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Методичні вказівки
для організації практичної роботи
з дисципліни

«ІНОЗЕМНА МОВА
(за професійним спрямуванням)»

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Unit I. Management

Text 1

What is management?

Complete the text using these words:

analyse	communicate	contribute	divide	form
improve	measure	commercialize	perform	risk
select	train	understand	use	work out

You want me to explain what management is? Well, I guess I can manage that! Actually, management as we (1) It today is a fairly recent idea. Most economists in the eighteenth and nineteenth centuries, for example, wrote about factors of production such as land, labour and capital, and about supply and demand, as if these were impersonal and objective economic force which left no room for human action. An exception was Jean-Baptize Say, who invented the term “entrepreneur”, the person who sees opportunities to (2) resources in more productive ways.

Entrepreneurs are people, who are alert to so-far undiscovered profit opportunities. They perceive opportunities to (3) new technologies and products that will serve the market better than it is currently being served by their competitors. They are happy to (4) their own or other people’s capital. They are frequently unconventional, innovative people. But entrepreneurship isn’t the same as management, and most managers aren’t entrepreneurs.

So, what’s management? Well, essentially a matter of organizing people. Managers, especially senior managers, have to set objectives for their organization, and then (5) how to achieve them. This is true of the managers of business enterprises, government departments, educational institutions, and sports teams, although for government services, universities and so on we usually talk about administrators and of the organization and the relations among them. They (7) the work into distinct activities and then into individual jobs. They (8) people to manage these activities and perform the jobs. And they often need to make the people responsible for performing individual jobs (9) effective teams.

Managers have to be good at communication and motivation. They need to (10) the organization’s objectives to the people responsible for attaining them. They have to motivate their staff to work well, to be productive, and to (11) something to the organization. They make decisions about pay and promotion.

Managers also have to (12) The performance of their staff, and to ensure that the objectives and performance targets set for the whole organization and

for individual employees are reached. Furthermore, they have to (13) And develop their staff, so that their performance continues to (14)

Some managers obviously (15) these tasks better than others. Most achievements and failures in business are the achievements or failures of individual managers.

Text 2

Managers and study of management

Managers are responsible for achieving results through the specialized efforts of other people, individually, in groups, or in organizations. Management is the process undertaken by one or more individuals to coordinate the activities of others to achieve results not achievable by one individual acting along.

Why study management? a. Because managers guide and direct the organizations that provide goods and services upon which society depends. In doing so, managers serve a critical function. b. Because many individuals who aren't trained as managers often find themselves in a managerial positions. Studying management better equips individuals to handle managerial responsibilities. c. Because new approaches and skills in management are needed in order to regain U.S. competitiveness internationally.

Contributors to the evolution of management are comprised of three groups: 1. Practicing managers who described their own experience and generalized principles from those experiences which they believed could be applied in similar situations. 2. Social and behavioral scientists who study management as a social phenomenon using scientific methods. 3. Engineers, sociologists, psychologists, lawyers, economists, accountants and etc who represent a middle ground between management as practice and management as science perspectives to studying management.

There is no single accepted management theory, and these three different perspectives can't be neatly classified. They provide different ways of approaching management tasks. Although they are discussed in order of their development in history, no one has super ceded the other.

An interesting lesson in the timelessness of management history: Atilla the Hun, king of the Huns who invaded the Roman Empire. His management principles, that still apply today, include: 1. Committed leaders have wisdom, sincerity, authority and courage. 2. A leader must have followers' trust and respect. 3. Stupidity is avoided by listening. 4. Leaders should encourage creativity, and the freedom to act when consistent with a nation's goals. 5. Provide directions to subordinates. 6. Never delegate matters that require direct attention. 7. Never reward someone for doing less than expected. 8. Grant small rewards for light tasks, reserve big rewards for major tasks. 9. Honor all commitments made during negotiations.

There are 3 approaches to management thought: **1. Classical approach** was launched in the 1900s by engineers to study how to increase the efficiency and productivity of a rapid expanding work force. They develop extensive knowledge on

plant and job design, work methods and other aspects of managing work. The effort expanded into studying problems of emerging large, complex organizations. Three activities were identified as functions which comprise the management process: a. planning – determining organizational objectives and how to meet them; b. organizing – designing and developing an organization objectives and how to meet them; c. controlling – ensuring that actual organizational performance conforms to planned performance. **2. Behavioral approach** focuses on the interrelationship between people and work helping managers become more effective in managing people. It was developed partly because the Classical sometimes failed to improve efficiency and harmony. It concentrates on motivation, leadership, communications and work groups. **3. Management Science approach** applied math and statistics to managing operations. The computer is the key tool. There are 2 attempts to integrate the 3 approaches. They are: 1. System approach – views organizations as a total system comprised of a group of interrelated departments contributing to a single purpose. 2. Contingency approach – argues that there is no one best way to manage. The best management approach depends on the situation.

All modern managers face 3 tasks: 1. Managing work and organization – managing to ensure the organization’s work gets done and managing the overall organization. 2. Managing people – communications with, and motivating and leading employees; requires an understanding of interpersonal relations and group behavior. 3. Managing production and operations – managing the organization’s production function but also focusing on wide class of problems.

I. Read and translate the text.

II. Write T for the true and F for the false beside each of the following statements.

_____ 1. It is difficult to find anyone who is neither a manager nor affected by the decisions of a manager.

_____ 2. Managers coordinate actions of others to obtain results which can’t be obtained by one person acting along.

_____ 3. As a field of study, management has evolved from the effort of three groups of contributors – practicing managers, social and behavioral scientists and engineers.

_____ 4. The classical, behavioral and management science perspectives agree on what comprises management’s tasks.

_____ 5. The behavioral approach developed partly because the Classical approach sometimes failed to improve workplace harmony and efficiency.

_____ 6. Planning, organizing and leading are the three functions of the management process identified by the classical theorists.

____ 7. In the author's opinion, the management of work involves managing people, production and operations and work and organizations.

____ 8. The management science approach draws much of its perspective on management from the behavioral approach.

____ 9. According to Attila the Hun, effective leaders are wise, sincere, authoritative and good listeners.

____ 10. To thrive in the 1990s, organizations must emphasize a behavioral Approach to management.

III. Match each approach to management with the correct characteristics.

- A. Systems Approach
- B. Behavioral Approach
- C. Management Scientific Approach
- D. Classical Approach
- E. Contingency Approach

____ 1. Uses math and statistics as aids in managing operations.

____ 2. Argues that managers must assume a broad perspective to their jobs.

____ 3. The first attempt to study modern management.

____ 4. Focuses on helping managers become more effective in managing people.

____ 5. The effectiveness of management methods depends on the situation.

IV. Select the best response for the each of the following questions.

1. According to the text, we study management because

a. as subordinates in organizations, understanding management tends to improve relationships with our supervisors.

b. managers depend on society to achieve organizational objectives.

c. many individuals who aren't trained in management skills find themselves in management positions.

d. all of the above.

2. Defining organizational objectives and strategy refers to the _____ managerial function.

a. planning

c. organizing

Text 3

The quality of working life

Over the last thirty years, a new approach to management has been developing. Those favoring it say that the way to increase workers' efficiency is to improve their job satisfaction and motivation. Followers of the quality of working life movement (QWL) have been trying out various methods of making work more interesting. These include job enlargement, job enrichment and new forms of group work.

With job enlargement, the worker is given additional task to perform. Thus, the operator of a word-processor may be asked to do filing duties as well. Job enrichment involves giving extra responsibilities to workers such as production planning, quality control and technical development of equipment. In some organizations, special types of work groups have been formed where workers share responsibility for certain tasks. For example, at the Volvo car plant in Kolmar, Sweden, assembly workers do not work on a moving production line. They are organized into thirty teams of fifteen to twenty members. They have their own tasks like assembling heating and electrical systems and they work in their own part of the factory.

As can be seen, the basic idea of QWL is that a worker should have an interesting, even challenging job. QWL encourages managers, therefore, to be sensitive to the needs of employees.

The root of the QWL movement can be traced back to the 1920s and 1930s. It was at this time that the famous Hawthorne Studies were carried out. These were held at the Hawthorne plant of the Western Electric Company in Chicago, USA, from 1927-32. Most of the studies were directed by Professor Elton Mayo, a Harvard University psychologist. Their aim, initially, was to evaluate the factors influencing productivity. However, the researchers soon directed their attention towards studying people, especially their social relationship at work.

It all began when the Hawthorne Company investigated the effect of factory lighting on production and workers' morale. They found out that the groups of workers who were studied increased their output whether the lighting was improved or not. This led them to look at the human factor influencing efficiency. To help them in their search, they brought in Professor Elton Mayo and his colleagues.

He directed a series of experiments on how working conditions affected output. In the early experiments, his subjects were a group of girls who assembled telephone equipment. Such things as lighting, lunch time, rest periods, wall colors, pay and temperature were varied to see how they affected productivity. The researchers generally discussed the changes with the girls before putting them into effect. Once again, it was found that there was an increase in productivity whether conditions were made better or worse.

