

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ

ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ
МІСЬКОГО ГОСПОДАРСТВА

**ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ
ДЛЯ САМОСТІЙНОЇ РОБОТИ
З ДИСЦИПЛІНИ «ІНОЗЕМНА МОВА ПРОФЕСІЙНОГО
СПРЯМУВАННЯ» (АНГЛІЙСЬКА МОВА)**

*(для студентів 1-2 курсів денної форми навчання напряму
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Збірник текстів і завдань призначений для організації самостійної роботи студентів 1-2 курсів згідно з затвердженою робочою програмою навчальної дисципліни «Іноземна мова професійного спрямування», укладеної відповідно освітньо-кваліфікаційним вимогам до знань і вмінь студентів напряму підготовки «Менеджмент», які в майбутньому будуть працювати у сфері туризму та готельного господарства.

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CONTENTS

	Page
Introduction.....	4
Unit 1 Welcome to the history of hospitality & lodging overview.....	5
Unit 2 Save yourself some grief; know what the star system means before you go.....	9
Unit 3 A Mid-Sized Hotel's Organizational Design.....	12
Unit 4 The Food and Beverage Department.....	15
Unit 5 Personnel.....	19
Unit 6 Marketing and Sales Department.....	21
Unit 7 Accounting Department.....	24
Unit 8 General Manager (GM).....	28
Unit 9 PATTERNS OF AUTHORITY.....	30
Unit 10 SPAN OF CONTROL.....	33
Unit 11 THE PROS AND CONS OF FUNCTIONAL ORGANIZATION DESIGN.....	36
Unit 12 MEETINGS AND COMMITTEES.....	40
Unit 13 THE FUTURE ORGANIZATION OF HOTELS.....	43
Unit 14 THE HOTEL STAFFING SYSTEM.....	47
Unit 15 CAREER PATHS AND OPPORTUNITIES.....	52
Hotel Vocabulary.....	56
References.....	57

INTRODUCTION

These educational materials are designed for the students of management the 1st and 2nd year of studies to develop their knowledge and skills in Business English according to their profession. This manual is based on the authentic texts from different sources concerning managerial issues. It contains the tasks for reading and translation, vocabulary tasks and tasks for self – study. The manual consists of 8 units and is expected to be covered during practical classes. Each unit contains:

- an authentic text for reading and translation;
- comprehension exercises;
- key vocabulary according to the topic. All key words are taken from the basic text;
- exercises for memorization and mastering key vocabulary.

The manual can be recommended both for using in class and for student's self-study.

UNIT 1

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|------------------|-----------------------------|
| 1) referred | a) достоинство |
| 2) feature | b) отводить важнейшее место |
| 3) incredible | c) потрясающий |
| 4) value | d) ценить, дорожить |
| 5) setup | e) называют(относящийся) |
| 6) water pitcher | f) кувшин для воды |
| 7) staff | g) персонал, кадры |
| 8) dignity | h) сигнализатор |
| 9) Cuisine | i) кухня |
| 10) bellboy | j) коридорный, посыльный |
| 11) annunciator | k) структура, организация |
| 12) forerunner | l) предшественник |

Exercise 2. Read and translate the text:

Welcome to the history of hospitality & lodging overview.

The first Five Star Hotel, by standards of 1829, was the Tremont House in Boston, often referred to as the beginning of First Class Service. It had 170 rooms and featured such incredible innovations as private single and double rooms for those who valued privacy. These rooms even had locks. Part of the first class setup were the water pitchers in each room as well as a bowl for washing yourself. Free soap was included in the price. The owners are said to have trained their staff to high standards which included the idea of treating all customers with dignity and respect. French Cuisine was offered and it was the Tremont which had the first Bellboy as well as the position of annunciator such being the forerunner to room-telephone. 1830 to 1875 The Palace in SF. Between 1830 and 1875 many great hotels had been built not only on the American East Coast. To name just a few; Chicago had the Grand Pacific, The Palmer House and The Sherman House. St Louis had The Planters and Omaha had the Paxton. Out West, during the gold rush days, in San Francisco The Palace was built at a price of an incredible 5 million dollars as one of the most ornate and expensive hotels of its days. The Palace opened in 1875, had 800 rooms and covered 2.5 acres in the heart of the City.

With the building of fancier and more and more expensive hotels the prices for rooms went up too. Lodging which once was affordable for every one now divided guests into classes; the rich people's hotels and regular lodging.

Statler 1908.

The father of the modern commercial hotel is said to have been E. Statler.

The Buffalo Statler opened January 1908. Statler incorporated all the modern ideas of the time into this hotel. Many services which are taken for granted nowadays were first introduced at the Statler. There were keyholes above the doorknob, light-switches next to the door, private baths, icewater, as well as a morning news paper for each guest. The Statler set standards for cleanliness, guest comfort and affordability. For many years to come, hotels were built to specifications matching the standards of the Statler. In the roaring twenties a hotel building boom tried to keep up with the growing demand. During these years many of the great name hotels were built such as the Waldorf Astoria, New York's Hotel Pennsylvania and the Stevens in Chicago which is now the Chicago Hilton and Towers.

Motels 1910 - 1950

With the arrival of the automobile roadside cabins changed into motels. The early motels were family run, often mom and pop roadside places with a handful of cabin-like-rooms. By the 1950s the sizes and operations changed, more cars more traffic, more travelers demanded more service, bigger rooms and comfort. Motels offered what the traveling public wanted. Clean rooms, parking next to it. Conveniently located for the family on vacation, ideal for the traveling salesman to get a good night's rest without leaving the major roads, as well as the lovers in need of a discrete meeting place. Soon added to the definition motor court and motel was the new word motor hotel which some people say was nothing but a hotel built around or above parking spaces. From 1939 to 1960 over 35,000 motels were built in the U.S.

Resorts 1766 to 1900

Spas for the Roman upper class and summer mansions were part of the luxuries for the noble born back in old Europe since ancient times. Following the example of the aristocrats of the Old World the American innkeepers catered to the demand of the traveling public. The American South developed Luxury Resort such included the Homestead at Hot Springs 1766 in Virginia and The Greenbrier at White Sulphur Springs in West Virginia 1780. After the Civil War many more summer and winter resorts sprung up. Much of this seasonal business eventually turned into year round resort business. The building of the railroad created instantly new resorts along its track. Carmel in California was once a cluster of cabins a week-end-getaway for city people, just past the end of the track. The Del Monte Hotel in Monterey was the end of the rail road track coming south from San Francisco, and it depended on the visitors arriving by train. Back then Pebble Beach could be visited by coach from the Del Monte Hotel 1880 and the trip to and from was 17 miles. The Grand Hotel on Michigan's Mackinac Island 1887 was once just a summer resort.

Exercise 3. Answer the following questions:

1. What were first innovations in the Tremont House in Boston?
2. How many rooms did the hotel have at that time?
3. What was the cookery?
4. When was the Palace in SF opened?
5. What was the price of construction at that time?
6. When do they believe dividing of guests into classes started?
7. Who is said the father of modern commercial hotel?
8. What were the modern ideas of that time?
9. Tell some words about first Motels?
10. Make a short summery of Resorts 1766 to 1900.

Exercise 4. English Grammar. Present / Past Participle.

1. The lesson was very _____.
? interesting
? interested
2. I got really _____ at one of our customers.
? annoyed
? annoying
3. The current financial reports are very _____.
? disturbed
? disturbing
4. The CEO was very _____ when he read the current financial report.
? disturbed
? disturbing
5. The rumours were very _____ to his career.
? damaged
? damaging
6. The film was so _____ that I fell asleep.
? bored
? boring
7. The customer was _____ by the bad service.
? annoyed
? annoying
8. The comedian was very _____, he told a lot of good jokes.
? amused
? amusing
9. I was very _____ by his reaction.
? amused
? amusing
10. The city was badly _____ during the earthquake.
? damaged
? damaging

UNIT 2

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|-----------------------|---------------------------------------------|
| 1) wander | a) обязанность; долг |
| 2) prominently | b) заметный, видный, бросающийся в глаза |
| 3) obligation | c) транжирить, тратить деньги (на что-л.) |
| 4) overlap | d) частично совпадать |
| 5) amenities | e) комфортабельность; коммунальные удобства |
| 6) splurge | f) окружение; (окружающая) атмосфера |
| 7) assessment | g) оценка, определение стоимости |
| 8) ambiance | h) тиснёные обои |
| 9) intimate | i) внутренний, глубокий, глубинный |
| 10) bestow | j) жаловать; присваивать (напр. звание) |
| 11) wainscoting | k) деревянная панель; обшивка |
| 12) flocked wallpaper | l) выгодное предложение |
| 13) drastically | m) решительно; радикально |
| 14) bargain | n) бродить, странствовать |

Exercise 2. Read and translate the text:

Save yourself some grief; know what the star system means before you go.

