

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
МІСЬКОГО ГОСПОДАРСТВА імені О. М. БЕКЕТОВА

Методичні вказівки
для організації практичної роботи
з дисципліни

«ІНОЗЕМНА МОВА»

*(для студентів 1 курсу заочної форми навчання
напряму 6.070101 «Транспортні технології (за видами транспорту)»*

Харків – ХНУМГ – 2014

Методичні вказівки для організації практичної роботи з дисципліни «Іноземна мова» (для студентів 1 курсу заочної форми навчання напряму 6.070101 «Транспортні технології (за видами транспорту)») / Харк. нац. ун-т міськ. госп-ва ім. О. М. Бекетова; уклад.: С. В. Александрович. – Х.: ХНУМГ ім. О. М. Бекетова, 2014. – 56 с.

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Рекомендовано кафедрою іноземних мов,
протокол № 1 від 4.09.2013 р.

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Unit I. Education

Text 1

The Structure of higher education system in Ukraine

The structure of higher education system in Ukraine is based on the education systems of the developed nations of the world in accordance with recommendations from the UNESCO, UN and other international organizations. Higher education is an integral part of the Ukrainian education system as laid down in the Law of Ukraine “On Education”. The four-level system provides thorough academic, professional and practical training with the following degrees: Junior Specialist, Bachelor, Specialist, Master.

Higher education can be obtained in higher education establishments of a certain level of accreditation. The applicants must have either basic general secondary education, complete secondary education, or hold degrees of the Junior Specialist or Bachelor, as well as of the Specialist or Master if they apply for a postgraduate degree.

The students can take either the full-time courses (day), part-time courses (evening classes, distance learning), or take a combination of these. Sometimes they can do an external course.

Admission to higher educational establishments is selective and depends on the applicants' ability; it does not depend on the ownership type of the education establishment or the sources of money to pay tuition fees.

According to their status, all education establishments fall into four categories:

- First level** – the technical school, vocational school, or other schools of the same level;
- Second level** – the college, or other establishments of the same level;
- Third and fourth levels** (according to their accreditation) – the institute, conservatory, academy, university.

Nowadays in Ukraine there 881 institutions of higher education of different accreditation levels.

The higher education establishments can award degrees:

- Junior Specialist** (technical schools, vocational schools, and other education establishments of the first accreditation level);
- Bachelor** (colleges and other education establishments of the second accreditation level);
- Specialist, Master** (education establishments of the third and fourth accreditation level)

The multi-layer structure of the higher education system means that on completion of education on a given level, students obtain a corresponding degree and can move up from level to level.

According to the structure of the higher education system, the first level leads to Junior Specialist Diploma, the second level to Bachelor's Degree (basic higher education), the third to Specialist, Master's Degree (complete higher education).

Accredited education establishments provide instruction according to their accreditation level. However, the higher the accreditation level of an education establishments is, the more options it can offer its students, who can graduate it with a diploma or degree of any chosen level.

Being a participant of the Bologna process, Ukraine joined common European education system, as well as European academic research community. A new set of requirements for obtaining the Bachelor's Degree has been adapted to meet European standards. Another important objective was to revise syllabuses and qualification requirements.

State education standards set qualification requirements in Ukraine. The state education standard is a collection of regulations that define requirements for qualification and degree levels.

- I. Read and translate the text.
- II. Define if the sentences are True (T) or False (F):
 1. The structure of higher education system in Ukraine is based on Bologna process.
 2. The students can take either the full-time courses (day), part-time courses (evening classes, distance learning), or take a combination of these.
 3. Admission to higher educational establishments is selective and depends on the applicants' ability.
 4. According to their status, all education establishments fall into three categories.
 5. Accredited education establishments provide instruction according to their accreditation level.

III. Match the words with their definitions:

1. Bachelor	a) a need or necessity
2. requirement	b) a document given by an educational institution conferring a degree on a person or certifying that the person has satisfactorily completed a course of study
3. degree	c) a person who holds the degree of Bachelor of Arts, Bachelor of Education, Bachelor of Science, etc
4. tuition fee	d) a law, rule, or other order prescribed by authority, especially to regulate conduct.
5. vocational school	e) an academic award conferred by a university or college on successful

	completion of a course
6. diploma	f) a fee paid for instruction (especially for higher education)
7. regulations	g) a secondary school teaching the skilled trades

IV. Answer the questions:

1. What is a good education?
2. Is the level of education in your country good?
3. What would you like to change about the education system of your country?
4. Would you like to work in education?
5. Do you think there's a lot of money to be made in education?
6. What kind of experience and qualifications do you think a government's education minister/secretary needs?
7. When does education begin?
8. What do you think Mark Twain meant when he said, "never let school interfere with your education"?
9. What do you think of the idea of lifelong education?
10. What do you think of the idea of all education being online?

V. Complete the sentences below with the best answer:

1. Because she had an interest in languages and culture, she decided to _____ Spanish.
a). attend b). major in c). transfer
2. My brother decided to _____ a distance learning program because there were no local schools in his area that offered a program in his field of study.
a). enroll in b). skip class c). go
3. After I get my undergraduate degree, I'm thinking about going on and getting a _____.
a). masters degree b). bachelors degree c). major

Text 2

Higher Education in the USA

American universities are widely known for the quality of their teaching and research. The United States is the number one and largest destination for international students seeking higher education overseas. The education system in USA is the most versatile and flexible higher education system for international students in the world. Today about 30 percent of all current international students in the world are studying in the United States. Have you ever wondered what makes U.S. higher education so popular in the world?

The U.S. has one of the world's finest education systems, with excellent programs across all disciplines. At the undergraduate level, outstanding program options are available in conventional subjects as well as professional fields. At the Master's and Ph.D. level, students regularly get the opportunity to work with and learn from some of the finest researchers in the world. Qualifications awarded by U.S. universities are recognized throughout the world for its academic brilliance.

The U.S. higher education system has lots to offer every student. The program structure lays equal emphasis on building a strong theoretical base along with importance on practical, employment-related skills. If you are looking at studying an unusual or specific program like gerontology you will have more than one program to choose from in the U.S.!