The researchers began looking for other factors which would explain the increased productivity. They realized that their study was also about workers' attitude and values. It was clear that the girls had developed a high moral during the experiment and had been motivated to work hard. This high moral was put down to

several factors. First, the girls had enjoyed feeling they were especially selected for the study and were receiving a lot of attention from management. Secondly, they had developed good relationships with each other and with their superior during the experiment. This was because they had been fairly free to work at their own pace and to divide their work up amongst themselves. Lastly, the good relationships and social contacts had made their work more enjoyable.

This experiment was followed by many others. The researchers came to the conclusion that social relations among workers and between workers and their bosses affect output, the quality a work and motivation. Another important finding was that a worker needs more than money and good working conditions to be productive. The feeling of belonging to a group, and his/her status within that group, strongly affect his/her behavior – even if the group is an unofficial or informal one.

It is said that Elton Mayo founded the human relations school whose offspring is the Quality of Working Life movement. He directed and publicized the Hawthorne experiments which have been so influential to this day. The conclusions of the study challenged the theory of Scientific Management put forward by Frederick W. Taylor. Both men, however, changed the course of management thinking.

I. Read and translate the text.

II. Decide whether the following statements *true* or *false*.

1. Managers who believe in QWL are experimenting with new ways or organizing work.
2. The idea of work enlargement is to make work more satisfying for an employee.
3. Job enrichment involves giving workers more tasks of the same level of difficulty.
4. The Kolmar car plant is efficient because workers specialize in one task.
5. The QWL approach makes managers more aware of their workers' interests.

III. Answer the following questions.

1. In what way did the Hawthorne experiments change direction?
2. In Mayo's experiments how changes in working conditions did affected the workers he studied?
3. Why did the group of girls become more efficient?
4. According to the researchers, what other factors, besides money, affect a worker's productivity?
5. Why have Mayo's experiments been so influential?

IV. Complete the sentences with the correct word or phrase.

1. People work harder if they know that someone is _____ in their progress.
a. enthusiastic b. interesting c. interested
2. Nothing has been announced but we have heard _____ that the company secretary has resigned.
a. formally b. officiously c. unofficially
3. Friendly _____ no longer exist between members of the sales department because some got bonuses and others did not.
a. relations b. contacts c. connections
4. _____ in the Production Department is low because the workers have heard about the plans to reduce the work force.
a. morale b. feeling c. moral
5. This is a useful _____.
a. equipment b. machine c. machinery
6. We have carried out _____ into the effect of lighting on our workers' productivity.
a. a research b. some research c. researches
7. Strikes can be avoided if managers are _____ to the feelings of their employees.
a. aware b. sensible c. sensitive
8. Some people like to work at their own _____.
a. beat b. motion c. pace
9. We have several proposals for increasing sales. We must _____ the merits of each of them.
a. cost b. value c. evaluate
10. Has the change in exchange rates had any _____ on the cost of your raw materials?
a. result b. affect c. effect

Text 4

Motivation

The work of managers is to ensure that staff works efficiently in an organization. To achieve this, it is clear that managers must know what motivates people. By understanding the factors influencing motivation, they can create the conditions in which employees will perform to their maximum potential.

One of the best known theories of motivation was put forward by an American psychologist, Abraham Maslow, in a book entitled *Motivation and Personality*. In his theory, he presented a hierarchy of needs. He identified certain basic human needs and classified them in an ascending order of importance. Basic needs were at the bottom of the hierarchy, higher needs at the top. His classification is shown below:

Physiological needs – these were things required to sustain life like food, water, air, sleep etc. Until these needs are satisfied, Maslow believed, other needs will not motivate people.

Security needs – they are the needs to be free from danger, physical pain and loss of job. They include the need for clothing and shelter.

Social needs – A human being needs to belong to a group, to be liked and loved, to feel accepted by others and to develop affiliations.

Esteem needs – after people have satisfied their social needs, they want to have self-respect and to be esteemed by others. They have a need for power, status, respect and self-confidence.

Self-actualization needs - these are the highest needs, according to Maslow. They are the desire to develop, to maximize potential and to achieve one's goals.

Maslow said that people satisfied their needs in a systematic way. When a need had been met, it stopped being a motivating factor. For example, if a person was starving, he would not be too concerned about security and social needs. But once he had enough food, he would start thinking about those other needs.

Research into Maslow's theory has not been very conclusive. Studies have tended to show that needs vary greatly among individuals. At the levels in a company, self-actualizing needs may be very strong whereas at lower levels, social and security needs may be dominant.

Another theory of motivation, which has been very popular with managers, is Frederick Herzberg's "two-factor" theory. Herzberg conducted a number of studies in the region of Pittsburgh, USA, in the late 1950s. He concluded that at work there are certain factors which cause job satisfaction while others lead to dissatisfaction.

The group of factors bringing about satisfaction were called "motivators". They include things like a challenging job, responsibility, advancement, recognition etc. These factors give rise to positive satisfaction. Herzberg called the other group of factors "hygiene" or "maintenance" factors. These include company policy and administration, salary and fringe benefits, job security, status and personal life. These factors are considered to be only "dissatisfiers", not motivators. If they do not exist,

they cause dissatisfaction. If they do exist in quality, they do not give increased satisfaction.

Hertzberg's two-factor theory is shown in the following diagram. It is worth noting that the hygiene factors refer to the context of the job – the conditions of work – while the motivators refer to job content.

I. Read and translate the text

II. Decide whether the following statements *true* or *false*.

1. According to Maslow people are not concerned about achieving their personal goals in life unless they have satisfied their physiological needs.
2. Senior managers who want to become company directors have self-actualization needs which they wish to satisfy.
3. Herzberg, like Maslow, believes that people satisfy their needs systematically.
4. Herzberg believed that workers would not necessarily work harder if they earned more money.
5. Job security is one of the most important factors which motivate employees.
6. The purpose of job enrichment programmes is to increase worker motivation.

III. Find words or phrases in the text which mean the same as the following:

1. the most somebody or something is capable of
2. system of lower and higher ranks
3. respected, admired
4. a person's position in relation to others
5. final; putting an end to uncertainty
6. feeling
7. becoming popular or fashionable

IV. Complete the following sentences with words opposite in meaning to the words in italics.

e.g. *interesting* He does not like his job because it is *uninteresting*.

1. *satisfied* Workers become _____ if their jobs offer no challenge.
2. *conclusive* Since the report was so _____, no recommendations were made.
3. *responsible* _____ behaviour by staff can be costly to an organization.
4. *popular* Managements become _____ if they fail to pay bonuses.
5. *respect* No manager likes a subordinate to be _____.
6. *secure* A worker who feels _____ in his job will probably not be committed to the firm he works for.

7. *social* People who work _____ hours, for example at night-time, generally receive extra pay.
8. *efficient* Nowadays, it is not easy to get rid of an employee who is _____.

Text 5

Strategic planning

An organization is guided by larger plan or blue print developed for the entire organization. The plan's objectives and strategies determine the context of planning by divisions and department managers. Since World War II, the external environment has become unstable, uncertain, and fast changing. Luck, wisdom and intuition alone are no longer sufficient to guide organizations. As a rule more organizations are using strategic planning. It involves taking information from the external environment and establishing an organizational mission, objectives, strategies and portfolio plan; considers an organization's relationship with its environment; focuses on the total organization, depending on inputs from many functional areas.

The Strategic planning process produces a written plan composed of four components. **1 Mission statement** which states the organization's long-run vision of what it is trying to become, the unique aim of distinguishing it from other similar organizations; provides for the entire organization, that should be periodically revised because the present mission may become irrelevant because the organization has expanded into new products, markets and industries. The present mission remains relevant, but loses management's interest, become inappropriate due to environmental change. In developing the statement, management must ask (and answer) "What is our business?", consider three elements such as the organization's history, the organization's distinctive competencies and the organization's external environment. An effective mission statement focuses on markets not products – focusing on client and customer needs rather than products or services offered; is achievable and realistic; motivates employees by providing a shared sense of purpose outside the activities performed within the organizations; is specific, providing clear direction and guidelines for management. A key point – every mission statement eventually becomes obsolete.

2 Organizational objectives – the end points of the organization's mission, i.e. what the organization seeks through ongoing long-run operations Effective organizational objectives must be capable of being converted into specific action; provide direction, serving as the starting point for more specific, detailed objectives at the organization's lower levels; establish the organization's long-run priorities; serve as standards, facilitating management control.

3 Organizational strategies – the organization's grand design, i.e., its action plan for achieving its organizational objectives; involves determining whether to concentrate on present customers or create new ones. Four strategies are commonly

used; they are market penetration, market development, product development and diversification. Strategies should be chosen which are consistent with the organization's mission and exploit distinctive competencies.

4 Organizational portfolio plans – the final stage of strategic planning process wherein top management decides which of its businesses to build, maintain or eliminate and which business to add to its operations; a popular method for developing the plan is the BCG business portfolio matrix created by the Boston Consulting Group. The approach involves 4 steps: 1) identify organization activities which meet the requirements of strategic business unit (SBU): have a distinct mission, its own competitors and stand as a single business or collection of related business which can be planned for independently from the organization's other business. 2) Classify each SBU as a star, cash flow, question mark and cash trap. Relation between the Strategic planning and operational plans is derived from and contribute to the accomplishment of the strategic plan.