So you're wandering around Europe and notice stars prominently displayed in front of every hotel. Say you find one that has three stars. What does it mean? The short answer is: just about anything, but probably not what you're thinking. Let's get one thing straight, there is no unified definition of a three-star hotel across Europe. And another thing: most of the ratings are provided by the government (or in some cases, like Switzerland, by a volunteer organization), and will be a quantitative measure used to determine the price range (and sometimes the tax obligation) of a hotel. The ranges will overlap, so don't even look for that much consistency in price; a three star hotel may be more expensive than a four star, even in the same city. It depends. A four star hotel will indeed cost more than a one star in the same city. The four star hotel will have more services and amenities, including meeting space for conferences. The one star will usually be very basic; not all rooms may have bathrooms in them. I usually look for 2 or three star hotels when I'm traveling in big cities. Today, most offer private baths in the (usually smallish) room and most of the time include television, a phone and occasionally even a mini bar. For a splurge that's often a good bargain, I'll look for a four star hotel in least touristy areas, especially when it's hot and I want a day with decent air conditioning. Just remember--the ratings on the outside of the building are based

on an objective facilities and services provided assessment and are not in any way related to ambiance, charm or other subjective criteria. Think government ratings. Guido, a government pencil pusher for his whole life, goes into a hotel with a checklist. Is there a restaurant? Yes or No. Is there a toilet and shower/bath in every room? Yes or No. In the end there's gonna be a count of all the yeses that will intimately bestow the hotel with some number of government stars. Don't expect a qualitative review. Guido is about as likely to rate the ambiance or romantic qualities of the room as I am to sing Don Giovanni at the Milan Opera house dressed in a garter belt and silk stockings. I can tell you for sure he's not going to write, "And the wainscoting blends beautifully with the flocked wallpaper in the bathroom, enhancing the overall impression of the room without calling attention to itself. It is an ideal space in which to read or contemplate life while the flush of early morning is upon you. 5 stars indeed!" No, for charm, views, the feel of the place or the friendliness of the staff you'll have to get your ratings elsewhere. Get yourself a Michelin guide or something similar from our selection of European Guide Books. Those guys love wainscoting. Is it hopeless to try to understand the Star System? Actually, it's not. Understanding some of the star ratings can net you a bargain if you consider the limitations of the system. For example, there's this little hotel in Italy's Val Camonica that I like. The rooms have everything you may need: newer bathrooms, television, heat that works. Some have fine views. There's a restaurant downstairs where the owner's mom cooks. Inquire about the local specialties and you'll be surprised at what she'll go out of her way to cook for you if you stay long enough to make it worth her while. The hotel is a one-star hotel so it's pretty cheap to stay there. Unless they drastically change the way the hotel is configured, they will never get more than a one-star rating. Ever. I mean it. They could add gold plated bathrooms and wide screen television to every room, have a concierge who knew everything there was to know, and still, they'd be a one star hotel. How can this be you ask? Because when you check in you do so in the bar, then, key in hand, you have to go outside and around the corner and climb a flight of stairs in order to make it to your room, even though the rooms are located in the same building. You see, a hotel with a reception area that is separate from the entrance used by hotel guests to get to their rooms is classified as a one star hotel in Italy, according to the owner, and nothing can change it except for digging out a new stairway or elevator shaft from the reception. And in this case that would cut the size of the hotel in half. So despite the fact that the rooms are newly decorated and have all the amenities, he's only able to charge pretty much the same as a run-down hovel with baths down the hall. That's just the way the system works. Tip: It is your right to view a room before you commit to staying in it. Ask to do so. If you're looking for a bargain, don't hesitate to consider one star hotel--just check the room first.

Exercise 3. Answer the following questions:

1. Having read this text, please, explain the author's standpoint about unified definition of a three-star hotel across Europe?
2. Who is providing most of the ratings of hotels in Europe?
3. What is lacking when the ratings on the outside of the building are based on an objective facilities and services provided assessment?
4. Is it hopeless to try to understand the Star System?
5. Is it pretty cheap to stay in a one-star hotel ?
6. Can the owner of the hotel change the star rating of the hotel?
7. What should he do for this?
8. What should you do before checking in if you are looking for a bargain?

Exercise 4. English Grammar.

Prepositions of Movement

Fill the gap using the correct word from the words in brackets.

1. The mouse ran (...) the table to hide. (through / in / under)
2. The dog ran (...) the garden to play. (into / onto / over)
3. The ship sailed (...) the world. (round / through / over)
4. The train went (...) the tunnel. (over / through / onto)
5. The paint fell (...) the floor. (into / onto / round)
6. She broke her leg when she fell (...) the stairs. (off / in / down)
7. The burglar made a mistake when he ran (...) the policeman. (towards / under / onto)
8. I was tired after walking (...) the hill. (through / into / up)
9. When the train arrived at my destination I got (...). (into / onto / off)
10. The horse jumped (...) the fence. (over / under / down)

UNIT 3

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|--------------------------|---------------------------------------------|
| 1) beverage | a) доступный; имеющийся в распоряжении |
| 2) refinement | b) усовершенствование |
| 3) lodging function | c) функция поселения |
| 4) available | d) быстро |
| 5) occupied | e) занятый |
| 6) promptly | f) отельное белье |
| 8) instance | g) случай |
| 9) laundry | h) прачечная |
| 10) hotel's linen | i) вывод, выход |
| 11) hotel's front office | j) администрация гостиницы |
| 12) maintenance | k) текущий ремонт, техническое обслуживание |
| 13) inputs | l) ввод |
| 14) output | m) последовательный |
| 15) reciprocal | n) взаимный, обратный |
| 16) sequential | o) напиток, питье |

Exercise 2. Read and translate the text:

THE HOTEL FUNCTIONAL ORGANIZATIONAL DESIGN

A Mid-Sized Hotel's Organizational Design

In typical organization for a 500-room hotel is divided along functional lines into five separate administrative departments: rooms, food and beverage, accounting, marketing and sales, personnel (human resources). The five department heads report directly to the GM. Each department is further subdivided into smaller functional units. This subdivision within the five large departments represents additional refinement of the work performed and the knowledge and skills of the people in each subunit. The function of each department and that of the subunits within each will now be discussed.

The rooms department performs the lodging function of a hotel. Reservations must be accepted, guests must be hospitably received and assigned clean rooms, the status of available and occupied rooms must be kept current, guests must receive mail and phone messages promptly, security must be maintained, public spaces such as lobbies must be kept clean, and guest questions must be answered. These are some of the more important functions of the rooms department. To do this the rooms department is divided into a number of subunits, each of which performs rather specialized tasks. In many instances these subunits are also referred to as departments. For example, the laundry department, which in a 500-room hotel is quite large, is responsible for cleaning and pressing the entire hotel's linens and employee uniforms as well as guest laundry. Its function is extremely specialized.

A hotel's front office is where guests are greeted when they arrive at the hotel, where they're registered, and where they're assigned to a room. A hotel's telephone operators and other guest communications functions usually fall under the front office department. The hotel's bell staff is also part of this department. A reservation takes and keeps track of a hotel's future bookings. The housekeeping department is responsible for cleaning guest rooms and public spaces. Security is responsible for guest safety. Finally, the engineering department is responsible for the operation and maintenance of the hotel's entire physical plant, including electrical, mechanical, heating, air-conditioning and ventilation, structure, and plumbing. It also performs minor repairs and renovations.

A great deal of interdependence exists within the rooms department, thus calling for close coordination of activities between subunits. Linkages exist between the front office and the reservations department. Reservations must inform the front office of the number of presold rooms each day to ensure that a current inventory of rentable rooms is always available. Conversely, the front office must let reservations know whenever walk-in guests (those without reservations) are registered. Linkages also exist between the front office and housekeeping. Information regarding room status must flow both ways: when a guest checks out the front office must inform housekeeping so the room may be cleaned. Once it is cleaned, housekeeping must inform the front office so that the room may be sold.

These are both examples of reciprocal interdependence in which individual units provide each other with inputs. Other linkages within the rooms department are illustrative of sequential interdependence, which occurs when the output of one unit becomes the input of another. An example is housekeeping's inability to properly provision a guest room if the laundry does not supply enough clean towels or bed sheets. Another less obvious example deals with the output of information from one department to another. For example, engineering cannot replace a defective light switch in a guest room if housekeeping does not report the problem. These examples illustrate some of the many cases of reciprocal and sequential interdependence that exist between individual units within the rooms department. Effective management under these conditions calls for standardized plans, procedures, schedules, and deadlines. Coordination between units also requires frequent direct communications between executives.

Exercise 3. Answer the following questions:

1. What are separate administrative departments of a mid-sized hotel?
2. What does the rooms department perform in the hotel?
3. Please, name sub-departments of the rooms department?
4. Explain their main functions?
5. What linkages exist between the front office and the reservations department?
6. What linkages exist between the front office and housekeeping?
7. What can happen if the laundry does not supply enough clean towels or bed sheets ?
8. Give the example with engineering malfunction?
9. Give your own example?
10. Coordination between units also requires frequent direct communications between executives, doesn't it?