U.S. universities are world leaders in terms of technology and scientific techniques, and are committed to providing the same resources to students. The emphasis is to acquaint students with the latest in the field of science, engineering and related fields. The end result is work-ready graduates with appropriate skills using the most recent technology.

In the U.S., at the graduate level students gain valuable experience in research and teaching through the many assistantship programs available. These assistantships also help students finance their higher education in USA. The practical experience gained is extremely useful for future careers in teaching and research.

The U.S. higher education system offers many course choices within a program and the opportunity to change majors or opt for multiple specializations. At the advanced stages of an undergraduate program a student can tailor the program to meet specific career aspirations like combining courses in contemporary jazz music with engineering! At the graduate level you can make your own timetable and complete course credits at a comfortable pace within the stipulated time frame.

U.S. universities welcome international students for pursuing higher education in USA and have support systems to help students adjust comfortably to life in the U.S. Services at the international student office help students transition to the new environment. Support is offered through the year from organizing orientation programs to assistance with academic writing and building resumes as students get ready to graduate.

U.S. universities offer a diverse choice of academic, cultural and athletic activities to choose from which not only enrich the educational experience but also help students make new friends and become global citizens. Your university may also have a cricket team in addition to fraternities, regional and ethnic clubs.

Academic study and experience from a U.S. university has a very positive reputation in the international job market. A U.S. education dramatically enhances a student's long-term career goals. The experience builds critical thinking skills, develops self-confidence and cross-cultural skills and all of these attributes are highly valued by employers worldwide.

- I. Read and translate the text:
- II. Define if sentence are True (T) or False (F):
1. The United States is the number one and largest destination for international students seeking higher education overseas.
 2. The education system in USA is the most versatile and flexible higher education system for international students in the world.
 3. At the Master's and Ph.D. level students attend lectures of famous researchers.
 4. The U.S. higher education system offers many course choices within a program and the opportunity to skip majors.
 5. U.S. universities offer a diverse choice of academic, cultural and athletic activities to choose from.
- III. Learn the following vocabulary:

apprenticeship	N. training in an art or a trade <i>This word is also sometimes used to describe educational training programs, common in Europe and much of the world, in which young people learn their profession through on-the-job training in companies and organizations. Often this includes one or two days a week of in-class training. This kind of education is uncommon in the United States.</i>
to be funded	V. to be paid for, to supply the money for
a degree	N. a title given by a university
facilities	N. services or conveniences
to major	V. to specialize in (a particular academic field)
a major	N. the main field of study in which a university student specializes
to minor	V. to have a secondary specialization in (a particular academic field)
a minor	N. the secondary field of study in which a student specializes
to stand for	V. to be the short form of, to represent, to mean
terminology	N. specialized words or expressions used in a particular field, activity, job, science, etc.
to transfer	V. 1) to change schools 2) to move from one place to another said of people or things
B.A.	N. Bachelor of Arts, an undergraduate degree in a humanities-related subject
B.S.	N. Bachelor of Science, an undergraduate degree in a science-related subject
master's	N. the graduate degree after a bachelor's and before a Ph.D
Ph.D.	N. doctorate, highest graduate degree <i>Although Ph.D. stands</i>

	<i>for Doctor of Philosophy, it is commonly used to refer to a doctorate in any field.</i>
	<i>A. = Adjective ADV. = Adverb IDM. = Idiom N. = Noun V. = Verb</i>

IV. Fill in the gaps with the following vocabulary:

*apprenticeships are funded B.A. B.S. degree facilities majored
master's minor Ph.D. stands for terminology transfer*

Lars: Tina, I'm trying to fill out this job application, and they want to know about my educational history. It's a little confusing because I don't understand the _____ they are using. I don't really know much about the American educational system.

Tina: In America, all students basically study the same thing until they are around 18. After high school, students have the choice to start working or to go to college.

Lars: What is the difference between a college and a university?

Tina: In the U.S., there isn't a big difference between the two. Colleges tend to be smaller schools, and universities are usually larger schools with more _____; however, we often use these words interchangeably.

Lars: Can Americans do _____ to prepare themselves for their future careers? Many people do that kind of job training in my country.

Tina: That's not very common in the United States. Americans usually learn on the job; however, some junior colleges offer shorter, more practical career training programs.

Lars: What are junior colleges?

Tina: Colleges and universities in the United States are extremely expensive. Even schools which _____ by the government can cost thousands of dollars a year. Most states have created junior colleges, which are inexpensive schools where students can complete the first two years of their education. Afterwards, students can _____ to a four-year college or university to complete their bachelor's _____. And, as I mentioned, they also provide career training and continuing education courses.

Lars: What does _____ mean? Is that the same thing as a bachelor's?

Tina: That _____ Bachelor of Science. You also often hear the abbreviation _____, which is short for Bachelor of Arts. For example, I _____ in chemistry, so I have a Bachelor of Science; but, my brother studied philosophy, so he has a Bachelor of Arts.

Lars: I thought you studied German literature.

Tina: That was my _____ - my secondary field of study.

Lars: What about after you finish your bachelor's?

Tina: Students can continue studying and receive a _____, which usually requires an additional two years of study. And of course, the highest degree is called a _____, which is another word for doctorate.

Text 3

Learning foreign languages

How to learn a foreign language?

I. Read the text and Put the following sentences into the correct order:

- Focus on words and phrases!
- Take responsibility for your own learning!
- Spend the time!
- Listen and read every day!

1) _____

By far the most important factor is how much time you are immersed in the language. The more time you spend with the language, the faster you will learn. This means listening, reading, writing, speaking, and studying words and phrases. This does not mean sitting in class looking out the window, nor listening to other students who do not speak well, nor getting explanations in your own language about how the language works. This means spending time enjoyably connected to the language you are learning.

2) _____

Listen wherever you are on your MP3 player. Read what you are listening to. Listen to and read things that you like, things that you can mostly understand, or even partly understand. If you keep listening and reading you will get used to the language. One hour of listening or reading is more effective than many hours of class time.