I. Read and translate the text

II. Answer the questions:

- 1) Briefly define the four requirements which organizational objectives must meet to be effective.
- 2) Why should a mission statement be externally rather than internally focused?
- 3) In what ways do diversification and product development strategies differ? Provide an example of each type of strategy.
- 4) Briefly summarize the steps in the strategic process.
- 5) What two "rules" should be used in selecting organizational strategies?

III. Select the best response for each of the following questions:

1. An effective mission statement:

- a. will be focused on customers/markets.
- b. will be focused on products.
- c. will have an internal focus.
- d. is defined by the company's Articles of incorporation.

2. Using the BCG matrix, Electrodynamics, an electronics firm with a low market share in a high-growth market is classified as a:

- a. star.
- b. question mark.
- c. cash cow.
- d. cash trap.

3. An effective organizational objective should meet all but one of the following requirements. Which statement is not a requirement?

- a. The objective must be capable of being converted into specific action.
- b. The objective must provide direction.
- c. The objective must establish an organization's long-run priorities.

- d. The objective must be approved by everyone who is to work toward its accomplishment.
 - e. All of the above are requirements.
4. Phillip Morris decides to provide free samples of its Marlboro brand of cigarettes in grocery stores to attraction non-users to try its product. Which strategy is Phillip Morris implementing?
- a. market penetration strategy
 - b. product development strategy
 - c. market development strategy
 - d. diversification
5. The end result of the strategic planning process is:
- a. organizational objectives
 - b. organizational strategies
 - c. strategic plan
 - d. mission statement
6. If you are focusing on your business' markets in developing a mission statement, you're assuming an _____ focus.
- a. internal
 - b. external
 - c. environmental
 - d. all of the above
7. The end points of an organization's mission are its:
- a. strategies
 - b. objectives
 - c. policies
 - d. action plan
 - e. all of the above
8. To qualify as a strategic business unit, a business must meet all of the following requirements but one. Which one isn't necessary?
- a. have a distinct mission
 - b. be capable of being planned for independently from the organization's other business
 - c. have its own competitors
 - d. be a single business or collection of related business
 - e. all of the above are required
9. In time a star usually becomes a:
- a. cash cow
 - b. question mark
 - c. cash trap
 - d. all of the above
10. The primary advantage of a cash cow is that it:
- a. is a source of organizational stability
 - b. enjoys long-term future growth because of its entrenched position in its market
 - c. provides extra cash for the organization
 - d. all of the above

Text 6

Decision support system

The need for decision support system results from three factors: 1. the importance in decision making – managers convert information into action through decision making. The effectiveness of a manager's actions depends on the quality of information used in reaching decisions. The quality of information is a key factor. 2. Mismanagement of current information – information is often mismanaged frequently resulting in: a. too much of the wrong and too little of the right kind of information; b. information scattered throughout an organization so that it's difficult to locate answers to simple questions; c. vital information is sometimes suppressed by subordinates of managers in other functional areas; d. vital information often arrives too late. 3. Increased use of personal computers – most managers will soon have a pc at their desks providing easy, fast access to information. The increased and quick access to volumes of information requires management of information.

A **decision support system** (DSS) provides the manager with the necessary information for making intelligent decisions, converting raw data into information which managers can use. A **management information system** (MIS) provides personnel with information. However, an MIS is a DSS only if it is designed with the primary objective of managerial decision support. An MIS provides information; A DSS shapes that information to meet management's needs.

The type of information needed is classified by types of decision being made: 1. **planning decisions** – made by top management (for example, formulating organizational objectives, determining amounts and kinds of resources needed to meet the objectives.) 2. **Control decisions** – made by middle management and can be programmed or nonprogrammer. Information comes mostly from internal sources. 3. **Operations decisions** – made primarily by first-line managers and focus on an organization's day-to-day activities.

Designing a DSS requires: 1. Understanding information flow – an organization deals with two broad types of information flows. a. **External information flows** – information flows from the organization to the external environment and vice versa. **Intelligence information** – the inward information flow, includes data on various elements of the organization's operating environment. Also includes long-run strategic planning information on the economic, social and cultural environments. b. **Intraorganizational flows** – flows within the organization, vertically and horizontally. All info flows must become part of the DSS master plan. A DSS has 4 functions: 1. Determination of info needs – individual managers first determine what info they will need by asking and answering questions about the types of decisions they make, the types of info they need on different time bases. 2-3. Information gathering and processing – this activity improves the information's overall quality, includes 5 components: **Evaluation** – determining how much confidence can be placed in a particular piece of info; **abstraction** – editing and reducing incoming info to provide managers with relevant info; **indexing** –

classifying info for storage and retrieval; **dissemination** – getting the right info to the right manager at the right time; **storage** – storing info (typically in a computer). 4. Information utilization – how info is used by managers depends on its quality, form and timeliness. Effective usage is possible only if the system is planned and the right questions are asked in the beginning.

Organizing DSS requires a system perspective, which involves developing a **central data bank and info center** – and by viewing info as an important organizational resource. **Central data bank** – the core of the DSS where all organizational info is stored. Enables decision maker in one functional area to have speedy access to info in other areas, increases the quality and timeliness of decisions. **Info center** – oversees central data bank operations. Its staff acts as consultant, coordinator and controller for DSS functions. Info center development requires: identifying dispersed info activities throughout the organization; viewing these activities as part of a whole; managing these activities via the separate. Info as an organizational resource – in developing and managing a DSS, info must be viewed as a resource to be effectively utilized. As a basic resource, info: is vital to organizational survival; can only be used at a cost; must be at the right place at the right time; must be used effectively for optimal return on its costs to the organization; the design maker should evaluate information's cost relative to its utility in decision making.

I. Read and translate the text

II. Decide whether sentences are true (T) or false (F)

- 1) Information used always incurs a cost.
- 2) A management info system and decision support system are equivalent.
- 3) Typically, the more information a manager has, the better his or her decision will be.
- 4) Information mismanagement can produce too much wrong info and too little of the right kind of info.
- 5) The first step in developing a decision support system is classifying by the organizational level where it will be used.
- 6) The info center is the core of the decision support system.
- 7) Operations decisions are typically made by middle managers.
- 8) Intelligence info includes data on the organization's activities.
- 9) The need for decision support system has increased partly because of managers' increasing use of personal computers.
- 10) Of the communication flows, organizational communications flow is the one most controlled by the organization.

III. Select the best response for each of the following questions.

1. The need for decision support system is due to info mismanagement, increasing use of personal computers, and:

- A. the impact of info on organizational survival
 - B. the importance of info in decision making
 - C. the importance of info to adapting to changes in the external environment
 - D. the need to reduce the info deluge
2. Managers convert _____ into _____ through _____.
- A. plans; success; action
 - B. objectives; action; decision making
 - C. info; action; decision making
 - D. ideas; info; decision making
3. Info for _____ made by _____ usually comes from _____ sources.
- A. control decision; middle management; internal
 - B. planning decisions; top management; internal
 - C. planning decisions; top and middle management; external
 - D. operating decision; first-line managers; external
4. What type of info flow occurs from the organization to the external environment?
- A. intraorganizational flow
 - B. External info flow
 - C. intelligence info flow
 - D. organizational communications flow
5. Getting the right info to the right manager at the right time refers to which element of info gathering and processing?
- A. Indexing
 - B. Abstraction
 - C. Evaluation
 - D. Coordination
 - E. None of the above
6. How manager uses info depends on its quality, timeliness, and:
- A. substance
 - B. relevance
 - C. form
 - D. accuracy
7. Above all, _____ are intended to provide managers with necessary info to make intelligent decisions.
- A. info centers
 - B. DSS
 - C. central data bank
 - D. MIS
8. What type of info often comes primarily from external sources?
- A. planning info
 - B. organizing info
 - C. controlling info
 - D. operations info

9. All but one of the following is functions of a decision support system. Which one isn't a function?

- A. determination of info needs
- B. decision evaluation
- C. info gathering
- D. info utilization
- E. info processing

10. Eliminating irrelevant info refers to which aspect of info gathering and processing?

- A. storage
- B. dissemination
- C. abstraction
- D. evaluation

IV. Match each term or phrase with the correct description.

- a) central data bank
- b) intraorganizational flows
- c) external info flows
- d) controlling info
- e) planning info
- f) info center
- g) intelligence info
- h) decision support system

- ___ 1. Flows from the external environment to the organization
- ___ 2. A specialized management info system
- ___ 3. Info flowing within the organization
- ___ 4. Forms input for nonprogrammer decision made by top management
- ___ 5. The organizing unit for a decision support system

Text 7

Remuneration

I. Match up the following words with the underlined words in the text.

cash	commission	salary	cost-of-living allowance
deducted	evaluate	executive directors	fringe benefit
incentive	increments	earning potential	salespeople

Most of the full-time employees at our headquarters in Manchester earn **an annual salary**, divided into twelve monthly payments. Income tax is automatically

(1) subtracted from the salary each month, along with National Insurance contributions. The staff in our London office also receives a London (2) weighting, because living and working in the capital is more expensive. Unlike many **public sector jobs** (civil servants, teachers, nurses and so on) our staff do not receive (3) automatic increases to their salary every year. **Pay rises** are given according to merit, and there is no fixed pay-scale. We have **an appraisal system** in which the managers (4) assess the performance of their subordinates every December. The (5) senior managers are also paid a bonus at the end of the year if the financial results are good, on top of their basic (6) remuneration, which is already rather high.