Exercise 4. English Grammar.
What have you done today?
Simple Present Perfect gap-fill exercise

1. I (... ..) a shower today. (to take)
2. We (... ..) the newspaper today. (to read)
3. I (... ..) to my English teacher today. (to speak)
4. She (... ..) television today. (to watch)
5. He (... ..) two cups of coffee today. (to have)
6. They (... ..) four e-mails today. (to send)
7. He (... ..) a new friend today. (to make)
8. I (... ..) a film today. (to see)
9. She (... ..) two postcards today. (to write)
10. You (... ..) this test today. (to do)

UNIT 4

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|-------------------|-------------------|
| 1) complicated | a) шеф-повар |
| 2) snack bar | b) закусочная |
| 3) lounge | c) комната отдыха |
| 4) outlet | d) торговая точка |
| 5) executive chef | e) размер прибыли |

6) maitre d

f) Метрдотель

7) bus help

h) мойщик посуды

8) profit margins

i) сложный

Exercise 2. Read and translate the text:

THE HOTEL FUNCTIONAL ORGANIZATIONAL DESIGN

The Food and Beverage Department

The primary function of the food and beverage department is, of course, to provide food and drink to a hotel's guests. In earlier times, when an inn had only one dining room, this was a much simpler task. Today, however, providing food and drink is much more complicated. The 500-room hotel in this discussion might well have a coffee shop, a gourmet restaurant, a poolside snack bar, room service, two banquet halls, and ten separate function rooms where food and beverage may be served. It might also have a piano bar and lounge, a nightclub, and a lobby bar. This adds up to nineteen separate food and beverage outlets, excluding room service! On a busy day (or night) it's quite likely that each of these outlets will have functions booked. In some cases, more than one food and beverage function will take place in an outlet during a twenty-four-hour period. There is, therefore, great diversity in the kinds of activities performed by a food and beverage department. Additionally, there is significant variety in the skills required within the department. So within the food and beverage department there are a number of functional subunits where tasks are further specialized.

To begin with there is the food production, or kitchen department. In a 500-room hotel this unit is headed by the executive chef, a person of great stature and authority in any first-class hotel. Under the executive chef are a variety of culinary specialists responsible for different aspects of food preparation. The larger and more complicated a hotel, the more likely its kitchen organization reflects this. The actual service of food in a hotel's restaurants is usually the responsibility of a separate department, which in a large hotel, is headed by an assistant food and beverage director. The food service department is responsible for customer service in the hotel's restaurants and food outlets. This unit contains the individual restaurant and outlet managers, maitre d's, waiters, waitresses, and bus help. Because of the special problems associated with room service, many hotels of this size have a separate subunit responsible only for room service. The high value and profit margins associated with alcoholic beverages causes hotels to form a separate department with responsibility over the bars, lounges service bars, and other outlets where alcoholic beverages are sold. Most full-service hotels do considerable convention and catering business. The typical convention will use

small function rooms for separate meetings, larger rooms for general sessions and even larger facilities for banquets. Individually catered events include local parties, wedding receptions, business meetings, and other functions held by local groups. To provide for the unique needs of these particular kinds of customers, hotels often organize separate catering and convention departments that specialize in only this kind of business. Finally, the job of cleaning the spaces of the food and beverage department, dish and ware washing, and general food and beverage expediting is often delegated to a separate subunit known as the stewarding department.

This brief description brings to light two important organizational properties of a food and beverage department: 1. the degree and variety of work specialization that exists in its different subunits, and 2. the degree of sub-unit interdependence. Here are some examples of the variety of specialized skills found in this department. The custodial skills required in the stewarding department are elementary when compared to the years of training required by a skilled chef. Guest contact skills are essential for a restaurant service staff; organization and efficiency is vital for a convention and catering department; control and accountability are important attributes for a beverage manager. Although there is a high degree of work specialization in each of these subunits, it is only through their continuous cooperation and coordination that a hotel's food service function can be effectively carried out. For a guest to dine in a hotel's restaurant requires the joint efforts of its kitchen, food service, beverage, and stewarding departments. A convention banquet cannot be held without the efforts of the convention and catering department along with food production, beverage, and stewarding. Even more than in the rooms department, intricate forms of sequential and reciprocal interdependence exists between the various subunits of the food and beverage department, thus placing an enormous coordinating burden on managers and employees alike.

Exercise 3. Answer the following questions:

1. What might the 500-room hotel have to provide food and drink today?
2. Is there dead-level in the kinds of activities performed by a food and beverage department?
3. What causes hotels to form a separate department where alcoholic beverages are sold?
4. Who heads the kitchen department in a 500-room hotel?

5. What is the responsibility of the food service department?
6. What is the responsibility of catering and convention departments?
7. What kind of job is the stewarding department performing?
8. What is essential for a restaurant service staff?
9. Give your own example?
10. Only with coordination between units a hotel's food service function can be effectively carried out, cannot it?

Exercise 4. English Grammar.
Present Perfect Continuous
Present Perfect Continuous gap-fill exercise

1. She (... ..) (study) English for 5 years.
2. Peter (... ..) (come) here on holiday every year since 1989.
3. She (... ..) (teach) our group for two years.
4. How long (... ..) (you wait) here?
5. It (... ..) (rain) for over 2 hours.
6. I (... ..) (write) this report for 5 days.
7. Mr Brown (... ..) (work) in this office for 2 years.
8. My dog (... ..) (not eat) properly. I must take him to the vets.
9. Jane (... ..) (lie) in the sun for too long.
10. I (... ..) (try) to stop smoking since 1985

UNIT 5

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|--------------------|--------------------------|
| 1) employee | a) управлять |
| 2) labor law | b) трудовой закон |
| 3) interdependence | c) взаимозависимость |
| 4) handle | d) окончательное решение |
| 5) challenge | e) работник |
| 6) promotion | f) продвижение по службе |
| 7) final authority | g) проблема |

Exercise 2. Read and translate the text:

THE HOTEL FUNCTIONAL ORGANIZATIONAL DESIGN

Personnel

A hotel's personnel department is an example of a staff organization set up to handle a specialized function. The personnel department serves no customer, books no business, and prepares no meals, yet it plays a vital role in a hotel's efficient operation. The personnel department is subdivided into three sub-functions: employee recruitment, benefits administration, and training. The personnel director is also expected to be an expert on federal and state labor law and to advise managers in other departments on these topics. Although these three sub-functions are related to each other, there are not many problems of interdependence. Instead, the personnel department's major challenge occurs as it attempts to interact with other hotel departments. For example, although the personnel department will recruit, interview, and screen prospective employees, the final authority for hiring resides in the respective line departments and not in personnel. The same is true of promotion and disciplinary decisions, where the personnel department's input is, in most cases, limited to advice and interpretation of legal questions. As a staff

department, personnel's effectiveness is largely dependent on its manager's ability to form effective working relationships with managers of other departments.

Exercise 3. Answer the following questions:

1. The personnel department is subdivided into four sub-functions, isn't it?
2. Is the personnel director also expected to be an expert on federal and state labor law?
3. What is the personnel department's major challenge?
4. What are the initial duties of the personnel department?
5. Who is the head of the the personnel department?
6. Who has the final authority for hiring?
7. What is the personnel department's input in promotion and disciplinary decisions?

Exercise 4. English Grammar.

**Past Continuous vs Past Simple
Simple Present gap-fill exercise**

James Ellis (...) (go) on a business trip last week. He (...) (be) (...) (visit) some customers in Frankfurt. He (...) (leave) home early on Monday morning and (...) (take) a taxi to the airport. He (...) (get) there at about 8 o'clock. He (...) (check in) and (...) (go) to the airport lounge. He (...) (buy) a newspaper and (...) (go) to get a coffee.

He (...) (be) (...) (drink) his coffee when he (...) (see) an old friend, Bob. He (...) (be) very surprised that Bob (...) (be) in London and (...) (find out) that he (...) (be) (...) (start) a new job in the city. As they (...) (be) (...) (speak) they (...) (hear) an announcement. "Would all passengers for the 9.30 flight to Frankfurt please go to boarding gate 10". James (...) (say) goodbye to Bob and as they (...) (be) (...) (leave) Bob (...) (give) him his business card and (...) (ask) him to phone when he (...) (return) from Frankfurt.

After (...) (board) James (...) (put) his briefcase in the overhead locker and (...) (sit) down. During the flight, James (...) (do) some paper work and (...) (speak) to the woman sitting next to him, while they (...) (be) (...) (speak) the flight attendant (...) (bring) breakfast. When the plane (...) (land) in London, it was almost 11 o'clock.

James (...) (take) a train to his hotel. Then he (...) (walk) to the customer's office. He (...) (get) there at 1.00 pm and (...) (go) to the reception desk. The receptionist (...) (ask) him to wait. Whilst he (...) (be) (...) (wait) she (...) (offer) him a drink. He and his customer (...) (talk) all afternoon. When Bob (...) (get) to his hotel at 7 o'clock that night, he (...) (phone) his wife and then (...) (go) to the hotel restaurant.

