a stranger.

2. *It* points out some person or thing expressed by a predicative noun.

It was a large room with a great window.

3. The impersonal *it* is used:

a) to denote natural phenomena: *It* often rains in autumn. *It* is cold.

b) to denote time and distance: *It* is half past six. *It* is a long way from here.

4. The introductory *it* introduces the real subject:

It's no use speaking to him about that.

It was interesting to speak to her.

5. The emphatic **it** is used for emphasis:

It was he who had bought my old house.

The Sequence of Tenses

Direct speech

Reported speech

Утвердительные предложения

Present Simple

Past Simple

He said, "I **am** a student".

He said that he **was** a student.

He said, "My sister **lives** in Kiev".

He said that his sister **lived** in Kiev.

He said, "My son **gets** up early".

He said that his son **got** up early.

Ann said, "I **can** swim well".

Ann said that she **could** swim well.

Past Simple

Past Perfect

He said, "I **went** there *yesterday*". He said that he **had gone** there *the day before*.

Present Perfect

Past Perfect

He said, "I **have bought** a car". He said that he **had bought** a car.

Future Simple

Future in the Past

He said, "Ann **will read** the text". He said that Ann **would read** the text.

Общие вопросы

He asked Ann "**Do** you **live** here?" He asked Ann if she **lived** there.

He asked her "**Did** you **go** there?" He asked her if she **had gone** there.

Специальные вопросы

He asked Ann "Where **do** you **live**?" He asked Ann where she **lived**.

Повелительное наклонение

He said, "Open the window."

He asked me **to open** the window.

He said, "Don't open the window."

He asked me **not to open** the window.

Some changes of adverbs when transforming into Reported Speech:

<i>this – that</i>	<i>tomorrow – the next day, the following day</i>
<i>these – those</i>	<i>yesterday – the day before, the previous day</i>
<i>now - then</i>	<i>next week – the following week</i>
<i>here – there</i>	<i>last week – the previous week</i>
<i>today – that day</i>	<i>ago – before</i>

NOTE: There are no changes if:

- a) **Past Perfect** or such modal verbs as **must, could, should, would, might** are used in the Direct speech;

“**Could** you come later?” - She asked me if I **could** come later.

“We **had finished** our work by six” – They said that they **had finished** their work by six.

- b) The exact time is mentioned;

“It **was** in England *in 1863*.” - He said that it **was** in England *in 1863*.

- c) The time and the place of action in the Direct and Reported speech coincide.

She said, “It **is** frosty today.” - She said that it **is** frosty today.

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