3) _____

Build up your vocabulary, you'll need lots. Start to notice words and how they come together as phrases. Learn these words and phrases through your listening and

reading. Read online, using online dictionaries, and make your own vocabulary lists for review. Soon you will run into your new words and phrases elsewhere. Gradually you will be able to use them. Do not worry about how accurately you speak until you have accumulated a plenty of words through listening and reading.

4) _____

If you do not want to learn the language, you won't. If you do want to learn the language, take control. Choose content of interest, that you want to listen to and read. Seek out the words and phrases that you need to understand your listening and reading. Do not wait for someone else to show you the language, nor to tell you what to do. Discover the language by yourself, like a child growing up. Talk when you feel like it. Write when you feel like it. A teacher cannot teach you to become fluent, but you can learn to become fluent if you want to.

Note: These guidelines should be rigorously followed, even if you are taking a language course.

II. Choose the right verb in the correct form: *make* or *do*

- a. How many mistakes did you _____ in the last dictation?
- b. Who is the next to _____ a report?
- c. She _____ the translation in half an hour.
- d. It was Brian's upbringing that _____ him a coward.
- e. The Dean _____ a speech at the meeting of the first-year students.
- f. Can't you _____ anything to stop that noise?
- g. What did he _____ to _____ you so angry?
- h. Promise little, but _____ much.
- i. He is used to _____ whatever he pleases.
- j. Would you _____ me a favour and feed the cat while I'm away.
- k. Have you _____ all the arrangements yet?
- l. We normally _____ the shopping on Saturday mornings.

III. Choose the best response:

1. Have you paid your _____ (=payment for studying at a university) for this semester? No, I haven't gotten around to that yet.
a) tuition b) tutoring c) cost
2. How's your _____ = Do you have a lot of classes?
a) course package b) course load c) course pack
3. I took that class last year. It was _____. (=very easy)
a) gust b) wind c) breeze
4. I lived in the student residence last year. This year, I moved in to a place _____.
a) of mine b) of my own c) of my proper

5. What does GPA stand for?
a) grade point addition b) grade percentage average c) grade point average
6. Which college are you planning to _____?
a) attend b) ascent c) atone
7. I applied to go to Yale, but I didn't _____. (=I wasn't accepted)
a) get in b) get on c) get in
8. This is a very _____ school. (= It has a very good reputation)
a) prevailing b) prestigious c) egregious
9. In the context of university life, what is a 'student body'?
a) a student's torso b) all the students at a university c) professor
10. Most new college students go to _____, which is an information session designed to introduce them to their new university.
a) orientation b) show-and-tell c) segmentation
11. A former student of a school/university= An _____
a) alderman b) alumni c) alumnus
12. A _____ is an exam given during the middle of a semester.
a) middle-term b) mid-term c) half-term
13. John finally got his _____ in Economics. (=he finished his 4 year program)
a) decoration b) degree c) decree
14. My assignment is _____ on Thursday. (=it has to be finished by Thursday)
a) due b) deliverable c) down
15. What are you _____ in? = What's your main subject of study?
a) majoring b) engaging c) mainlining
16. You'd have to do something pretty bad to get _____ (=kicked out) from college.
a) expelled b) excelled c) demoted
17. Q: Did he _____ his exam? A: No, he failed.
a) miss b) answer c) pass
18. The opposite of a 'required course' is an _____.
a) election b) elective c) choice
19. T.A., which stands for 'teaching _____', is someone who helps a professor run a class.
a) asset b) assistant c) analyst
20. What do you plan to do after you _____? (=successfully finish college)
a) drop out b) take a leave of absence c) graduate

Choosing careers

Different people have different kinds of careers. There are many different kinds of careers and jobs to choose from. People have a wide choice of occupations they can do. Different careers require different kinds of responsibilities and duties. Different careers require different kinds of skills and abilities. They have different educational requirements and qualifications. Not everyone is suitable for every kind of career.

Think about these different careers. What kinds of skills and abilities does each one require? What educational requirements do they have? What kinds of responsibilities and duties do people who do these kinds of jobs have?

- Veterinarian - Software designer - Police officer - Pilot – Author

I. Read about five people and their careers:

George: Hi, I'm George. I'm a veterinarian. I like to help sick animals. I need to be able to use a lot of tools and instruments in my job. Sometimes I have to do operations on animals. Other times I need to check their condition or give them an injection. After high school, I went to college for four years. My major was animal biology. After college, I went to veterinary school for four years. Now, I have my own animal clinic. I really enjoy my job. I like working with animals and enjoy talking to their owners.

Claudia: Hi, my name is Claudia. I'm a computer software designer. I design computer software. I use a computer every day at work. I have to type a lot of information. I also need to think about how to solve a variety of complicated problems.

After high school I went to college for four years. My major was computer science. After college, I found a job in a software company. I have worked there for ten years.

I like my job. I like to use my imagination to design new programs and to edit old ones.

Graham: Hi, my name is Graham. I'm a police officer. My job is to help people. I drive a patrol car. Sometimes we have to arrest people who break the law and take them to the police station. After high school, I went to police college for four years. After college, I got a job in the police force in a city near where my parents live. I have been a police officer for twenty years. I really love my job. Being a police officer is very rewarding. I like to help people. I feel I am doing something worthwhile.

Bruce: Hi, my name is Bruce. I'm a pilot. My job is to fly an airplane. I usually fly international routes from the USA to Europe. After high school, I joined

the Air Force. In the Air Force I learned how to fly planes. I was in the Air Force for fifteen years. After the Air Force, I got a job as a commercial pilot with a big airline. I have worked there for about nine years. I love my job. It is exciting and I enjoy traveling.

Melissa: Hi, my name is Melissa. I'm an author. I write children's books. I usually write about three or four books a year. I write stories for children in elementary school. I also do my own illustrations. After high school I went to college. My major was elementary education. After college, I went to graduate school. My major was English literature. I love writing children's stories. I like to be creative and use my imagination.