UNIT 6

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|--------------------------------|----------------------------------------------|
| 1) corporate accounts | a) корпоративных клиентов |
| 2) convention | b) собрание, съезд |
| 3) hotel's efficient operation | c) эффективное функционирование отеля |
| 4) benefits administration | d) администрирование материальными пособиями |
| 5) recruitment | e) набор персонала |
| 6) interpretation | a) толкование, объяснение |

Exercise 2. Read and translate the text:

THE HOTEL FUNCTIONAL ORGANIZATIONAL DESIGN

Marketing and Sales Department

Coordination is not as important an issue in the **marketing and sales department**, which is generally much smaller than the food and beverage department. The primary responsibility of the sales managers who make up the marketing and sales department is sales, or the selling of the hotel facilities and services to individuals and groups. Sales managers sell rooms, food, and beverages to potential clients through advertising, attendance at association and conference meetings, and direct contacts. The marketing and sales department is also removed from most of the day-to-day operational problems faced by other departments. The division of work among the sales managers is based on the type of customers a hotel is attempting to attract. Individual sales managers often specialize in corporate accounts, conventions, or tour and travel markets. Sales managers' accounts are sometimes subdivided along geographical lines into regional or national accounts. The sales staff of the largest full-service hotels usually does not exceed a dozen or so. These sales managers work more or less independently in their particular market segments. The **human resources department** serves no customers, books no business, and prepares no meals, yet it plays a vital role in a hotel's efficient operation. The three functions of the human resources department are employee recruitment, benefits administration, and training. The director of human resources is also expected to be an expert on federal and state labor laws and to advise managers in other departments on these topics. The human resources department's major challenge is in its interactions with other hotel departments. Although the human resources department recruits, interviews, and screens prospective employees, the final hiring decision rests within the department in which the potential employee will be working. The same is true of promotion and disciplinary decisions; the human resources department's input is, in most cases, limited to advice and interpretation of legal questions. The human resources department's effectiveness depends on its manager's ability to form effective working relationships with managers of other departments.

Exercise 3. Answer the following questions:

1. What is the main duty of the sales managers in hotel?
2. Does the marketing and sales department face day-to-day operational problems of the hotel?
3. How are the sales managers' clients sometimes subdivided?
4. What is the usual sales staff quantity of the largest full service hotels?

5. What are the primary functions of the human resources department?
6. What is the effective work in the human resources department?

Exercise 4. English Grammar.

Present Perfect Continuous

Present Perfect Continuous gap-fill exercise

1. She (... ..) (study) English for 5 years.
2. Peter (... ..) (come) here on holiday every year since 1989.
3. She (... ..) (teach) our group for two years.
4. How long (... ..) (you wait) here?
5. It (... ..) (rain) for over 2 hours.
6. I (... ..) (write) this report for 5 days.
7. Mr Brown (... ..) (work) in this office for 2 years.
8. My dog (... ..) (not eat) properly. I must take him to the vets.
9. Jane (... ..) (lie) in the sun for too long.
10. I (... ..) (try) to stop smoking since 1985.

UNIT 7

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|--------------------------|---------------------------|
| 1) accounting department | a) расчеты с поставщиками |
| 2) payroll | b) платежная ведомость |
| 3) accounts receivable | c) счета к платежу |
| 4) accounts payable | d) вечерний аудитор |
| 5) transaction | e) финансовая операция |
| 6) night auditor | f) операции по закупке |
| 7) revenues | g) выручка, доход |
| 8) reasonableness | h) основание, аргумент |
| 9) purchasing operations | i) учет |
| 10) recordkeeping | j) бухгалтерский отдел |

Exercise 2. Read and translate the text:

THE HOTEL FUNCTIONAL ORGANIZATIONAL DESIGN

Accounting Department

In many hotels, the **accounting department** combines staff functions and line functions, or those functions directly responsible for servicing guests. The accounting department's traditional role is recording financial transactions, preparing and interpreting financial statements, and providing the managers of other departments with timely reports of operating results (line functions). Other responsibilities, carried out by the assistant controller for finance, include payroll preparation, accounts receivable, and accounts payable (staff functions). Another dimension of the accounting department's responsibilities deals with various aspects of hotel operations, cost accounting, and cost control throughout the hotel. The two areas of central concern to the accounting department are rooms and food

and beverage. The accounting department's front office cashier is responsible for tracking all charges to guest accounts. At the close of each business day, which varies by hotel but typically occurs at midnight or after the bulk of guests' transactions have been completed (i.e., check-in, restaurant charges, retail charges, etc.), the night auditor is responsible for reconciling all guest bills with the charges from the various hotel departments. Although the front office cashier and the night auditor physically work at the front desk and, in the case of the cashier, have direct contact with guests, they are members of the accounting department and report to the assistant controller of operations. The food and beverage department may be responsible for food preparation and service, but the accounting department is responsible for collecting revenues. The food and beverage controller and the food and beverage cashiers keep track of both the revenues and expenses of the food and beverage department. The food and beverage controller's job is to verify the accuracy and reasonableness of all food and beverage revenues. In addition to tracking and preparing daily reports on the costs of the food and beverages used in the hotel, in many cases the accounting department is also responsible for purchasing and storeroom operations. Finally, the director of systems is responsible for designing the accounting and control systems used throughout the hotel. As you can see, the accounting department is anything but a passive staff unit contending with routine recordkeeping. The accounting department is also responsible for collecting and reporting most of a hotel's operational and financial statistics, which provide important data for decision making and budget preparation purposes. The head of the accounting department may report not only to the hotel's general manager but also to the hotel chain's financial vice president or to the hotel's owner. The reason for this dual responsibility and reporting relationship is to afford the hotel corporation an independent verification of the financial and operating results of the hotel.

Exercise 3. Answer the following questions:

1. What is the traditional role of an accounting department?
2. What are the functions of an assistant controller for finance?
3. Is a front office cashier responsible for tracking all guests?
4. When is a night auditor responsible for reconciling all guests bills?
5. Whom do a night auditor and a cashier report to?
6. Who is responsible for collecting revenues in food and beverage department?

7. What is the function of the food and beverage controller?
8. The head of the accounting department reports only hotel's general manager, does not he?
9. What is the reason of this dual responsibility?

Exercise 4. English Grammar.
Adjectives - Comparative/Superlative
chose the correct answer

1 Mount Everest measures 8,848 meters, Mount Kangchenjunga measures 8,596 meters and K2 measures 8,611 meters.

Mount Everest is the highest mountain.

Mount Kangchenjunga is the highest mountain.

K2 is the lowest mountain.

2 Anne is 43 years old, Lynne is 40 years old.

Anne is younger than Lynne.

Lynne is older than Anne.

Anne is older than Lynne.

3 The red dress costs 25.00, the blue dress costs 15.00.

The red dress costs less than the blue dress.

The blue dress costs less than the red dress.

The blue dress costs more than the red dress.

4 Russia is 17,075,000 sqm, France is 544,000 sqm.

France is larger than Russia.

Russia is larger than France.

Russia is smaller than France.

5 Box A is bigger than box B, box C is bigger than box A.

Box B is the smallest box.
Box A is the biggest box.
Box C is the smallest box.

- 6 I live 2 km from my mother. My sister lives 1 km from her.
I live nearer my mother than my sister.
My sister lives nearer my mother than me.
My sister lives further from my mother than me.
- 7 Jane has 1,633.20, Bill has 1,635.30, John has 1,632.10.
Bill has the most money.
Jane has the least money.
John has the most money.
- 8 Carrots are good for you, cakes are bad for you.
Carrots are worse for you than cakes.
Cakes are better for you than carrots.
Carrots are better for you than cakes.
- 9 Johnny was bad, Wendy was very bad, Billy was very, very bad.
Johnny was the worst.
Wendy was the best.
Billy was the worst.
- 10 I saw two plays, one on Monday 1st April and the other on Tuesday 2nd April. I enjoyed the Monday play, I didn't enjoy the one on Tuesday.
I enjoyed the second play more than the first play.
I enjoyed the first play more than the second play.
I enjoyed the first play less than the second play.

UNIT 8

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|----------------|---------------------------|
| 1) overseeing | a) связующее звено |
| 2) define | b) определять |
| 3) liaison | c) выступать арбитром |
| 4) overall | d) всеобщий |
| 5) arbitrate | e) ремонт |
| 6) accomplish | f) выполнять, заканчивать |
| 7) renovations | g) контроль |

Exercise 2. Read and translate the text:

General Manager (GM)

In addition to being in charge of overseeing all of the departments that we have discussed, the hotel's **general manager (GM)** is responsible for defining and interpreting the policies established by top management. The general manager serves as a liaison to the hotel's owner or corporate parent, sets (or communicates) the overall strategic course of the hotel, sets hotel-wide goals, coordinates activities between departments, and arbitrates interdepartmental disputes. It is common practice in a large, full-service hotel for a director of public relations to report directly to the GM. The GM also has corporate-level responsibilities, participates on civic boards and committees, and engages in industry-related activities such as serving on the local tourism commission or hotel-motel association. In addition to possessing a high level of technical skill (i.e., a thorough understanding of each operating department in the hotel), the general manager must also be decisive, analytical, and skilled with both computers and people. He or she must be able to see the big picture and how all of the parts of the hotel fit into the overall organization. An executive may be promoted to relieve the general manager of some operational duties. This is often accomplished by elevating the duties and responsibilities of one particular department head without relieving that person of regular departmental duties. The title of this position is usually **resident manager**. It is quite common (and logical) for the general manager to select the manager of

the rooms department to be resident manager. Responsibilities of the resident manager include serving as acting GM in the GM's absence, representing the GM on interdepartmental hotel committees, and taking responsibility for important special projects such as major hotel renovations, VIP guests, and operating reports that require renovations for the regional or corporate offices.

Exercise 3. Answer the following questions:

1. Who is a mediator between hotel and hotel's owner?
2. What is the corporative level of responsibilities of the GM?
3. What skills are a must be in possession of a GM?
4. What is the resident manager?
5. Manager of what department is usually a resident manager?
6. What are the responsibilities of a resident manager?