The sales force earn a basic fixed salary, plus (7) a percentage of the value of their sales, which is obviously an (8) encouragement to high productivity. **On the other hand**, the (9) reps do not receive overtime pay if they work long hours. The (10) potential income of the most successful ones is higher than that of some of the managers.

The hourly paid staff – cleaners, canteen workers, and so on – receive their wages in (11) notes and coins in a pay packet every Friday. Of course this is after all **deductions** such as tax and insurance contributions. Because we are in the insurance business we all get **at least one** (12) perk – cheap insurance policies.

II. Do these common expressions refer to earning high or low salary?

1. Believe me, they pay peanuts.
2. He really is one of the fat cats.
3. He's rolling in it.
4. I don't know where he finds the time to spend it.
5. I earn an absolute pittance.
6. It's hardly worse getting out of the bed for.
7. It's nothing to write home about.
8. She earns a fortune
9. She must be absolutely loaded.
10. We're talking about serious money here, about 120K.
11. If you pay peanuts, you get monkeys!
12. Are we talking telephone numbers?

III. Translate the **highlighted words** into Ukrainian.

Text 8

Redundancy

I. Insert these words in the text:

competition	core	created	decision-making	delay ring
demand	dismiss	employ	globalization	merged
outsource	recession	reports	sub-contractors	temporary

There are several words in English that mean to (1) one or more new members of staff, including hiring, to engage, to appoint, and to take on. **Significantly**, there are a far greater number of verbs and expressions that mean to dismiss staff.

If you **do something wrong**, your employer can sack you (or give you the sack) or fire you. Other idioms include giving someone the boot or the elbow or the chop. But even if you have done nothing wrong, your employer can easily choose to lay you off or make you redundant, i.e. to (2) you because you are no longer needed. There are various reasons why companies might need fewer staff: because they taken over, or been taken over by, or (3) with, another company, in which case existing jobs can often be combined; because they are suffering from declining sales in a (4); because hiring (5) staff – people doing occasional, casual, **part-time work**; people on short, **fixed-term contracts**; and people working for employment agencies – allows a company to respond to fluctuations in (6); because they are experiencing greater (7) following deregulation and the (8) of the world economy; because (9), i.e. flattening the organizational structure by stripping the hierarchy of several levels of **middle managers**, might make (10) quicker and easier; because many companies find it cheaper to concentrate on their central or (11)..... activities, and to contract out or (12) other services from specialized external companies;

and because **jobs that were formally done** by several people can now be done by a single computer.

Yet in their press releases and annual (13), most companies do not write that “we have laid off 50 members of staff”. They generally prefer other expressions and phrases, such as re-engineering or re-structuring the corporation, or refocusing business strategy, or right-sizing, or down-sizing, or de-hiring, or outplacement, or readjusting the company’s skill-mix, or increasing capital effectiveness, or **tightly controlling operating costs**, and so on.

Yet **whatever they call it**, many large companies **are employing fewer staff**. Most of the jobs currently being (14) are in small and medium sized companies, including those acting as (15) to large organizations.

Text 9

What is marketing?

I. Complete the text using the correct form of these verbs:

anticipate	divide	fill	influence	involve
modify	offer	share	sell	understand

A market can be defined as all the potential customers (1) a particular need or want. Marketing is the process of developing, pricing, distributing or promoting the goods or services that satisfy such needs. Marketing therefore combines **market research**, new **product development**, distribution, advertising, promotion, product improvement and so on. According to this definition, marketing begins and ends with the customer. Truly successful marketing (2) the customer so well that the product or service **satisfies a need** so perfectly, that the customer is desperate to buy it. The product almost (3) itself. Of course this will only happen if the product or service is better than those of competitors.

Companies are always looking for marketing opportunities – possibilities of (4) unsatisfied needs in areas in which they are likely to enjoy a differential advantage, due to their particular competencies. Marketing opportunities are generally isolated by market segmentation – (5) a market into submarket or segments according to customers' requirements or buying habits. Once a **target market** has been identified, a company has to decide what goods or services to (6), **always remembering** the existence of competitors.

Markets do not only identify consumer needs; they can (7) them by developing new products. They will then have to **design marketing strategies and plan marketing programmes**, and then organize, implement, and control the marketing effort. Once the basic offer, for example a product concept, has been established, the company has to think about the marketing mix – the set of **all the various elements** of marketing programmer, their integration, and the amount of effort that a company can expend on them in order to (8) the target market. The best-known classification of these elements is the 4 P's: Product, Price, Promotion and Place.

Aspects to be considered in marketing a product include its quality, its features, style, brand name, size, packaging, services and guarantee, while price includes consideration of things like **the basic list price**, discounts, the length of the payment period, and possible **credit terms**. Place in marketing mix includes such factors as distribution channels, coverage of the market, locations of **points of sale**, inventory size, and so on. Promotion groups together advertising, publicity, sales promotion, and personnel selling.

Next stage is to create long-term demand, perhaps by (9) particular features of the product to satisfy changes in consumer needs or market conditions. Marketing can also involve the attempt to influence or change consumers' **needs and wants**. Companies try to do this in order to sell their products; governments and health authorities sometimes try to change people's habits for their own good or for the general good. **In other words**, marketing also (10) regulating the level, timing and character of demand.

II. Now translate **the highlighted expressions in the text** into Ukrainian.

Entrepreneurship

Small business substantially contributes to the economic well being of the U.S. The 14 million-plus small businesses provide over 80% of the new jobs in the U.S. U.S. small business community is the world's 4-th greatest economic power. The entrepreneurship establishes that differ from those of the large-company CEO. The entrepreneur is deeply involved in every aspect of the business; copes with greater personal and professional risk, usually his or her personal financial resources will be lost if the business fails; is singularly accountable for the business' performance. Each year, about 1.3 million individuals become entrepreneurs in the U.S. Though many definitions of entrepreneur exist, we define the entrepreneur as the creator and manager of a business. Initially the entrepreneur manages a small business. According to the SBA and Committee for Economic Development, the small business is privately owned (usually by top management); maintains local operations; employs less than 500 people. The entrepreneur faces several risks: **business risk** – from 25 to 33% of all independent small businesses fail during the first 2 years of operation; 8 of every 10 fail within 10 years, primarily due to poor management. **Financial risk** – the entrepreneur invests most if not all of his or her financial resources in the business. **Career risk** – leaving a secure job for an uncertain future; **family and social risk** – a new business leaves little time for family and friends; **psychological risk** – the risk of personal failure if the business does not succeed. Entrepreneurs create businesses for independence, personal and professional growth, a better alternative to a dissatisfying job, income and security. According to research, entrepreneurs have a greater need for independence and autonomy compared to managers; have a high tolerance of ambiguity; have high energy, endurance, self-esteem and need to take charge. Entrepreneurial success requires effectively applying the management functions and before doing so, taking the first step – deciding whether to become an entrepreneur. Making the right decision requires a clear understanding of entrepreneurship and the requirements for success; an accurate self-appraisal of skills and shortcomings. **Planning** – likely contributes the most to new venture performance, provides a blueprint for action for the first critical months of the business. The entrepreneur performs **ongoing planning** – for the established business and **start-up planning** – done before the new venture opens for business; start-up planning involves answering 5 questions: what product or service will the new business provide? What market will be served? How will the business be established? How will the business be operated? How will the business be financed? **Buyout** – via buying an exciting company; **start-up** – creating the business from scratch; **franchise** – the entrepreneur provides a product/service under a legal contract with the franchise owner.

Organizing – this function is often neglected in the early start-up stages. When established job descriptions and the organizational chart are often kept flexible many entrepreneurs avoid developing written job descriptions in the early stages of the

business so employee potential and growth isn't constrained when the company is small. The organizational chart is often viewed as a dynamic, continually changing picture of the company structure. It is tool for continually assessing and re-evaluating the company. **Controlling** activities are especially important in the new business. Mistakes are bound to be made given the newness of every operation and resources are limited. Errors must be identified and quickly corrected. Initially control systems are basic and collect info on sales, production rates, inventory, accounts receivable and payable and cash flow. Many new companies are installing computerized control info system to monitor aspects of company performance and conduct financial and production analysis. **Growth of the enterprise** – the company's transition from small shop to a larger, complex company requires changes in the entrepreneur's tasks and management style. **Entrepreneurial stress:** entrepreneurs of small business experience much stress given the risks of entrepreneurship and singular accountability for the business. According to one study, entrepreneurial stress is also caused by loneliness, total immersion in the business, frustration with employee problems, and an overly high need for achievement that results in frustration when unreasonably high goals aren't met. To alleviate stress, some entrepreneurs make changes in their business routine, set time aside for social activities and interact more with employees and other entrepreneurs. **Selling the company:** many entrepreneurs eventually sell their companies and approach the sale with three objectives: 1. locate the right buyer – one with objectives for the firm that are compatible with those of the entrepreneur; 2. secure satisfactory terms of the sale – e.g. the right price, terms of payment and special conditions; 3. obtain satisfactory autonomy – if the entrepreneur stays on to run the company, he or she wants as much autonomy as possible. Many entrepreneurs who remain as head of the acquired firm have problems coping with the changes, many ends up leaving sooner than intended.