II. Answer the questions:

1. What is George's job?
2. What does he need to use?
3. What does he need to do?
4. What did he do after high school?
5. Does he like his job? Why?
6. What is Claudia's job?
7. What does she have to do at work?
8. What did she do after high school?
9. What was her major?
10. What did she do after college?
11. Does she like her job? Why?
12. What is Graham's job?
13. What does he have to do at work?
14. What did he do after high school?
15. What did he do after college?
16. How does he feel about his job?
17. What does Bruce do?
18. Where does he usually fly?
19. What did he do after high school?
20. How long has he been a pilot?
21. Does he like his job? Why?
22. What is Melissa's job?
23. What does she do?

24. What did she do after high school?
25. What were her majors?
26. Does she like her job? Why?

Unit II. Transportation

Text 1. Transportation

- 1) enable (v) - давати (кому-небудь) можливість або право (що-небудь зробити)
- 2) establish (v) - засновувати; створювати, організовувати
- 3) field (n) - галузь
- 4) warehouse (n) - склад, складське приміщення
- 5) interchange (n) - міняти (одне на інше) ; обмінюватися
- 6) maintenance (n) - догляд, ремонт (поточний)
- 7) ownership (n) – власність
- 8) restrain (v) – стримувати, обмежувати
- 9) sprawl (n) - роз'їжджатися

Transport or transportation is the movement of people, animals and goods from one location to another. Modes of transport include air, rail, road, water, cable, pipeline, and space. The field can be divided into infrastructure, vehicles, and operations. Transport is important since it enables trade between peoples, which in turn establishes civilizations.

Transport infrastructure consists of the fixed installations necessary for transport, and may be roads, railways, airways, waterways, canals and pipelines, and terminals such as airports, railway stations, bus stations, warehouses, trucking terminals, refueling depots (including fueling docks and fuel stations), and seaports. Terminals may be used both for interchange of passengers and cargo and for maintenance.

Vehicles traveling on these networks may include automobiles, bicycles, buses, trains, trucks, people, helicopters, and aircraft. Operations deal with the way the vehicles are operated, and the procedures set for this purpose including financing, legalities and policies. In the transport industry, operations and ownership of infrastructure can be either public or private, depending on the country and mode.

Passenger transport may be public, where operators provide scheduled services, or private. Transport plays an important part in economic growth and globalization, but most types cause air pollution and use large amounts of land. While it is heavily subsidized by governments, good planning of transport is essential to make traffic flow, and restrain urban sprawl.

- I. Read the statements below and decide if they are (T) or false (F):
1. Transport or transportation is the movement of people, animals and goods from one location to another.
 2. Modes of transport include air, rail, road, water, cable, pipeline, and space.
 3. The field cannot be divided into infrastructure, vehicles, and operations.
 4. Transport is important since it enables trade between peoples.
 5. Transport infrastructure does not consist of the fixed installations necessary for transport.
 6. Good planning of transport is essential to make traffic flow, and restrain urban sprawl.

II. Fill in the gaps:

1. Transport or transportation is the _____ of people, animals and goods from one location to another.
2. _____ of transport include air, rail, road, water, cable, pipeline, and space.
3. Transport is important since it enables _____ between peoples, which in turn establishes civilizations.
4. Terminals may be used both for interchange of passengers and _____ and for maintenance.
5. Transport plays an important part in economic _____ and globalization.

III. Match the word with their definitions:

1. car	a) also called an “18-wheeler” or “Tractor-trailer”. This is used to carry large amounts of cargo
2. bus	b) this is powered by the legs and is able to maintain balance due to centrifugal force
3. taxi	c) this is used by firemen to travel to places where fires need to be extinguished
4. bicycle	d) this is used to travel on water by sailing
5. van	e) this is used to travel through the air by flying
6. train	f) this travels on rails and often has many compartments; it can be used to carry people or goods
7. airplane	g) this is used to carry sick people to the hospital in cases of emergency
8. boat	h) this is a type of car in which a driver drives you somewhere for a charge
9. ambulance	i) this is a common form of transportation seen on the

	road; it has four tires and carries 2-8 people
10. fire truck	j) this is larger than a car but smaller than a truck and can carry more people than a car
11. truck	k) this is about the same size as a truck but carries people instead of goods; it stops at regularly at predetermined destinations

Text 2

The history of transportation

Part I

The history of transportation goes back to the pre-historic ages when man learned to live in groups and traveled extensively in search of food and shelter. The pre-historic method of transportation mostly consisted of walking and swimming (when required). Gradually man learned to use animals to carry himself as well as his belongings. Use of animals as means of transportation was revolutionized by the invention of the wheel. The wheel can be given the credit for changing the whole concept of travelling and transportation. With time, man wanted speed as well as capacity in his transportation. This need as well as the man's curious nature subsequently led to the invention of various machines like steam engines and aircraft. The evolution of transportation can be broadly divided into 4 categories based on their medium.

Land Transport: Transportation by road is probably the oldest method of transportation and travel. Roads 'literally' were first constructed by Romans in order to enable the armies to travel faster. Roads made the use of wheels very comfortable which was otherwise inconvenient and uncomfortable on rugged surfaces. When it came to ice, land transport has always consisted of only and only sledges. Initially, sledges were pulled by animals and with the advent of machines; animals were relieved of this burden. Still animals are widely used in many places. Now coming back to roads, man kept inventing means that would speed the process, giving birth to machines like bicycles, buggies and later, cars and various machinery using engines. Transportation was very slow and costly till the Industrial revolution. After the revolution, transportation changed thoroughly. The invention of engines in this time period (steam and fuel) subsequently led to inventions of vehicles of different capacities and speeds. So today we have cars, trucks, buses, bikes and many more machines that help us travel and transport faster and more efficiently.

Water Transport: Historically, water transportation became very important because of man's tendency to settle down around water bodies. Important cities were established along the banks of rivers and shores of oceans in order to make sure that the civilization never ran out of both food and water. Transportation actually came into picture when man discovered his business skills and also when man's greed to conquer and rule grew. Some people traveled to learn and some traveled to fight. The

invention of engines revolutionized this mode as greatly as any other mode of transport. These days, huge ships travel the lengths of ocean in the form of either the naval forces of a country or luxurious cruise ships, a style statement for the rich and famous.