Exercise 4. English Grammar.

I or me? Select the correct form of the pronoun to fill in the blanks.

Some students have planned a surprise for the rest of the class and _____.

? me

? I

Would you like to come to the party with my friend and _____?

? me

? I

I don't think Anne and _____ will be able to come to the party.

? me

? I

The students gave my colleagues and _____ some beautiful presents.

? me

? I

My mother and _____ shared a piece of cake.

? me

? I

UNIT 9

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|---------------------------|-----------------------------|
| 1) patterns of authority | a) отношения подчиненности |
| 2) delegation | b) делегирование, передача |
| 3) authority | c) власть |
| 4) reporting relationship | d) умение принимать решение |
| 6) expand | e) расширять |
| 7) decision-making skill | f) давать возможность |
| 8) empower | g) уполномочивать |
| 9) assessment | h) схемы подчиненности |
| 10) enable | i) оценка |

Exercise 2. Read and translate the text:

PATTERNS OF AUTHORITY

The delegation of authority creates a chain of command, the formal channel that defines the lines of authority from the top to the bottom of an organization. The chain of command consists of a series of relationships from the highest position in the organization to the lowest. The chain of command specifies a clear reporting relationship for each person in the organization and should be followed in both downward and upward communication. Following the chain of command enables each new employee, no matter what his or her position, to know exactly for whom and to whom he or she is responsible. When designing an organizational structure, managers must consider the distribution of authority. Defined simply, authority is the organizationally sanctioned right to make a decision. Authority can be distributed throughout an organization or held in the hands of a few select employees. **Decentralization** is the process of distributing authority throughout an organization. In a decentralized organization, an organization member has the right to make a decision without obtaining approval from a higher-level manager. **Centralization** is the retention of decision-making authority by a high-level manager. Traditionally, hotel and lodging management has been very centralized,

probably due to its roots in small, owner-operated lodging. In recent years, as the hotel and lodging industry has expanded, decentralization has become a more frequent style of operation. Decentralization has several advantages. Managers are encouraged to develop decision-making skills, which help them advance in their careers. The autonomy afforded by this style of operation also increases job satisfaction and motivation. When employees are encouraged to perform well, the profitability of the organization increases. Many hotel and lodging organizations have begun to empower employees and supervisors to make decisions that typically have been made by managers. One example that we have already discussed is the use of the quality circle. For example, if a front desk agent determines that a guest's bill is incorrect, in a decentralized organization the agent has the power to make the correction immediately. If that same front desk agent determines that a guest's stay has been unsatisfactory, he or she has the power to reduce the guest's bill by an amount previously specified by management. Additional challenges, control of the process, and quality assessment become part of everyone's job, and each employee is given the authority to take positive actions that will lead to high quality and improved performance.

Exercise 3. Answer the following questions:

1. What does the chain of command consist of?
2. What are the directions of the reporting relations in a chain of command?
3. What enables each new employee to know for whom and to whom he or she is responsible?
4. What is authority?
5. What is the process of distributing authority throughout an organization?
6. Traditionally, hotel and lodging management has been very decentralized, has not it?
7. When does the profitability of the organization increase?

Exercise 4. English Grammar.

Choose whether the noun is countable or uncountable.

You have 5 minutes to complete the test.

Coffee

? Countable

? Uncountable

Water

? Countable

? Uncountable

A glass of wine

? Countable

? Uncountable

Knife

? Countable

? Uncountable

Table

? Countable

? Uncountable

Furniture

? Countable

? Uncountable

Sugar

? Countable

? Uncountable

Sand

? Countable

? Uncountable

Bus

? Countable

? Uncountable

Traffic

? Countable

? Uncountable

UNIT 10

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|----------------------|----------------------------------------|
| 1) Span of control | a) блюда перед основным блюдом |
| 2) flat organization | b) организация с прямым подчинением |
| 3) necessitate | c) делать необходимым |
| 4) tall organization | d) организация с не прямым подчинением |
| 5) appropriate | e) степень(уровень) организации |
| 6) subordinate | f) подчиненный |
| 7) appetizers | g) закуски |
| 8) entrees | h) соответствующий, подходящий |

Exercise 2. Read and translate the text:

SPAN OF CONTROL

Span of control refers to the number of people who report to one manager or supervisor. A wide span of control results in a flat organization—that is, a large number of employees reporting to one supervisor. A narrow span of control results in a tall organization, in which a small number of employees report to a supervisor, necessitating a larger number of supervisors. No formula exists for determining the ideal span of control. The following factors determine the most appropriate span of control: task similarity, training and professionalism, task certainty, frequency of interaction, task integration, and physical dispersion. When a large number of employees perform similar tasks, the span of control can be increased. When the employees perform very different tasks, the supervisor must give each subordinate more individual attention in order to keep in touch with the different types of tasks; this requires a narrower span of control. For example, the rooms department manager might easily manage the front desk agents and housekeepers until the brand standards for check-in or checkout of a guest increase in complexity and the standards for the various types of rooms and their cleaning procedure increase in detail. At this time, the rooms department manager's span of

control must be narrowed. The better trained and more skilled a subordinate is, the less supervision is required. For example, a front desk agent might require a higher level of training and skill than a room service waiter. Thus, a front desk supervisor can supervise more employees (wider span of control) than the room service supervisor (narrower span of control). Task certainty refers to the predictability of a task. Routine tasks allow management to devise standard procedures for subordinates to follow, minimizing questions about the job and widening the span of control. On the other hand, close supervision is called for when tasks are ambiguous and uncertainty is great. For example, the task of checking a guest in or out of the hotel can be documented and standard procedures can be created, so the front desk manager can have a relatively wide span of control over the front desk agents. However, because of the diversity of customers the sales manager encounters, the tasks of a hotel sales manager are less certain. The director of sales is responsible for coaching the sales managers, observing sales calls, and ensuring deal closings; these tasks require a hands-on approach that limits the number of employees the director of sales can handle, narrowing the span of control. If the supervisor-subordinate relationship requires frequent interaction, the span of control must be narrow. If interaction is infrequent, the span of control can be wide. For example, the hotel controller must review regularly the status of collections and payments with staff. In contrast, the frequency of interaction between the chief engineer and his or her subordinates is directed by written work orders in most circumstances and thus requires less direct communication, enabling a wider span of control. If the supervisor must integrate and coordinate the tasks of subordinates, the span of control narrows. For example, in the production of a meal for one table of four guests with different appetizers, salads, and entrees, the chef must have a narrow span of control to ensure that each component of the meal is assembled correctly and delivered to service personnel on a timely basis. The span of control of the executive housekeeper can be much wider because the procedure for cleaning and preparing each guest room is similar, if not exactly the same, for every room. Physical dispersion refers to the distribution of employees within the lodging establishment. For example, if the executive housekeeper has guest room attendants on 20 floors in two buildings and the front desk manager has all front desk agents located in one place, the span of control would narrow for the executive housekeeper and widen for the front desk manager. The ideal number of people that one person can supervise depends on a variety of factors. Consistent with trends in organizational structure such as teams, quality circles, and employee empowerment, many hotel and lodging organizations are widening their span of control. The objective behind these trends is to develop a flatter, more responsive organizational structure in which employees can make decisions without going through several levels of management.

Exercise 3. Answer the following questions:

1. What is a span of control?
2. What is a wide span of control?
3. What is a narrow span of control?
4. What happens when a large number of employees perform similar tasks?
5. Does the formula exist for determining the ideal span of control?
6. Which of the factors determine appropriate span of control?
7. How can the rooms department manager manage the front desk agents?
8. When is less supervision required?
9. When does the span of control narrow?
10. Why are many hotel and lodging organizations widening their span of control?

Exercise 4. English Grammar.

Present Continuous Test

Present continuous gap-fill exercise

Write questions from these words by filling the gaps.

Using is or are put the words in order.

Don't forget to put the verb into the correcting form

1)

a) - (what / do / you?)

- ?

b) - (where / study / English / you?)

- ?

c) - (who / work / today?)

- ?

d) - (work / today / you?)

- ?

e) - (you / look / at me?)

- ?

f) - (they / in a restaurant / eat?)

- ?

g) - (listen / he / to her?)

- ?

h) - (she / coffee / drink?)

- ?

i) - (surf / the net / we?)

- ?