- I. Read and translate the text
- II. Define whether sentence are true (T) or false (F)
 - 1) Small businesses provide about 30% of the new jobs in the U.S.
 - 2) A buyout provides an entrepreneur with speedy entry into a market, but freedom to craft the business as he/she prefers, is often limited.
 - 3) Of the different strategies for establishing a business, the risk is highest with a franchise.
 - 4) The business plan is viewed by many entrepreneur experts to be of limited value in obtaining new venture funding.
 - 5) Typically, the higher the entrepreneur's need for achievement, the more dissatisfied ho or she will be with the sale of his or her company.
 - 6) America's small businesses are the world's fourth greatest economic power.
 - 7) Each year, less than one million people start businesses in the U.S.
 - 8) New businesses fail primarily due to the lack of funding.

- 9) According to the SBA and the Committee for Economic Development, a small business employs less than 500 people.
- 10) According to research, entrepreneurs have a greater need for achievement than do managers.
- 11) Franchisees pay the franchisor an initial fee and percentage royalty on profits.
- 12) An effective market analysis involves assessing the market's size, customers, competition and the share of market that the new business can reasonably achieve.
- 13) A start-up affords speedier entry into a market than does a franchise.
- 14) The entrepreneur has more freedom to define and build a business via start-up than via franchise.
- 15) Many entrepreneurs avoid developing written job descriptions in the early phases of the new business because they don't want to restrict employees' growth and potential.

III. Select the best answer to each of the following questions.

1. _____ is incurred when an entrepreneur leaves a secure job for an uncertain future.
 - A. Career risk
 - B. Family risk
 - C. Business risk
 - D. Psychological risk
 - E. None of the above
2. Up to 33% of all independent small businesses fail during the first ____ years of operation.
 - A. one
 - B. two
 - C. three
 - D. four
 - E. five
3. The _____ is a tool for continually assessing and re-evaluating the company.
 - A. control system
 - B. planning system
 - C. organizational system
 - D. financial reporting system
 - E. financial statements
4. Concerning managing people in the small business, the entrepreneur's major disadvantage is that:
 - A. he/she completely responsible for effective leadership
 - B. he/she lacks the time to effectively manage all employees

C. he/she usually can't offer the salary and benefits that larger companies can provide
D. he/she lacks the flexibility to manage many different types of people
5. Many entrepreneurs strive to achieve three objectives in selling the company: obtaining satisfactory autonomy, securing satisfactory terms of the sale, and

- _____.
- A. finding the right buyer
 - B. protecting employees
 - C. receiving the right price for the firm
 - D. making sure the sale goes through

6. All but one of the following is reasons why people start new businesses. Which one isn't a reason?

- A. independence
- B. need for power
- C. personal and professional growth
- D. money
- E. security
- F. all of the above are reasons

7. Financial planning involves estimating the business' projected income and expenses, locating sources of funding and estimating _____.

- A. ongoing costs
- B. the initial investment
- C. cash flow
- D. business taxes
- E. none of the above

8. All but one of the following is elements of the definition of a small business, according to the SBA and Committee for Economic Development. Which one is not a part of the definition?

- A. is usually publicly owned
- B. maintains local operations
- C. employs less than 500 people
- D. all of the above are part of the definition

9. According to research, the primarily motivator for starting a new business, among the Inc 500 CEOs was frustration with:

- A. low salaries
- B. not being listened to
- C. working for a large company
- D. lack of autonomy
- E. all of the above

10. All but one of the following is characteristics of entrepreneurs, according to your text. Which one is not a characteristic?

- A. high need for autonomy
- B. high need for power
- C. high self-esteem

- D. high needs to take charge
 - E. all of the above are characteristics
11. According to a survey of small business owners, _____ was most frequently cited as their most important problem.
- A. controlling costs
 - B. getting insurance
 - C. getting start-up funding
 - D. managing cash flow
 - E. finding good people
12. Start-up planning involves answering all but one of the following questions. Which one doesn't apply?
- A. what product/service will be provided?
 - B. what market will be served?
 - C. how will the business be financed?
 - D. how will the business be staffed?
 - E. how will the business be operated?
13. In a business plan, the _____ profiles the overall company, location and goals.
- A. executive summary
 - B. operational plan
 - C. financial plan
 - D. management plan
 - E. none of the above
14. The _____ explains how the company will be structured.
- A. executive summary
 - B. operational plan
 - C. financial plan
 - D. management plan
 - E. none of the above
15. The "5-15" report concerns:
- A. effective employee communication
 - B. providing employees with support to do their jobs
 - C. finding ways to improve the business
 - D. providing effective employee development
 - E. all of the above

Text 11

Safety

I. Complete the text using these words:

Contamination	emergency	enforce	fire drills
Fire hazard	first aid	injury	protective clothing
Safety procedures	record	toxic	working environment

As a Safety Officer, I am responsible for ensuring that the (1) is safe. There are some potentially dangerous machines in this factory, so I carry out regular inspections, to see that they are functioning correctly. And some of the materials we work with are (2), so there is a risk of (3), Other chemical agents represent a potential (4), so we have to make sure that they are stored and handled properly.

I have to ensure that all the (5) are correctly carried out, and that people wear the correct (6), so that preventable accidents never happen. Of course, some accidents are unforeseeable, but I have to (7) the safety regulations and make sure that no one suffers an (8) because of our negligence.

I organize regular (9) courses, so everyone knows how to treat someone who is hurt. We also have regular (10), so that people will know what to do if there is a fire – where the fire alarms and emergency exits and fire extinguishers are, and so on. Would you like to come up here to get a better view of the factory floor? Ok, be careful, this is a steep staircase.

I would also have to co-ordinate operations in the event of an (11), But since I've been here we've never had a serious accident. No, please don't lean over the railing like that. In fact we have a remarkably good safety (12) here, and everybody seems to respect the – CAREFUL! I said DON'T..!

II. Match up the following verb-noun partnerships. Looking back at the text may help.

1. carry out
2. enforce
3. handle
4. prevent
5. respect
6. suffer

- a. an accident victim
- b. accidents
- c. an injury
- d. an inspection
- e. dangerous chemicals
- f. protective clothing

- 7. treat
- 8. wear

- g. regulations
- h. safety procedures

1		2		3		4		5		6		7		8	
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Unit II. Tourism
Text 1
What is tourism?

I. Pre-reading

The text you are about to read describes the early history of tourism. List five key words you might expect to meet in the text. What events and conditions in society to you think first led to tourism?

II. Skim and scan

- a) The text mentions 2 people whose names are still prominent in the travel industry. Who are they? Do you know where their names can be seen today?
- b) What were the 2 Acts of Parliament which created the preconditions for mass tourism? What did this legislation provide for?

The origin of tourism

In the late eighteenth century, sea water gained a reputation for its medicinal properties and as a result many British coastal villages were transformed into fashionable resorts. Brighton and Weymouth both became popular with genteel holidaymakers after George III paid them a visit to try and cure the fits of madness from which he suffered. The earliest organization of anything that we would recognize today as tourism started in the mid-nineteenth century. Thomas Cook is historically credited with organizing the first ever tourist excursion in 1841 when he sold tickets for train ride from Leicester to Loughborough as a means of promoting the Temperance cause. Methodist missionary Henry Lunn pioneered the skiing holiday just a few years later.

It was the Industrial Revolution that really began to open up tourism to the working classes. As a result of the widespread social and technological reforms a new middle class grew up, whose increased prosperity meant that they could afford to travel. The Bank Holiday Act of Parliament in 1871, creating four annual public holidays and the Factory Act of 1901, which gave the first ever paid annual holiday allowance of six days, provided the necessary legislation to give the working British public leisure time at no financial loss.

The new railways provided cheap travel to seaside resorts such as Scarborough and Blackpool. Public holidays would see a mass exodus from the large cities of Manchester, Liverpool and Leeds to the coast, for people to be entertained at fun-fairs and shows catering to the tastes of the working man.

People were also becoming aware of world outside their own direct experience. Soldiers traveling to foreign countries saw opportunities and wanted to return in peacetime. The colonial era brought India, Australia, Africa and other parts of the world into the spotlight of the European colonial powers. The advent of photography provided visual evidence of the existence of the exotic and began to stir interest among the more adventurous to see sights for themselves. The Taj Mahal, the Pyramids and the Sphinx and the Statue of Liberty are all examples of famous tourist attractions which we travel to see in real life because we've seen pictures of them.

In only a century the holiday has changed beyond recognition. In 1890 typical family holiday would be a day trip to the nearest seaside town. Armed with bucket and spade and a picnic, the family would take advantage of the half-a-crown cheap-day excursion offered by the private companies who ran the new railway network. The 1990s family, however, is far more likely to take a two-week package tour to the Mediterranean, where the whole holiday will be paid for before leaving home and can enjoy the guaranteed sunshine.