I. Read the statements below and decide if they are true (T) or false (F):

1. The pre-historic method of transportation mostly consisted of walking and swimming.
2. The evolution of transportation can be broadly divided into 3 categories based on their medium.
3. Transportation by road is probably the newest method of transportation and travel.
4. Transportation was very slow and costly till the Industrial revolution.
5. The invention of engines subsequently led to inventions of vehicles of different capacities and speeds.
6. Important cities were established along the banks of rivers and shores of oceans.
7. The invention of engines did not revolutionize the water transport at all.

II. Fill in the gaps:

1. The evolution of transportation can be broadly _____ into 4 categories.
2. Roads 'literally' were first constructed by Romans in order to _____ the armies to travel faster.
3. Transportation was very _____ and costly till the Industrial revolution.
4. Today we have cars, trucks, buses, bikes and many more machines that help us travel and transport faster and more _____.
5. Important cities were _____ along the banks of rivers and shores of oceans in order to make sure that the civilization never ran out of both food and water.

Text 3

The history of transportation

Part II

Rail Transport: The usage of rails for the purpose of transportation started around 500 years ago. Initially, it consisted of man or horse power and sometimes also of rails made of wood. The modern railway system finds its origin in England in early 1800's. Historically it was known as wagon way and its traces have been found as early as 600 BC in Greece. The Greek system also used wagons that were pulled by either men or animals on the grooves made in limestone. Making of grooves on

flat surfaces made the wagons follow a particular path without being manually directed.

As the centuries passed, man invented various machines that helped the growth of railways indirectly. The invention of steam engine gave rail transportation a new meaning and remained an astounding invention of the century that was upgraded only in late 1900s by the fuel engine. Railways these days form the backbone of any given economy.

Air Transport and Space Travel: One of the most revolutionizing inventions of the history of mankind is airplanes. The airplane was invented by the Wright brothers in 1903. Since their invention, it has been modified and glorified into the fastest known method of transportation and travel. A man can now think of traveling thousands of miles in just a few hours. This would have sounded like a wild dream a few centuries ago but man's curiosity and willingness have made it a reality. Inventions and discoveries of fuels, that are efficient both in terms of money and usage, have given man easy accessibility to this mode of transport. These days, air transport is not only being used to connect two places on Earth, but it is also being used in connecting two random places in the Universe. The inventions and discoveries have led man to travel to the moon and learn about it. Hence, the most speculated phenomenon since ages, 'The Moon' is no longer a mystery, thanks to the Jet Age or shall we say the Space Age.

Transportation is one of the very initial processes that man started. The history of transportation cannot be dated back to an exact time period. But we can easily assume, that it has existed since man wanted to move around and explore. So one can guess how old this process is and one can also be sure how long this process will go on. It can easily be concluded that the process of transportation is as old as man himself and will remain till man exists on the face of the Earth.

I. Read the statements below and decide if they are True (T) or False (F):

1. The usage of rails for the purpose of transportation started around 600 years ago.
2. Railways these days form the backbone of any given economy.
3. The airplane was invented by the Wright brothers in 1902.
4. The history of transportation cannot be dated back to an exact time period.
5. Transportation has existed since man wanted to move around and explore.

II. Fill in the gaps:

1. The usage of rails for the purpose of _____ started around 500 years ago.
2. The invention of _____ engine gave rail transportation a new meaning.

3. These days, air transport is not only being used to _____ two places on Earth, but it is also being used in connecting two random places in the Universe.
4. Transportation is one of the very _____ processes that man started.
5. The _____ of transportation cannot be dated back to an exact time period.

Text 4

Transportation planning

comprehensive (adj) - повний; детальний; докладний

facility (n) - зручності; засоби обслуговування

congestion (n) - перенаселеність; затор (вуличного руху)

Transportation planning as the name suggests deals with the development of a comprehensive plan for the construction and operation of transportation facilities. In order to develop a good and an efficient transport facility, it is necessary to have a proper planning procedure in place. The planning process should be continuous and dynamic that is, it should be sensitive to the continuous changes in the socio-economic needs, technology and financial status of a state and its people. Further, the planning process should be rational keeping in mind the various pros and cons. Rational transportation planning process begins with a definition of goals and objectives which are to be achieved through transportation and ends with development of an implementation strategy of a particular course of action.

Transport has significant welfare, environmental and social justice implications just as strong traffic growth has significant negative effects on the economy through congestion and defensive expenditures on health care, road traffic accidents and other diseconomies of urban life in crowded cities. In terms of quality of life there is a realization that crowded, polluted and noisy cities are both unacceptable and avoidable.

Within the rational planning framework, transportation forecasts have traditionally followed the sequential four-step model or urban transportation planning (UTP) procedure, first implemented on mainframe computers in the 1950s at the Detroit Area Transportation Study and Chicago Area Transportation Study (CATS).

The four steps of the classical urban transportation planning system model are:

- 1) Trip generation determines the frequency of origins or destinations of trips in each zone by trip purpose, as a function of land uses and household demographics, and other socio-economic factors.
- 2) Trip distribution matches origins with destinations, often using a gravity model function, equivalent to an entropy maximizing model. Older models include the fratar model.
- 3) Mode choice computes the proportion of trips between each origin and destination that use a particular transportation mode.

- 4) Route assignment allocates trips between an origin and destination by a particular mode to a route. Often (for highway route assignment) Wardrop's principle of user equilibrium is applied (equivalent to a Nash equilibrium), wherein each driver (or group) chooses the shortest (travel time) path, subject to every other driver doing the same. The difficulty is that travel times are a function of demand, while demand is a function of travel time, the so-called bi-level problem.

After the classical model, there is an evaluation according to an agreed set of decision criteria and parameters. A typical criterion is cost-benefit analysis.

I. Fill in the gaps:

1. Transportation planning _____ with the development of a comprehensive plan for the construction and operation of transportation facilities.
2. The planning process should be rational keeping in mind the various pros and _____.
3. Rational transportation planning process _____ with a definition of goals and objectives.
4. Transportation _____ have traditionally followed the sequential four-step model.
5. Route assignment _____ trips between an origin and destination by a particular mode to a route.