UNIT 11

Exercise 1. Match English words and expressions with their Russian equivalents:

1) pros and cons

a) мертворожденный

2) efficiency

b) эффективность

3) rapidly

c) быстро

4) similarity

d) сходство

5) broadly

e) широко

6) stillborn

f) способствовать

7) tend

g) иметь тенденцию

8) arbitration

h) арбитраж

9) foster

i) измерять

10) measured

j) доводы 'за' и 'против'

Exercise 2. Read and translate the text:

THE PROS AND CONS OF FUNCTIONAL ORGANIZATION DESIGN

The most important strength of a functional organizational design is efficiency. The performance of common tasks allows for work specialization, which increases overall productivity. Workers develop specialized skills and knowledge more rapidly. Training is easier because of the similarity of tasks and the resulting opportunities for inexperienced workers to learn from experienced workers. This helps new employees quickly learn the kinds of behavior that lead to success and promotion. Coordination of activities within functional departments is easier than in more broadly based organizations. A functional organization fosters efficiency, teamwork, and coordination of activities within individual units. However, the functional organization's most important strength is also the source of its greatest shortcoming. The success of a hotel as a business is measured by its overall performance and not by the performance of any one department. A hotel with spotless guest rooms will not be successful if guests' front desk experiences are not up to par. Even if guests' dining experiences are superb, the hotel will fall flat on its face if its rooms are dismal. It is sometimes difficult for each department to fully appreciate its role in the overall success of the organization. It is vital that each department keep in mind the hotel-wide goals of customer service and profitability rather than focus narrowly on its own concerns. Some means must be found to coordinate the activities of functional departments and to set hotel-wide strategies and goals. A hotel's functional organization demands strong leadership. New initiatives in hotels often require cooperation and coordination between functional departments. New ideas tend to be stillborn if department heads lack a hotel-wide perspective or have difficulty coordinating their activities. The tendency to concentrate on doing things right often overshadows the organization's ability to do the right thing. The GM, as the chief executive of the hotel, emerges as the single person capable of providing the overall organizational direction, decision making, coordination, and arbitration needed to make a hotel's functional departments work together effectively. A hotel simply cannot run itself from the departmental level. Thus, the GM must be a strong leader to be effective.

Exercise 3. Answer the following questions:

1. How can the single person make a hotel's functional departments work together effectively?
2. What do new initiatives in hotels often require?
3. Does hotel's functional organization demand strong leadership?
4. A hotel with spotless guest rooms will not be successful, will not it?

5. The success of a hotel as a business is measured by someone?
6. A functional organization fosters efficiency, doesn't it?
7. What is the source of its greatest shortcoming?
8. Why is coordination of activities within functional departments easier than in more broadly based organizations?

Exercise 4. English Grammar.

Passive Verb Forms 3

Present tense passive verb forms

Type the verb in parentheses in the passive voice, then press "Check". If you need help, you can click on the "Hint" button to get a free letter. Be sure to include the adverb, if given.

Nutritional supplements _____ (consider) foods and not drugs, under the Dietary Supplement Health and Education Act of 1994.
(are considered)

The new drugs _____ (think) less likely to cause stomach bleeding.

Nearly 1 in 5 U.S. homes _____ (expect) to have a digital camera by year's end.

Accommodations are expensive but _____ (reduce/usually) by 20% or more after September.

Our company _____ (commit) to giving back to the community.

All rooms at the motel _____ (equip) with refrigerators.

Three types of RNA _____ (involve) in protein synthesis.

The course _____ (base) on research by Professor Tanaka.

The printer _____ (power) by a rechargeable battery.

Government officials _____ (see/often) as ineffective and corrupt.

Our senses _____ (bombard) with information that comes from every direction.

Many _____ (convince) that using a cell phone while driving is dangerous.

Once a project _____ (accept), you can use an online workspace to manage your project.

We hope that no action _____ (take) before we have had a chance to reply.

Activated charcoal _____ (indicate) for all tropane alkaloid poisonings.

The codex _____ (write) in a form of ancient Hebrew.

I doubt that such a policy _____ (need) at the moment.

About 500 people _____ (expect) to graduate this year.

Only 8% of new books _____ (purchase) online.

The shares _____ (price) at a modest 12 times earnings.

UNIT 12

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|----------------------------|------------------------------|
| 1) organizational chart | a) тщательно разработанный |
| 2) formal reporting | b) официальной отчетности |
| 3) authority relationships | c) отношения власти |
| 4) disaster | d) бедствие, катастрофа |
| 5) violate | e) организационная структура |
| 8) delay | f) задержки |
| 9) elaborate | g) реализация |
| 10) implementation | h) нарушать |

Exercise 2. Read and translate the text:

MEETINGS AND COMMITTEES

An organizational chart is useful in identifying the formal reporting and authority relationships of a hotel or a lodging enterprise. However, it is not of much help in coordinating administrative units at the department and subdepartment level. Consider this scenario. If the director of sales increases group bookings without consulting other hotel departments, a disaster is in the making. If the reservations department is not consulted, the sales department might guarantee more rooms to a group than are actually available at a price lower than the reservations department's quarterly goal. If the convention services manager is not consulted, necessary meeting rooms might not be available. If the food and beverage department is not consulted, the group might be sold a banquet that exceeds the hotel's capabilities. If the accounting department is not consulted, credit terms might be extended that violate the credit manager's policies. If the front office is not consulted, the group might experience lengthy delays at check-in (groups are usually preassigned rooms and keys). The executive operating committee (EOC) of a hotel, made up of the general manager and senior executives from each department, is designed to increase the level of coordination between departments.

There is no standard membership for this committee, but it usually comprises those executives who report directly to the general manager. The EOC is also responsible for a hotel's major budgetary units, such as the food and beverage and housekeeping units. EOC functions depend on how the hotel GM chooses to use the group, the GM's style, and the structure of other management meetings in the hotel. Typically, the EOC meets weekly, focusing on matters ranging from day-to-day operational issues (daily function schedules and labor and food cost control) to comparing budgets with actual operating results. Many hotels increase communications through an elaborate structure of additional committees and meetings, including some or all of the following: operations, staff, sales forecast and marketing, departmental, subdepartmental, credit, safety, energy conservation, and employee meetings. The operations committee comprises the general manager, department heads, front office manager, manager on duty, and representatives from housekeeping, security, engineering, and food and beverage. This committee might meet four or five times per week for 15 to 20 minutes to review upcoming activities and assess the results of previous activities. The staff committee might include the GM, department heads, and all subdepartment heads who report to the department heads. This committee, which might meet weekly for one or two hours, reviews the prior week's performance, the current week's activities, the next week's plans, and special projects. The staff committee also presents performance awards to employees. The concept of forecasting, pioneered by Conrad Hilton (see Box 2-1), was introduced in chapter 1. The sales forecast and marketing committee might meet one to four times per month for several hours so the GM and department heads can review room demand for the coming 90 days and devise strategies to increase room nights (and thus bring in more revenue) and to increase average daily rates by up-selling potential guests to higher-rated rooms with perhaps more amenities or services. The departmental committee consists of the department head and his or her subdepartment heads, managers, and supervisors. Meeting once or twice per month for an hour or so, the group reviews departmental issues. Similarly, subdepartment committees meet monthly for about an hour so the subdepartment head, managers, and supervisors can address issues unique to their subdepartment, such as the selection of a new type of floor cleaner by the housekeeping department or a more energy-efficient light bulb by the engineering department. The credit committee includes the general manager, the controller, sales, the front office, reservations, catering, and the credit manager. Meeting monthly for an hour, the committee reviews those guests and clients of the hotel who were granted credit but have not settled their account. The safety committee typically comprises representatives from human resources, food and beverage, housekeeping, and engineering. Meeting monthly for an hour or so, the committee reviews safety programs and safety records, addresses problems, and discusses the implementation of new safety regulations. In some full-service hotels, an energy conservation committee includes the chief engineer, resident manager, food and beverage staff, human resource representatives, rooms staff, and housekeeping representatives. The committee typically meets monthly for an hour to discuss strategies and programs for controlling energy costs. Most full-service hotels

convene a monthly meeting or at least an annual meeting of all hotel management and employees to review performance and to distribute awards. This event ranges from an hourlong meeting to a company-wide celebration lasting several hours.

Exercise 3. Answer the following questions:

1. What is the scenario if the director of sales increases group bookings without consulting other hotel departments?
2. What can happen if the food and beverage department is not consulted?
3. What can happen if the convention services manager is not consulted?
4. What can happen if the accounting department is not consulted?
5. What can happen if the front office is not consulted?
6. Who are the members of the executive operating committee (EOC)?
7. Does the safety committee typically comprise representatives from human resources, food and beverage, housekeeping, and engineering?

Exercise 4. English Grammar.

Present Simple Test

Simple Present gap-fill exercise

- 1) He (...) his job, it's boring. (not like)
- 2) They (...) in a small flat. (not live)
- 3) She (...) German on Mondays. (not study)
- 4) I (...) breakfast at 8.00 am. (not eat)
- 5) I (...) from home. (not work)
- 6) We (...) computers. (not use)
- 7) They're not very good students, they (...) their homework. (not do)
- 8) He (...) to work, he always drives. (not walk)

9) Mr Bean (...) German in London. (not teach)

10) His students (...) German in class. (not speak)

Simple Present gap-fill exercise. Fill the gaps with the correct form of verbs:

1) He (...) his job, it's fun.

2) They (...) in a small flat.

3) She (...) German on Mondays.

4) I (...) breakfast at 8.00 am.

5) I from home.

6) We (...) computers.

7) They're very good students, they always (...) their homework.

8) He never (...) to work, he always drives.

9) Mr Bean (...) English in London.

10) His students (...) a little English.