III. Choose a heading for each paragraph of the text by putting a paragraph number next to the appropriate heading.

Heading	Paragraph number
<ul style="list-style-type: none"> a. The first travel agents b. From day trip to package tour c. Tourist attraction d. The development of the package tour e. The origin of foreign travel f. The railways and mass travel g. Sea-water cures and the beginning of tourism h. The role of industrialization in tourism development i. The invention of photography j. Tourism legislation 	

IV. Answer the following questions.

1. How did railway building contribute to the growth of tourism?
2. Which paragraph gives reasons for the development of foreign travel? What are the reasons given?

3. “The 1990s family, however, is far more likely to take a two-week package tour to the Mediterranean ...” (paragraph 5). What nationality is the typical family referred to here? How do you know?

V. Find words in the text with the following meaning:

- (I) changed (paragraph 1)
- (II) a movement which believes that the use of alcohol is dangerous and morally wrong (paragraph 1)
- (III) originated (paragraph 1)
- (IV) financial success (paragraph 2)
- (V) departure (paragraph 3)
- (VI) designed to appeal to (paragraph 3)
- (VII) period of history (paragraph 4)
- (VIII) arrival (paragraph 4)
- (IX) something which is strange and unusual because it comes from far away (paragraph 4)
- (X) a sum of money (today expressed as 12½ pence, but obviously worth more in real terms a century ago) (paragraph 5)

Text 2

The economics of tourism

I. Pre-reading

In what ways do you think selling space on an aircraft differs from selling cars, food or other consumer goods?

II. Skim and scan

- a) Which of the following words would you expect to find in a text with the title “The tour operator?” When you check your choices against the text, give line references for any you find and make sure you understand the words.

budget	stock	pricing	volunteer
conservative	fixed	institution	flight
sell	loan	retail	customer
profit	brand	passenger	alliance
revenue	variable	costs	negotiate

- b) In the text an abbreviation is used which refers to a package tour, i.e. a tour which includes both flight and accommodation. What is the abbreviation? What does it stand for?

**Lanzarote 7
nights 11th
January £160**

**Costa Blanca
16 December 7
nights £99 half
board**

**Discounts of winter sun
and ski holidays 12% off
extra special deals 15%
off selected holidays**

**Luxury 15th December
B&B 2*hotel £249**

**Amazing 2 nights
mini cruises only £49
per adult to
Germany, Sweden or
Denmark**

**Tunisia 7 nights 14th
January full board
£250**

The tour operator

From the 1950s onwards tour operators have been very useful to transport carriers, especially airlines. If a carrier knows he will have vacant seats on a journey, rather than leave them empty it is worth offering them at almost any price to someone who can fill them. Let us take an example.

Example

Suppose the fixed cost of flying a 100-seat plane from London to Athens and back is £8.000 (that includes capital costs, fuel, crew's wages and so on). Suppose also the additional, or variable, cost per passenger is £10 (to cover writing a ticket, in-flight refreshments and so on). If the airline wants to budget for small profit and knows it normally sells sixty seats, then the pricing looks like this:

Fixed cost	£8.000
60 passengers x £10	600
Cost return flight	£8.600
Sell 60 tickets at £144 each	£8.640
Profit	£40

Of course, if only 59 passengers show up then sales drop by £144, costs by only £10, and the airline loses £94. This is a very risky business.

This is where the tour operator proves useful. By agreeing to purchase in bulk, say, 25 seats, he can virtually ensure that the airline will fly at a profit. The question arises: What should the ticket price be?

As far as the airline concerned, anything above £10 a head will be profitable, as the fixed costs are already paid for. They tour operator will want the lowest price possible to ensure he can resell all 25 seats. Obviously customers are not willing to pay anything like £144 or else they would already have bought tickets directly from the airline.

Perhaps airline and tour operator negotiate and fix a price of £60 per head. The airline's budget now looks like this:

Fixed cost	£8.000
85 passengers' x £10	£850
Cost of return flight	£8.850
Sell 60 tickets at £144 each	£8.640
Sell 25 tickets to tour operator at £60 each	£1.500
Revenue	£10.140
Profit	£1.290

The airline should now be very happy; even if it loses three or four passengers it will still be in profit.

The tour operator now has the onus of selling the seats, which may entail heavy costs, but as long as he is sensible he should be able to resell at a reasonable and profitable price.

To ensure that tour operators do not poach carriers' existing passengers, carriers have in the past imposed various conditions on the resale of tickets. The main condition has been that the operator must build the journey in as part of a package or IT. Other conditions from time to time have been:

- a. a fixed or minimum length of stay permitted at the destination;
- b. a minimum (or maximum) advance booking period;
- c. a minimum price at which the IT can be sold;
- d. a stipulation of the type of customer (such as a group).

These conditions have all been used to protect carriers' existing business, but have been progressively relaxed as tour operators and carriers have become more independent.

From filling empty seats on a particular journey, tour operators progressed to chartering whole planes or other vehicles that were unused for a period of time. The proportion of fixed costs, and consequently the potential saving in ticket price, was rather less, but still provided carriers and operators with exploitable opportunities. Eventually many tour operators came to own their own planes, coaches or railway carriages. The economic value of this lies not in the discount buying as above but in economies of scale, controlling one's own transport and ensuring it is fully and efficiently used.

III. Answer the questions:

1. What is the difference between fixed costs and variable costs? Give examples of each with reference to airline operator.
2. Why it is in an airline's best interests to sell seats "at almost any price" rather than leave them empty?
3. In what ways are tour operators "useful" to airline companies?
4. The following is part of the budget for a coach tour.

Coach capacity	- 50
fixed costs	- \$1.500
Variable costs	- \$5 per passenger

- (I) If the operator knows in advance that 30 seats can be sold and wants to budget for a profit of \$150, at what price should the individual seats be sold?
- (II) Suppose a social club now offers to buy the remaining 20 seats as \$35 each. How much additional profit will that produce for the coach operator?
- (III) How many of the 30 passengers originally budgeted for can the operator now afford to lose TB still make a profit?

- 5. Why do airlines sometime impose conditions on tour operators who buy blocks of seats from them?
- 6. What potential advantages to tour operators are there in owning their own planes?

IV. a. Find words or phrases in the text which, in context, are closest in meaning to the following (they occur in the paragraphs indicated):

- (I) buy tickets as expected (paragraph 3)
- (II) a large number at the same time (paragraph 4)
- (III) per passenger (paragraph 5)
- (IV) responsibility (paragraph 5)
- (V) lead to (paragraph 8)
- (VI) persuade (someone) to switch (paragraph 9)
- (VII) precondition (paragraph 9)
- (VIII) used as a basis for making money (paragraph 11)
- (IX) saving produced by dealing in large quantities (paragraph 11)

b. Complete the following table of corresponding nouns and verbs (most can be found in the text):

Noun	Verb
_____	fly
budget	_____
_____	(re)sell
payment	_____
price	_____
cost	_____
drop	_____
_____	lose
_____	purchase
negotiation	_____
saving	_____

Text 3
Selling travel

I. Pre-reading

Imagine making a holiday booking yourself just as you would fill your car's fuel tank at a self-service location. What technology might be involved? What advantages do you see in self-service bookings?

- a. for the customer
- b. for travel companies

Do you see any disadvantages?

II. Skim and scan

- a. Which travel agent has started a self-service holiday booking system?
- b. What is the system called?
- c. Where and for how long will the system be tested?

Self-service holiday bookings

Thomas Cook, the travel agent, is today launching what it claims is the world's first self-service, screen-based holiday booking system.

If successful, it could allow holidaymakers to book their trips through hole-in-the-wall machines or at screens in banks or department stores.

The system, called Travel Kiosk, allows customers to watch videos of their intended destination – Amsterdam's canals or children shaking hands with Mickey Mouse at Euro Disney. A Thomas Cook representative can appear live in a corner of the screen to answer questions via a video telephone link.

By pressing an on-screen map of a city, customers can indicate which hotel they wish to stay in and receive price information. If they want to book a holiday, they press a "book it" button, insert a card and receive a printed confirmation and receipt.

Travel Kiosk will be tested in Thomas Cook's Marble Arch branch for four months. Travel Kiosk currently offers two holiday programmes: the Euro Disney resort outside Paris and Thomas Cook's city breaks programme.

Mr. Tony Bennett, European strategic marketing and development director, said Thomas Cook would use the trial to decide how the system could best be employed. "We expect to get a much clearer understanding of how this type of advanced technology can complement the activities of our existing high street travel shops and telephone holiday booking service".

If Thomas Cook does decide to install hole-in-the-wall holiday booking machines, these could either be outside its own branches or elsewhere. The company said it had not yet begun discussions with banking or retail partners in the project, but might do so in the future.

Thomas Cook said it did not believe the machines would replace its 385 high street shops. It plans to raise the number of retail outlets to 500 over the next two years.

However, the large travel groups have been watching the high street banks' plans to reduce the number of their branches. While the large travel retailers insist they intend to stay in the high street, they are also believed to be studying alternative ways of selling holidays.