II. Match the words and word combinations:

1. transportation	a) noisy cities
2. socio-economic	b) strategy
3. pros and	c) growth
4. implementation	d) needs
5. traffic	e) planning
6. polluted and	f) cons
7. four-step	g) assignment
8. route	h) model

III. Study the list of vehicles and then answer the questions:

Ambulance, bus, caravan, coach, lorry, fire engine, motor-cycle, pick-up, scooter, tram, van, train.

1. Which is the biggest? _____
2. Which transport passengers? _____
3. Which have two wheels? _____
4. Which run on rails? _____
5. Which can be used as a house? _____
6. Which transport goods? _____

7. Which do you need in emergency? _____
8. Which have no engine? _____

IV. Idioms and sayings about transport:

To be in the same boat	To be in the same situation (usually unpleasant) as other people.
Drive a hard bargain	To expect a lot in exchange for what you pay or do
Drive someone round the bend.	To make someone very bored or very angry.
Test drive	To drive a car that you are considering buying, in order to see if you like it.
End of the line	The point where it is no longer possible to continue with a process or activity.
The end of the road	The point where it is no longer possible to continue with a process or activity.
To hit the road	To leave a place or begin a journey.
Road hog	Someone who drives so that other vehicles cannot go past.
Ship someone off	To send someone away somewhere.
Off the beaten track	A place where few people go, far from any main roads and towns.
The fast track	The quickest and most direct route to achievement of a goal (especially business related).
Train of thought	The connections that link the various parts of an event or argument together.

V. Fill in the gaps with the idioms from exercise IV.

1. She's always complaining that she has too much work, but we're all _____.
2. "We got a good price in the end, but he _____."
3. "The children have been _____ me _____ all day."
4. "I took it out for a _____ before I bought it."
5. "This project has struggled on for as long as it could, but it's reached _____ now."
6. "We will have to give up on this project, it's reached _____."
7. "I must be going, I need to _____ to catch my train."
8. "I have never liked his driving, he is such a _____."
9. "Rich parents often _____ their children _____ to boarding school."
10. "The hotel is difficult to find, it is really _____."

11. He won't be working in this office for very long, he's on the _____ to management.
12. "He was trying to explain how the budget would help to end the recession, but I couldn't follow his _____."

Text 5

The importance of logistics in today's business

Transportation and timely delivery of goods and services are the main factors for all types of business. Whether it is transportation of raw materials to the manufacturers or of finished products to the consumers, logistic plays a major role in all businesses. Logistic is the most important factor that facilitates all businesses operate well. Without good logistic, no business can accomplish success. A good logistic can offer expansion to a business. Logistic is required in every business. We cannot think of any business without logistic.

Generally, logistic is the management of transportation and delivery of products, product and other resources so as to deliver the products in the market in time to fulfill the requirements of consumers. Logistics typically incorporate transportation, warehousing, packaging, material handling, information and security. Logistic is responsible for the efficient flow of products, services and information associated to manufacturers and consumers. Logistic was prevalent in the past but it was considered as a business concept only in the 1950s. The increasing complication of business and demand for shipping of product globally was the major cause that gave rise to logistic as a business concept. Ineffective logistic will affect serious loss for producing industries.

Shipping also contributes a lot in the world's economy. Shipping could be an international business enterprise for transferring and transportation of cargoes and other materials from one place to other places easily. Usually shipping refers to transportation of cargoes by sea through ships.

Land or ground shipping is typically done by rails and trucks. Ground shipping is less costly than air shipping but much expensive than shipping by sea. Air shipping is the priciest shipping. It is fast and can deliver cargoes within a short period of time. Usually much of the shipping is done by sea. Shipping by sea is the most cost effective mode of transferring merchandise to remote countries.

All kinds of business require logistic and shipping. A slight disorder in shipping and logistic will lead to heavy financial loss for producing industries. An effective logistic and shipping services system can facilitate a business to operate well and increase its revenue. They are the key factor of accomplishing business goals.

Logistic and shipping contributes a lot to the world's economy. A well-ordered logistic and shipping system will effectively deal with the transportation process and complement timely delivery of goods and merchandise to the manufacturing industries as well as to the market to meet the consumer demands.

I. Fill in the gaps:

1. Logistic is the management of transportation and delivery of _____.
2. Logistic is responsible for the efficient _____ of products, services and information associated to manufacturers and consumers.
3. Logistic is the most important factor that _____ all businesses operate well.
4. Without good logistic, no business can _____ success.
5. Good logistic can offer _____ to a business.

II. Match the words and words combinations:

1. accomplish	a) loss
2. efficient flow of	b) demands
3. deliver	c) success
4. financial	d) products
5. manufacturing	e) cargoes
6. consumer	f) industry

Text 6

Introduction to Supply Chain Management

If your company makes a product from parts purchased from suppliers, and those products are sold to customers, then you have a supply chain. Some supply chains are simple, while others are rather complicated. The complexity of the supply chain will vary with the size of the business and the intricacy and numbers of items that are manufactured.

A simple supply chain is made up of several elements that are linked by the movement of products along it. The supply chain starts and ends with the customer.

Customer: The customer starts the chain of events when they decide to purchase a product that has been offered for sale by a company. The customer contacts the sales department of the company, which enters the sales order for a specific quantity to be delivered on a specific date. If the product has to be manufactured, the sales order will include a requirement that needs to be fulfilled by the production facility.

Planning: The requirement triggered by the customer's sales order will be combined with other orders. The planning department will create a production plan to produce the products to fulfill the customer's orders. To manufacture the products the company will then have to purchase the raw materials needed.

Purchasing: The purchasing department receives a list of raw materials and services required by the production department to complete the customer's orders.

The purchasing department sends purchase orders to selected suppliers to deliver the necessary raw materials to the manufacturing site on the required date.

Inventory: The raw materials are received from the suppliers, checked for quality and accuracy and moved into the warehouse. The supplier will then send an invoice to the company for the items they delivered. The raw materials are stored until they are required by the production department.

Production: Based on a production plan, the raw materials are moved inventory to the production area. The finished products ordered by the customer are manufactured using the raw materials purchased from suppliers. After the items have been completed and tested, they are stored back in the warehouse prior to delivery to the customer.