UNIT 13

Exercise 1. Match English words and expressions with their Russian equivalents:

1) resistance

a) предпринимательство

2) evolving

b) развивается

3) foresee

c) предвидеть

4) hotel properties

d) противодействие

5) diversity

e) разнообразие

6) heterogeneous sexually	f) сексуально разнородный
7) encouragement	g) поощрение
8) entrepreneurship	h) акционер
9) shareholder	i) сдача в субподряд
10) outsourcing	g) гостиничной недвижимости

Exercise 2. Read and translate the text

THE FUTURE ORGANIZATION OF HOTELS

As new business practices are evolving as fast as our technologies, resistance to change has become a primary cause of business failure. The future success of a hotel will be driven in large part by the ability to foresee and capitalize on change. As we go through global transitions, the successful hotel will examine the key factors that will not only define success but also the ability to survive in coming years. These key organizational trends must be acknowledged by the successful hotel organization: visionary leadership, globalization, diversity, flexibility, flat structure, customer focus, zero defects, network orientation, and being in the information fast lane. The organization must be able to respond to increasingly globalized sales, the movement to maintaining sales offices in many countries and hotel properties across the globe, and an increasingly globalized labor market. Intercontinental Hotels Group recently introduced a new organization structure to more efficiently use regional and global resources to drive higher levels of innovation, customer focus, and revenues. Diversity means the organization must respond to a workforce that is heterogeneous sexually, racially, and chronologically; innovation and conflict/communication issues; and different styles of interaction, dress, presentation, and physical appearance. Flexibility in the modern hotel organization means assuring that systems, processes, and people can respond differently to different situations; fewer detailed rules and procedures; greater autonomy and encouragement of initiative; customizing employment relationships to include telecommuting and job-sharing; and lifetime employability rather than lifetime employment. The trend toward flatness in hotel organizations means fewer levels of management, workers empowered to make decisions, and fewer differences in responsibility. The organization's employees need to believe in a sense of entrepreneurship that reacts proactively to market diversity. Traditional organizations that follow well-documented rules must give way to leaders who can balance a sense of discipline with one of flexibility. If the customer is king or queen in the 21st century, hotel organizations will be best served by focusing less on their hotel assets as measures of success and more on their customers. This involves a fundamental shift from viewing the real estate

asset as the wealth creator to seeing the customer as the key to building shareholder wealth. A customer focus must reflect business decisions at all levels of developing and operating a hotel organization. Pursuing such a course will inevitably impact shareholder wealth. The Japanese concept of zero defects in products and services can yield tremendous benefits for a hotel business organization. In practical terms, the hotel industry finds it extremely difficult to meet the standard of zero defects in service. Hotel services are based primarily on people, not on computers or other equipment. Twenty years ago, a business executive did not expect a consistent and predictable level of service wherever he or she traveled. Today that is the standard, not the exception, as is the expectation of sophisticated technology in hotel rooms to support business needs. With customer discrimination so acute, it is not surprising that brand loyalty is a diminishing commodity in the hotel industry. Today's hotel organization must recognize the need for visionary leadership. The old command-and-control model of leadership is giving way to a focus on leadership in ideas, information, inspiration, vision, and teamwork. A failing hotel organization is over managed and underled. The networked hotel organization can facilitate direct communication across unit and property boundaries, ignoring the chain of command; cross-unit team structures; outsourcing and downsizing; strategic alliances with competitors and others; customization; and decentralization. Being in the information fast lane is critical. The traditional role of information technology as a back office support for accounting and bookkeeping has clearly moved to front and center stage. Information technology today influences all aspects of business from corporate strategies to organizational structure. Technology was once viewed as a way to reduce costs by replacing people. That attitude has been firmly supplanted by the idea of seeking information technology support for the creative work all organizations must pursue. Information technology must enable organizations to react more speedily to market needs and, of course, produce the fulfillment of customer demands both quickly and accurately. To do this it must operate on a decentralized basis. Information technology delivers, but it has to deliver the right information to the right people at the right time.

Exercise 3. Answer the following questions:

1. What must be acknowledged by the successful hotel organization?
2. There is no need in the ability to foresee and capitalize on change, isn't it?
3. Why did Intercontinental Hotels Group recently introduce a new organization structure?
4. What does Diversity mean?
5. What does Flexibility mean?
6. Who is the king or queen in the 21st century?

7. What is the The Japanese concept?
8. Why is Being in the information fast lane so critical?
9. What is Information technology aim in the hotel industry?

Exercise 4. English Grammar.

Past Progressive Passive

Type the past progressive passive form of the verb in parentheses (for example, was being written), then press "Check". If you need help, you can click on the "Hint" button to get a free letter.

The singer filed the police report because he said he _____ (stalk) by an obsessed fan.

(was being stalked)

The witness said he had not come forward earlier because he _____ (blackmail) by the defendant.

Some of the exhibits in the museum _____ (renovate) when I last visited it.

No work _____ (do) when we arrived at the site.

There were technical problems while your order _____(process).

The machine _____ (repair) when the explosion occurred.

The police said the man _____ (hold) for questioning in regard to a series of robberies in the area.

The hospital said the actor _____ (treat) for minor injuries.

They said the old church was closed because it _____ (turn) into a night club!

Major changes _____(plan) when the Minister suspended the council.

UNIT 14

Exercise 1. Match English words and expressions with their Russian equivalents:

- | | |
|----------------------|-------------------------------------------|
| 1) staffing system | a) кадровая система |
| 2) ongoing challenge | b) текущая (каждодневная) задача |
| 3) annual turnover | c) годовой оборот |
| 4) in excess | d) более |
| 5) take into account | e) принимать во внимание |
| 6) enhance | f) совершенствовать |
| 7) Well-thought-out | g) продуманный |
| 8) conduct | h) проводить |
| 9) referral | i) лицо, передаваемое в другую юрисдикцию |
| 10) flexible | g) гибкий, свободный |

Exercise 2. Read and translate the text

THE HOTEL STAFFING SYSTEM

Staffing, which is one of a hotel's most important management functions, is an ongoing challenge because of the high rate of employee and manager turnover. Full-service hotels can experience annual turnover rates in excess of 100 percent in certain employee classifications. Some managers consider an annual employee turnover rate of 33 percent low. (In other words, in a single year, one-third of a hotel's employees must be replaced.) At this rate, the entire hotel must be completely restaffed every three years. The higher the turnover rate, the larger the number of employees who must be replaced. For example, if a hotel with 450 employees has a 75 percent annual turnover rate, it will be completely restaffed every 16 months. Staffing is the responsibility of the human resources department. In an attempt to reduce employee turnover, hotel and lodging businesses are giving increasing attention to job design, seeking to enhance those job characteristics that give the employee the greatest satisfaction and motivation. Good job design must take into account the needs

of employees as well as the demands of the job. Well-thought-out job design begins when management conducts a job analysis—that is, a thorough evaluation of the specific tasks performed for a particular job and the time required to perform them. Job analysis is an ongoing process, as many jobs change with improvements in technology and pressure to improve product quality. The job analysis is the basis for the job description and job specification. A **job description** includes the job title, pay, a brief statement of duties and procedures, working conditions, and hours. The **job specification** is an outline of the qualifications necessary for a particular job. In response to the limits of specialization, organizations can redesign jobs to improve coordination, productivity, and product quality while responding to an employee's needs for learning, challenge, variety, increased responsibility, and achievement. Such **job redesign** often involves job rotation, the systematic movement of employees from one job to another; job enlargement, an increase in the number of tasks an employee will do in the job; job enrichment, the attempt to give the employee more control over job-related activities; and flextime, a flexible work schedule that permits employee input in establishing work schedules. In team-driven job redesign, a concept similar to job rotation, employees can transfer back and forth among teams that provide different services or products.

Hotels recruit employees from a variety of sources. Newspapers and employee referrals are used to recruit nonskilled hourly employees. Supervisory and management employees generally are recruited through colleges and universities, promotions from within, professional associations, and management recruiters. Hotels that take more time in making their selections are more successful in retaining employees. Discussions of employee training and development often concentrate on training techniques without giving a full explanation of what a hotel is trying to accomplish. As training and development impart job skills and educate employees, supervisors, and managers, they also improve current and future employee performance, which affects the bottom line. Effective training includes problem solving, problem analysis, quality measurement and feedback, and team building. **Performance evaluation**, also called performance appraisal, is the systematic review of the strengths and weaknesses of an employee's performance. The major difficulty in a performance appraisal is quantifying those strengths and weaknesses. The performance of some jobs is easy to quantify, while for others it is more difficult. An important part of the appraisal process is a well-established job description, so that the employee and the supervisor have similar expectations. **Compensation** includes the monetary and nonmonetary rewards that managers, supervisors, and employees receive for performing their jobs. In order to set compensation levels, the human resources department must periodically conduct job evaluations, which determine the value of the job to the hotel. Knowledge of the value of the job to the organization and of wage rates for each job classification allows the hotel to establish a fair compensation policy.

Exercise 3. Answer the following questions:

1. Why is staffing an ongoing challenge?
2. When will a hotel be completely restaffed, with a 75 percent annual turnover rate?
3. What is the responsibility of the human resources department?
4. What does a job description include?
5. What is the job specification?
6. How do hotels recruit employees?
7. What is a performance appraisal?
8. What does the Compensation include?
9. . What must the human resources department periodically conduct in order to set compensation levels?

Exercise 4. English Grammar.

Passive sentences with modals.

Choose the appropriate form of the verb for each sentence.

Some people _____ to defeat the copy protection scheme.

- ? might tempt
- ? might be tempted
- ? should be tempted
- ? should be tempt

Mussels _____ in a pan with holes so they can drip.