III. a. Are the following sentences *true* or *false* according to the text? Correct the ones which are false.

1. Travel Kiosk will initially be tried out at banks and in department stores.
2. Travel Kiosk operates with credit cards.
3. Mickey Mouse appears in a corner of the Travel Kiosk screen to answer customers' questions.
4. At present users of Travel Kiosk have a choice of two holiday programmes.
5. It is unlikely that Travel Kiosk will replace travel shops.
6. If tested successfully Travel Kiosk will be available only at branches of Thomas Cook.

b. How many times is the expression "high street" used in the text? What does this expression refer to in Britain? Is there an equivalent term in your country? Name a travel company you might expect to see on many of your country's "high streets".

c. There are a number of collocations (multi-word expressions) in the text. Write the words of the collocation used which means the same as:

1. a system – the first of its kind in the world – for making a reservation for a holiday by yourself, using a computer screen (paragraph 1)
2. equipment which is mounted on a wall and which has a slot or "hole" in it – usually for a magic card, e.g. a credit card (paragraph 2)
3. an electronic connection which permits the user to see and communicate with another person at a distance (paragraph 3)
4. a programme of short stays in cities (paragraph 5)
5. shops in the city centre where people can make their travel arrangements (paragraph 6)
6. services for those who wish to reserve their holiday by telephone (paragraph 6)
7. shops which sell to the public (paragraph 8)

IV. Vocabulary

a. "launching" means:

1. experimenting (with something)
2. producing (something)
3. making (something) available for the first time
4. selling (something)

b. "claims" means:

1. hopes

2. wants
 3. denies
 4. says
- c. “currently” means:
1. at the present time
 2. in the near future
 3. proudly
 4. hopefully
- d. “trial” means:
1. system
 2. court
 3. test
 4. conclusion
- e. “employed” means:
1. hired
 2. used
 3. paid for
 4. sold
- f. “over” means:
1. above
 2. beyond
 3. during
 4. by
- g. “branches”
1. offices
 2. departments
 3. staff
 4. subsidiaries
- h. “while” means:
1. During
 2. however
 3. if
 4. although
- i. “alternative” means:
1. similar
 2. better
 3. cheaper
 4. other

Text 4
Destinations

I. Pre-reading

Is tourism always beneficial to the people of the host country? What drawbacks might there be for a country which is heavily dependent on tourism? How might tourism affect traditional ways of life?

II. Skim and scan

The author mentions a number of negative consequences of Hawaii's tourist industry. Tick those he mentions in the following list.

- a. Property prices have gone up.
- b. Native burial grounds have been dug up.
- c. Traditional ceremonies have been commercially exploited.
- d. Hawaiians no longer speak their own language.
- e. Hawaiians have had to move from their lands in order to make way for tourist facilities.
- f. Street crime is on the increase.
- g. The fishing industry has suffered as a result of tour-boating.

Aloha! "Welcome to paradise"

Tourism has meant an invasion of all that is sacred to our people. Our culture has been turned into a "hula marketing" campaign. We are romanticized, to appear to the fantasies of world travellers. Popular images show smiling, flower adorned girls and hula dancers, exotic moonlit feasts with natives serving hand and foot. This kind of marketing and promotion perpetuates racist and sexist stereotypes that are culturally inappropriate and demeaning. It sells an artificial cultural image with complete disregard for the truth.

Meanwhile the ground is literally cut away from beneath us.

Last year, on the southern shores of Kauai at a development site called Keonaloa, a well-known ancient Hawaiian burial ground was excavated to make way for a condominium resort project. Community opposition saved one acre to relocate all the graves excavated from a total of 22 acres of burial grounds incorporated into the planned resort and will be used as a marketing feature of the development.

Native Hawaiians will continue to be angered at such disregard for sacred sites and the bones of our ancestors, whose spirits will be further desecrated by the inquisitive stares of flocks of tourists.

On Maui Island, at a place called Honokahua, a developer's excavations unearthed over 1.100 intact burial bundles, while local community groups protested

in anger. It took mass demonstrations before the developer stopped. Elsewhere we have not been so lucky, losing a Supreme Court ruling to prevent drilling on religious sites.

Hawaiian families and communities who have lived for generations in a particular valley or along a river are still forced out by a proposed golf course or hotel. Recently this happened to families in Hana and Maui, as well as to farming communities in Maunawili and Waianae on Oahu. Displaced Hawaiians commonly find their way to remote beaches only to be evicted later. Crowded beaches and commercial tour-boating threaten shoreline fishing through noise or chemical pollution. Tourism is cutting the ties between native Hawaiians and our land, culture, tradition and lifestyle. As it gets more difficult to continue our traditional ways of life Hawaii becomes more and more dependent on an already uncertain and overdeveloped tourist industry.

III. In each box below, write the number of the paragraph which contains the following information.

- a. A tourist resort has been built on a sacred Hawaiian burial ground. ↑
- b. Tourism has forced Hawaiians to abandon their traditional ways of life. ↑
- c. The host culture is presented to tourists in ways which degrade the country and its people. ↑

IV. Select the collocations (multi-word expressions) in the text which are used instead of the descriptions on the following page. The first has been done for you as an example.

Description	Collocation	Line
a) law passed by the Supreme Court		
b) people representing different local communities		
c) a project to build a resort composed of condominium		
d) collections of human remains which are untouched		
e) girls who are covered with flowers		
f) an unreal representation of a particular culture		
g) boats used to take paying passengers on sightseeing trips		
h) traditional local meals which are held at night in the open air		

Text 5

Tourism hosts

I. Pre-reading

“People who would never steal from a shop take soap, ashtrays, towels, etc. from a hotel room”.

IS it stealing in both cases? I there a difference between the two? If so, how would you explain the difference? If you were a hotel manager, how would you define stealing?

II. Scam and scan

- a. What single item is most often stolen from hotel rooms?
- b. What other things are stolen?
- c. What were recently stolen from Novotel?

Stealing the scene

Talk to any hotel manager and you will learn that theft is rife in hotels and that a seasoned manager regards a guest arriving with a large suitcase with a speculative and jaundiced eye, rather than with a feeling of unreserved welcome. It seems that all those years of careful conditioning during childhood, when the words “thou shalt not steal” were engraved on our souls, have failed to pay off – at least where hotel rooms are concerned.

Ask any traveler what they habitually remove from a hotel room, and they promptly answer “the shampoo”. Press for more, and they will add “bath foam and conditioner”, but if that were all, hoteliers would be a much happier bunch, since by now they have come to regard most toiletries as not just a free gift, but a useful marketing tool. The Sheraton Towers in Singapore actively encourages its guests to take away a toilet bag full of goodies as they are all embossed with the Sheraton logo and thus carry the Sheraton message far and wide.

Surprisingly, it seems that a lot of people don’t know where to draw the line though: shampoo extends to towels, writing paper, shoe horns, bathrobes, bedspreads, TVs, VCRs – even remote controls. The list is endless and these things are vanishing all the time.

There are two schools of thought here: the first is that having paid a lot of money for an hotel room, the traveler becomes convinced that he or she is entitled to remove anything from that room that takes their fancy; the second is that guests want souvenirs to remind them of their stay, and to show off to friends. Ashtrays are always good because they carry the name of the hotel, but consider this: last year Novotel ordered 1.000 new ashtrays for one of its hotels – within three months, 500 of them had vanished. As one hotelier put it, “if it’s not screwed down they’ll take it!”

III. Answer the questions:

1. Why, according to this article, might a hotel manager be suspicious of a guest who is carrying a very large suitcase?
2. What sort of items do hotels usually not mind their guests taking with them? Why don't they mind? What is the Sheraton Towers' policy in this respect?
3. What does the writer suggest might be the reasons that guests steal from hotel rooms?
4. *If you ask me to help you, I will* can also be expressed as *Ask me to help you and I will*. Find two of the three examples of this construction in the text.

IV. Write the exact words from the text which means the same as the following:

- a. frequent (paragraph 1)
- b. experienced (paragraph 1)
- c. a look which is doubtful and suspicious (paragraph 1)
- d. behaviour control (paragraph 1)
- e. fixed permanently (paragraph 1)
- f. be successful (paragraph 1)
- g. insist on more information (paragraph 2)
- h. group of people (paragraph 2)
- i. things which are nice to have (paragraph 2)
- j. company identification symbol (paragraph 2)
- k. as a result (paragraph 2)
- l. long distances (paragraph 2)
- m. to fix a limit (paragraph 3)
- n. ways of looking at a situation (paragraph 4)
- o. has the right (paragraph 4)
- p. (they) would like to have (paragraph 4)

Text 6

Promoting tourism

I. Pre-reading

Is the area where you come from an important tourist destination? Are any of the things that tourists come to see related to your area's history, natural beauty or the famous people who lived there?

II. Skim and scan

- a. What did Tyndale do? Where did he come from?

- b. How many tourists visited Gloucestershire last year?
- c. How much did they spend?
- d. What percentage of Gloucestershire’s population depends on tourism for their jobs?

Promoting local tourism

Tyndale, the martyred translator of the first printed Bible in English, is to be used to entice thousands of literary enthusiasts to the county of Gloucestershire. A new campaign is highlighting the villages and countryside of Tyndale’s childhood. An estimated 11 million tourists visited Gloucestershire last year, contributing £250 million to the economy and providing work for 10 per cent of residents at a time when jobs in defense and farming have been cut. Celebration for Tyndale’s quincentenary will provide a foundation for the drive to boost the county.