Transportation: When the finished product arrives in the warehouse, the shipping department determines the most efficient method to ship the products so that they are delivered on or before the date specified by the customer. When the goods are received by the customer, the company will send an invoice for the delivered products.

I. Fill in the gaps:

1. The complexity of the supply chain will vary with the size of the business and the intricacy and numbers of items that are _____.
2. A simple supply chain is made up of several elements that are linked by the movement of _____ along it.
3. The purchasing department receives a list of _____ materials and services required by the production department to complete the customer's orders.
4. The raw materials are stored until they are required by the _____ department.
5. Based on a production plan, the raw materials are moved _____ to the production area.
6. When the goods are received by the customer, the company will send an _____ for the delivered products.

II. Match the columns:

1. A supply chain is a system of organizations	a) into a finished product that is delivered to the end customer.
2. Supply chain activities transform natural resources, raw materials and components	b) to fulfill customer demands through the most efficient use of resources
3. The primary objective of supply chain management is	c) the importance of product design in demand generation is more significant than ever.
4. There is often confusion over the	d) people, technology,

terms	activities, information and resources involved in moving a product or service from supplier to customer.
5. With increasing globalization and easier access to alternative products in today's markets,	e) supply chain and logistics.

III. Choose the word that best fits the sentence:

1. Hey, don't drive so fast or you'll get in an _____ .
 - a. accident
 - b. incident
2. The driver in front of me keeps changing _____.
 - a. lines
 - b. lanes
3. There is always a lot of _____ on this road.
 - a. traffic
 - b. travel
4. The police officer gave me a _____ for not signalling.
 - a. fare
 - b. ticket
5. I'm running low on gas. We have to _____ (get a full tank of gas).
 - a. fill up
 - b. fill in
6. The _____ is what one turns to go left or right.
 - a. round wheel
 - b. steering wheel
7. This road is so rough! There are so many _____.
 - a. potholes
 - b. roadholes
8. This road is under construction so we have to make a _____.
 - a. goaround
 - b. detour
9. Slow down! You're going 40 miles above the _____!
 - a. speed limit
 - b. speed zone
10. When you're driving in big cities, you should always look out for _____.
 - a. pedestrians
 - b. cows

IV. Match the synonyms:

1. plan (v)	a. consist of
2. customer	b. store
3. produce (v)	c. bring
4. purchase (v)	d. buy
5. deliver	e. create
6. warehouse	f. client
7. to be made of	g. intend

V. Fill in the gaps with the following words:

Happy, provide, range, specialize, major, ensure, customized

1. As a _____ non-vessel operating common carrier, we can offer our customers competitive rates with all major shipping lines.
2. We _____ in solutions for full container loads (FCL) and less than container consolidated loads (LCL).
3. As a specialist in home textiles, we can offer our clients _____ services to meet their needs.
4. Our team will be _____ to assist you in all matters regarding your order.
5. We can _____ you with tailor-made solutions for your air transport requirements.
6. We closely co-operate with air-carriers around the world and can offer our customers a wide _____ of flexible and cost-effective services.

Text 7

Supply chain management

To ensure that the supply chain is operating as efficient as possible and generating the highest level of customer satisfaction at the lowest cost, companies have adopted Supply Chain Management processes and associated technology. Supply Chain Management has three levels of activities that different parts of the company will focus on: strategic; tactical; and operational.

Strategic: At this level, company management will be looking to high level strategic decisions concerning the whole organization, such as the size and location of manufacturing sites, partnerships with suppliers, products to be manufactured and sales markets.

Tactical: Tactical decisions focus on adopting measures that will produce cost benefits such as using industry best practices, developing a purchasing strategy with favored suppliers, working with logistics companies to develop cost effect

transportation and developing warehouse strategies to reduce the cost of storing inventory.

Operational: Decisions at this level are made each day in businesses that affect how the products move along the supply chain. Operational decisions involve making schedule changes to production, purchasing agreements with suppliers, taking orders from customers and moving products in the warehouse.

Supply Chain Management Technology

If a company expects to achieve benefits from their supply chain management process, they will require some level of investment in technology. The backbone for many large companies has been the vastly expensive Enterprise Resource Planning (ERP) suites, such as SAP and Oracle. These enterprise software implementations will encompass a company’s entire supply chain, from purchasing of raw materials to warranty service of items sold. The complexity of these applications does require a significant cost, not only a monetary cost, but the time and resources required to successfully implement an enterprise wide solution. Buy-in by senior management and adequate training of personnel is key to the success of the implementation. There are now many ERP solutions to choose from and it is important to select one which fits the overall needs of a company’s supply chain.

Since the wide adoption of Internet technologies, all businesses can take advantage of Web-based software and Internet communications. Instant communication between vendors and customers allows for timely updates of information, which is key in management of the supply chain.

I. Fill in the gaps:

1. Supply Chain Management has three levels of activities that different parts of the company will focus on: strategic; _____; and operational.
2. Tactical decisions focus on _____ measures that will produce cost benefits.
3. Decisions at the operational level are made each day in businesses that affect how the products _____ the supply chain.
4. If a company expects to _____ benefits from their supply chain management process, they will _____ some level of investment in technology.
5. Since the wide adoption of Internet technologies, all businesses can take advantage of Web-based _____ and Internet communications.