- ? should store
- ? should be stored
- ? should be store
- ? should being stored

Scientists are convinced that memory _____ even late in life.

- ? must improved
- ? can be improved
- ? must improve
- ? can be improve

What percentage of your portfolio _____ to bonds?

- ? should be allocate
- ? should be allocated
- ? should allocate

? should to be allocated
An Ethernet adapter _____ separately for PlayStation 2.

- ? must to be purchased
- ? must being purchased
- ? must be purchased
- ? must purchased

The doctor said the patch _____ no more than once a day.

- ? could be applied
- ? could apply
- ? could be apply
- ? could to be applied

Alzheimer's disease _____ to homocysteine, a normal diet byproduct.

- ? should be linked
- ? can to be linked
- ? may be linked
- ? can linked

The researchers said the anomaly _____ in two different ways.

- ? could to be explained
- ? could explain
- ? could explained
- ? could be explained

I _____ at 555-203-4972.

- ? should reach
- ? can reach
- ? can be reached
- ? should be reached

Letters to the editor _____ for brevity and clarity.

- ? should be edit
- ? should edited
- ? may be edited
- ? may be edit

Printing systems are becoming so small that scientists believe that tiny electronic circuits of _____ by special inkjets.

- ? could print
- ? could to be printed
- ? could be printed
- ? could be print

The company _____ info@theirsite.com.

- ? can be contacted
- ? can contact
- ? might be contacted
- ? might contact

A government spokesperson said today that certain popular nutritional supplements _____ later this year.

- ? might being banned

- ? might be ban
- ? might be banned
- ? might to be banned

This is part of a boom in memory training, or what _____ mental aerobics.

- ? could be called
- ? could be call
- ? must called
- ? must to be called

He said that evil is real and _____.

- ? must be oppose
- ? must to be opposed
- ? must be opposed
- ? must opposed

Educators in the United States disagree over the age at which kids _____ to computers.

- ? should be introduce
- ? should to be introduced
- ? should be introduced
- ? should introduce

Cross-country skiing equipment _____ at many ski shops.

- ? can be rent
- ? can rent
- ? might be rent
- ? can be rented

Microsoft _____ to remove Media Player from Windows.

- ? might forced
- ? may be force
- ? might force
- ? may be forced

The company, which has been in negotiations with the union for over a month, said something _____ soon.

- ? might being worked out
- ? might be work out
- ? might being work out
- ? might be worked out

The blood tests _____ at an approved laboratory.

- ? must be perform
- ? must to be performed
- ? must be performed
- ? must perform

UNIT 15

Exercise 1. Match English words and expressions with their Russian equivalents:

Exercise 2. Read and translate the text

- | | |
|----------------------------|------------------------------------|
| 1) bachelor | a) объективное признание |
| 2) most likely | b) вероятнее, скорее всего |
| 3) objective recognition | c) четкое решение |
| 5) implications | d) последствия |
| 6) clear-cut decision | e) главный исполнительный директор |
| 7) consistently | f) последовательно |
| 8) integrity | g) целостность |
| 9) chief executive officer | h) охватывать, включать |
| 10) encompass | i) бакалавр |

CAREER PATHS AND OPPORTUNITIES

If you complete your course of study and graduate with a bachelor of science degree in hotel management, most likely you will enter the business at the managerial level. Along the way you will have learned that a successful manager provides clear direction, encourages open communication, coaches and supports people, provides objective recognition, establishes ongoing controls, follows up and gives subordinates feedback, selects the right people to staff the organization, understands the financial implications of decisions, encourages innovation and new ideas, gives subordinates clear-cut decisions when needed, and consistently demonstrates a high level of integrity. There are three levels of management careers in the hotel or lodging business: first-line, middle, and top. First-line refers to those who have day-to-day contact with the guests and clients of a lodging business. The first-line manager oversees the work of the supervisors and line employees. In a hotel or lodging business, first-line positions may include assistant manager of housekeeping, assistant front office manager, and assistant restaurant manager. First-line managers are responsible for a hotel's basic work, such as checking guests in and out, making up the guests' rooms, and preparing and

serving the meals. First-line managers are in daily or near-daily contact with line employees. Middle management of most hotel or lodging businesses includes the department manager, general manager, and any position between those levels. Depending on the size of the hotel, the regional manager (who supervises the general managers of the hotels in his or her region) can also fall into this category. Unlike first-line managers, those in middle management plan, organize, lead, and control other managers' activities and are responsible for the performance of their departments. Top management comprises a small group of managers such as the chief executive officer, president, or vice president. Top management is responsible for the performance of the entire hotel business as well as for supervision of the middle managers. The top manager is accountable to the owners of the financial resources used by the organization, such as the stockholders or executive board. As you have already seen, there are numerous attractive careers in the hotel and lodging business. The following is one of the many paths your career might follow:

1. Assistant manager of the reservations department
2. Reservations department manager
3. Rooms department manager
4. Resident manager
5. General manager
6. Regional manager

In a full-service hotel or lodging business, the movement from entry-level position to general manager might encompass 15 years. Career advancement in a limited-service hotel or lodging business can occur more rapidly. A career in a limited-service hotel or lodging establishment might commence at the assistant general manager level, with movement to general manager within three years and to district or regional manager within five to eight years. This accelerated pace is due in large part to the more restricted range of services the manager must master before advancing.

Exercise 3. Answer the following questions:

1. What likely happens if you complete your course of study and graduate with a bachelor of science degree in hotel management?
2. What must a successful manager do?
3. What are levels of management careers?
4. What does the first-line manager do?
5. What does Middle management do?
6. What does top management do?

7. What are careers in the hotel and lodging business?

8. How long would it take to move from entry-level position to general manager?

9. What can you achieve within three years?

Exercise 4. English Grammar.

Verbs used in active or passive voice.

Choose the appropriate form of the verb for each sentence.

The telephone _____ by Alexander Graham Bell in 1876.

? was invented

? invented

The "Missa Brevis in F" _____ by Mozart when he was 18.

? was composed

? composed

Alexandre Gustave Eiffel _____ the Eiffel Tower for the Paris Exposition of 1889.

? was designed

? designed

The novel Oliver Twist _____ by Charles Dickens in 1838.

? was written

? wrote

The fresco of "The Last Judgment" _____ by Michelangelo between 1536 and 1541.

? was painted

? painted

Scientists now believe that the Druids _____ Stonehenge.

? wasn't built

? didn't build

The first volume of the Lord of the Rings _____ in 1954.

? was published

? published

The Eiffel Tower _____ by Alexandre Gustave Eiffel for the Paris Exposition of 1889.

? was designed

? designed

The mathematical constant pi _____ by Archimedes.

? was discovered

? discovered

Archimedes _____ the mathematical constant pi.

? was discovered

? discovered

Michelangelo _____ the fresco of "The Last Judgment" between 1536 and 1541.

? was painted

? painted

Alexander Graham Bell _____ the telephone in 1876.

? was invented

? invented

Mozart _____ the "Missa Brevis in F" when he was 18.

? was composed

? composed

Scientists now believe that Stonehenge _____ by the Druids.

? wasn't built

? didn't build

Charles Dickens _____ the novel Oliver Twist in 1838.

? was written

? wrote

Allen and Unwin _____ the first volume of the Lord of the Rings in 1954.

? was published

? published

Keys U2,E4 (1u, 2i, 3r, 4t, 5o, 6d, 7t, 8u, 9o, 10o)

Hotel Terminology

Hotel Terminology means definition of different terms used widely in Hospitality worlds.

Complimentary: The room is occupied by the guest but he is not charged for using. This sort of offers are given to very regular customers.

Did not check out (DNCO) : The guest had made arrangements previously to settle their account did not actually come to the front desk or inform them to check out. Here you have to remember that the guest is not a skipper as he has settled his account.

Do not disturb: The guest has requested not to be disturbed. This is usually indicated with a sign left hanging on the room's door knob or electronically by a red light indicator outside the guestroom door. This is one of the most popular terms of hotel industry.

Due Out: The guest is expected to leave after the following day's check out time.

Late check-out: The guest has requested and is being allowed to check out later after the standard check out time which is usually 11 am or 12 noons. If you are a front desk agent then you have to take special Care before grant this as you have to determine whether a late check-out charge should be added and the guest informed or no charge should be implemented.

Lock-out: The room is being locked and guest will not be allowed to enter until he is cleared by a hotel official.

Occupied: The guest is registered to the room and has not checked out yet.

On change: The guest has just left and the room is under process of cleaning by housekeeping staffs that is why it is still not ready to resale.

Out of Order: The room is not ready for sell may be because of maintenance, extensive cleaning, refurbishing etc.

Skipper: The guest just left the hotel without making arrangements to settle his account. The previous term DNCO is used in those cases when guest makes arrangements. This is the basic difference between these two terms. Skipper is also known as a walk-out.

Sleeper: This term indicates unprofessionalism of the front desk agent. This situation occurs when the front desk has not updated their room status information. The guest has settled their account and left the hotel but this is not recorded in the front desk records.

Sleep-out: The guest registers into the room but does not use the bed.

Stayover: The guest has registered the room and not expected to check out today and will remain at least one more night.

Vacant & Ready (V/R): The room has been cleaned and fully ready for resell.

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