Colin Potts, the county tourism officer, says: “Tyndale was responsible for phrases that are now an integral part of our language, but 500 years later he is still relatively unknown and neglected.

“Phrases such as “Let there be light ... fight the good fight ... Am I my brother’s keeper? ... The spirit is willing but the flesh is weak ... salt of the earth ... signs of the times’ and “Eat, drink and be merry” capture the rhythms of common speech. Anyone exploring the countryside here, especially around North Nibley where he grew up, will be walking in the great man’s footsteps.”

III. How does the county of Gloucestershire plan to boost local tourism?

IV. Find evidence from the text that:

- a. The tourist authorities on Gloucestershire are for the first time using Tyndale to promote local tourism.
- b. Tourism is important for Gloucestershire because unemployment is a problem.
- c. Tyndale was born in 1495.
- d. Tyndale celebrations are not the only form of tourist promotion planned by Gloucestershire.
- e. Although Tyndale’s writing is familiar to people, he himself is not so well-known.

V. In the columns below match each of the phrases on the left from Tyndale’s translation of the Bible with the phrase on the right which is closest to it in meaning.

Tyndale’s phrase (from the Bible)	Meaning
<ul style="list-style-type: none"> a. Fight the good fight b. Am I my brother’s keeper? c. The spirit is willing but the flesh 	<ul style="list-style-type: none"> 1. Live for the moment

<p>is weak</p> <p>d. Salt of the earth</p> <p>e. Signs of the times</p> <p>f. Eat, drink and be merry</p>	<p>2. Someone who has admirable qualities</p> <p>3. Actions which are typical of the way people behave nowadays</p> <p>4. Although I want to do it, I'm too weak to be able to</p> <p>5. Do the best you can in life</p> <p>^ . Am I responsible for the actions of my friends?</p>
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VI. Find the words in the box in the text and make sure you understand their meaning in the text.

martyred (line 1)	drive (line 15)
entice (line 3)	integral (line 18)
enthusiasts (line 4)	neglected (line 20)
highlighting (line 6)	

VI. Complete the following sentences using the correct words from the box in the grammatical form required.

- Revenue from tourism is _____ to the economy of many Third World countries.
- Next year travel agents' brochures will _____ many people to go on holidays they probably can't afford.
- Visitors to Bali are usually _____ about their holiday experience.
- After a frustrating day at the tourism counter, Isobel wore a _____ expression when she arrived home.
- Through its _____ to introduce tourists to its historic cities, Spain hopes to change its image as a cheap package holiday destination.
- In the past, many of Greece's most famous monuments suffered from centuries of _____.
- The _____ of our trip to Japan was a visit to a Buddhist shrine.

Text 7

Tourism and the environment

I. Pre-reading

What is trekker? What environmental problems could trek cause?

II. Skim and scan

- a. How many trekkers came to the Annapurna area of Nepal 1992?
- b. How many lodges for trekkers are there in the Annapurna area of Nepal?
- c. What does ACAP stand for?
- d. What is the name of Nepal's most important environmental organization?

Action, adventure and the environment

Tourism in Nepal started in the Annapurna area, before Everest was climbed. The spectacular view of the Dhulagiri and Annapurna ranges from Pun Hill; the mountain heights and valley depth of the Annapurna Sanctuary; the vast Tibetan plateau in the Northern Annapurna: all this has helped to make the area the most popular trekking destination in Nepal. This year's visitors are due to top the 40,000 trekkers who visited in 1992.

But the years of booming tourism brought problems. Lodges for trekkers proliferated – there are now over 650 in the area and our rhododendron and bamboo forests were cleared to make way for them. Rapid deforestation resulted in landslides and soil erosion. Rubbish accumulated and water became polluted. The social life of local residents began to change beyond recognition and in response to this we campaigned to make the region Nepal's first conservation area. In 1986 the King Mahendra Trust for Nature Conservation, Nepal's leading environmental organization, succeeded in launching the Annapurna Conservation Area Project (ACAP).

ACAP's approach is "putting the local interest first". Unlike national parks and reserves in Nepal, it didn't drive local residents off the land or seek military assistance. It invested in people. Local representative committees were encouraged to participate in all areas affecting them: health, education, infrastructure improvements, tourism, forestry and agriculture. In 1988 the project was granted permission to collect entry fees from visiting trekkers. The revenue has been used to create an endowment fund for future projects. Above all, ACAP invested in conservation education and extension programme. The project emphasized changing attitudes among local residents, managers, workers and not least, the trekkers themselves.

At the end of May, when the spring trekking season ends, Lodge Management Committees of all villages in the Annapurna Area meet and discuss their plans. They control every aspect of lodge management from menu pricing to sanitation and send their plans to ACAP. Today the villages of Southern Annapurna are full of

committees and group for virtually everything. Each winter they decide on community works: bridges, schools, drinking water system and trails. In midsummer they deal with forest and agricultural programmes. Women’s groups raise money by singing and performing dances in honor of visitors. Their funds are invested in community programmes and projects aimed at improving women’s standing in their communities.

The villagers in they Southern Annapurna no longer hunt or collect more fuel-wood and timber than they require. The forests no longer belong to the Government, but to their own communities. ACAP’s success has earned them management rights for another ten years. After that, ACAP hopes that local people will be able to manage their lands and affairs by themselves, without much help from either their Government or other agencies.

III. The underlying structure of this text is that of problems – their solution. Using paragraphs 1, 2 and 3 for reference, complete the following summary:

- a. Tourism in Nepal started (*when, where and in what form?*)_____.
- b. The success of trekking led to the building of _____, which meant that _____.
- c. This led to some specific problems:
 - 1) _____
 - 2) _____
 - 3) _____
- d. The main steps taken to solve the problem were:
 - 1) _____
 - 2) _____
 - 3) _____

IV. Find words and expressions in the text with the opposite meaning to those listed below and give the line number.

Word of expression	Word of expression meaning the opposite	Line number
a. solutions (paragraph 2)		
b. failed (paragraph 2)		
c. discouraged (paragraph 3)		
d. denied (paragraph 3)		
e. expenditure (paragraph 3)		
f. destroy (paragraph 3)		
g. almost nothing (paragraph 4)		
h. still (paragraph 5)		

Text 8

Future trends in tourism

I. Pre-reading

When considering its markets the travel industry takes into account such factors as household size and composition, age and educational level. What developments in society today and in the future are likely to affect these traditional market factors?

II. Skim and scan

- a. In which country did the number of less than 15 year-olds decrease by over two million between 1971 and 1991?
- b. In which country are there more than 50 million over 55 year-olds?
- c. By what year will one in four people in Western Europe be aged 55 or over?

Changing markets

Over the last two decades, in countries with developed economies, smaller households has emerged as the norm with fewer young children in them, and a much greater proportion of married women in full or part time work. The number of households including couple and one or more children in Britain are now only just over a quarter of the total, and the number of children under the age of 15 fell by over two million between 1971 and 1991. The growing incidence of divorce has created many single person and single parent households, and has a major impact on the nature of demand. Obviously these changes have affected producers who traditionally provided family holiday products based on the needs and interests of children. Smaller households also mean more households and more reasons to visit family and friends living outside the home environment.

At the other end of the age scale the increasing number of people over the age of 55 who are retired or near retired, has been identified as a vitally important population trend, which will increasingly influence travel and tourism markets by the end of the century. In the USA there were some 39 million people over the age of 55 in 1970, 46 million in 1980 and there will be over 50 million in 1990. In Western Europe it is estimated that one in four people will be aged 55 or over by the year 200. Apart from the size of the market, these retired and near retired people are quite different from any previous generation of senior citizens, in the sense that most of them are far more active, fit, and affluent than before. By the year 2000 many of them will have been brought up in civilization accustomed to high levels of personal mobility, and most will have established patterns of leisure activities and holidays, which they will be able to afford to continue into their seventies and eighties. Marketing managers around the world are studying ways to develop their shares of this expanding market, and there are obvious profit prospects for those who design products which older people want to buy.

III. Which of the factors referred to in the pre-reading questions are discussed in

1. paragraph 1?
2. paragraph 2?
- 3.

IV. When listing points, writers often use such expressions as “first”, “second(ly)”, “third(ly)”, etc. Other possible “listing” words are “furthermore”, “moreover” and “in addition”. Can you think of others? First, complete the following notes based on the text. Then, using the notes and appropriate “listing” words, write your own short summary of the text.

a. “Household” factors affecting the travel industry

1. Households contain fewer _____.
2. More _____ women work outside the home.
3. Divorce means many single _____ and single _____ households.
4. There are large numbers of households, and so _____.

b. “Age” factors affecting the travel industry

1. A progressively bigger percentage of the population is aged _____ or over.
2. Older people are more active, fit and _____ than before.
3. They are used to a great deal of personal _____.
4. They will be able to afford to travel until they are _____.

V. Find words in the text which have the following meaning:

Paragraph 1	Word in text	Line number
<ol style="list-style-type: none"> 1. during 2. usual situation 3. decreased 4. frequency 5. effect 		
Paragraph 2	Word in text	Line number
<ol style="list-style-type: none"> 1. range 2. approximately 3. rich 4. movement 5. opportunities 		

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