II. Match two columns:

1. supply	a. customer satisfaction
2. the highest level of	b. management
3. company	c. chain

4. significant	d. cost
5. vendors and	e. raw materials
6. purchasing of	f. customers

III. Choose the word that best fits the sentence:

1. Your _____ look a little flat. Maybe you should check the pressure.
 - a. tires
 - b. wheels
2. In Germany it's possible to drive very fast on _____.
 - a. pay roads
 - b. highways
3. P1: How long have you had your _____? P2: Since I was 19.
 - a. driver's license
 - b. driver's permission
4. You have to turn right at the next _____.
 - a. intersection
 - b. intercross
5. I couldn't see the other car in my _____ mirror.
 - a. back view
 - b. rear view
6. Most people know that wearing a _____ is a good idea.
 - a. car belt
 - b. seat belt
7. Don't _____. There's always a police car behind that tree.
 - a. speed on
 - b. speed up
8. P1: Do you know how to drive _____? P2: No, I only know how to drive automatic.
 - a. gears
 - b. standard
9. During _____, roads are normally very congested.
 - a. rush hour
 - b. hours of peak
10. The front lights of a car are called _____.
 - a. headlights
 - b. taillights

IV. Match the antonyms:

1. benefit	a) slow
2. quick	b) loss
3. purchase	c) supplier

4. raw material	d) sell
5. wide	e) receive
6. send	f) narrow
7. customer	g) finished goods

Text 8

Intelligent transportation system

resilience (n) - пружність; еластичність; ударна в'язкість

congestion (n) - затор (вуличного руху)

fuel consumption – споживання палива

densely – густо, щільно

exacerbate (v) - посилювати (невдоволення)

The term *intelligent transportation systems* (ITS) refers to information and communication technology (applied to transport infrastructure and vehicles) that improve transport outcomes such as transport safety, transport productivity, travel reliability, informed travel choices, social equity, environmental performance and network operation resilience.

Interest in ITS comes from the problems caused by traffic congestion and a synergy of new information technology for simulation, real-time control, and communications networks. Traffic congestion has been increasing worldwide as a result of increased motorization, urbanization, population growth, and changes in population density. Congestion reduces efficiency of transportation infrastructure and increases travel time, air pollution, and fuel consumption.

The United States, for example, saw large increases in both motorization and urbanization starting in the 1920s that led to migration of the population from the sparsely populated rural areas and the densely packed urban areas into suburbs. The industrial economy replaced the agricultural economy, leading the population to move from rural locations into urban centers. At the same time, motorization was causing cities to expand because motorized transportation could not support the population density that the existing mass transit systems could. Suburbs provided a reasonable compromise between population density and access to a wide variety of employment, goods, and services that were available in the more densely populated urban centers.

Recent governmental activity in the area of ITS – specifically in the United States – is further motivated by an increasing focus on homeland security. Many of the proposed ITS systems also involve surveillance of the roadways, which is a priority of homeland security. Funding of many systems comes either directly through homeland security organizations or with their approval. Further, ITS can play a role in the rapid mass evacuation of people in urban centers after large casualty events such as a result of a natural disaster or threat.

In the developing world, the migration of people from rural to urbanized habitats has progressed differently. Many areas of the developing world have urbanized without significant motorization and the formation of suburbs. In areas like Santiago, Chile, a high population density is supported by a multimodal system of walking, bicycle transportation, motorcycles, buses, and trains. A small portion of the population can afford automobiles, but the automobiles greatly increase the congestion in these multimodal transportation systems. They also produce a considerable amount of air pollution, pose a significant safety risk, and exacerbate feelings of inequities in the society.

Other parts of the developing world, such as China, remain largely rural but are rapidly urbanizing and industrializing. In these areas a motorized infrastructure is being developed alongside motorization of the population. Great disparity of wealth means that only a fraction of the population can motorize, and therefore the highly dense multimodal transportation system for the poor is cross-cut by the highly motorized transportation system for the rich. The urban infrastructure is being rapidly developed, providing an opportunity to build new systems that incorporate ITS at early stages.

I. Read the statements and decide if they are true (T) or false (F):

1. The term intelligent transportation systems refers to information and communication technology applied to transport infrastructure and vehicles.
2. Traffic congestion has been increasing worldwide as a result of increased motorization, urbanization, population growth, and changes in population density.
3. The agricultural economy replaced the industrial economy leading the population to move from rural locations into urban centers.
4. In the developing world, the migration of people from rural to urbanized habitats has progressed differently.
5. Many areas of the developing world have urbanized with significant motorization and the formation of suburbs.

II. Match the words with their definitions:

1. traffic congestion	a) harmful or poisonous substances introduced into an environment
2. urbanization	b) a district lying immediately outside a city or town, specially a smaller residential community
3. infrastructure	c) precautions taken to guard against crime, attack, sabotage, etc
4. suburb	d) the stock of fixed capital equipment in a country, including factories,

	roads, schools, etc, considered as a determinant of economic growth
5. pollution	e) the state of being overcrowded with traffic or people
6. security	f) the process by which large numbers of people become permanently concentrated in relatively small areas, forming cities

III. Fill in the gaps from exercise II:

1. _____ on lines carrying power from north to south raise the risk of blackouts.
2. Any cyber _____ expert will tell you that the best way to protect data is to create a layered defense.
3. The global demographic trend is toward _____, not a return to the countryside.
4. Numerous studies have linked heart disease and air _____, particularly smog.
5. We need to find ways to make this argument stick in every city, _____ and rural town.
6. Unfortunately, a similar unification has yet to happen for the electronic _____ in a building.

IV. Choose the most suitable word or phrase to complete each sentence:

1. The _____ was crowded with passengers waiting for the train.
a) platform b) quay c) runway d) pavement
2. We had to stop for petrol at a filling _____.
a) garage b) service c) pump d) station
3. Mary looked up at the fastest train to Glasgow in the _____.
a) catalogue b) timetable c) dictionary d) programme
4. The train was very crowded because there were only four _____.
a) coaches b) wagons c) trucks d) cars
5. Peter's car _____ off the icy road and fell into a ditch.
a) crashed b) collided c) hit d) skidded
6. Everything went dark when the train entered a _____.
a) underground b) tunnel c) tube d) metro
7. David missed his train because of the queue in the ticket _____.
a) office b) agency c) room d) lounge
8. To get to our hotel we had to cross the railway _____.
a) road b) route c) rails d) line

V. Fill in the gaps with the following words:

Chain, gear, parachute, bonnet, cockpit, handlebars, brakes, deck, oars.

1. Change this in a car to change speed _____
2. Hold these when you ride a bicycle _____
3. This will save your life if you fall from a plane _____
4. You need these to row a boat _____
5. This might be on a bicycle or around your neck _____
6. Put these on if you want to stop _____
7. Your car engine is usually under this _____
8. Walk on this when you are on a ship _____
9. The pilot of a plane sits in this _____

Text 9

Customs and duty

Customs is an authority or agency in a country responsible for collecting and safeguarding customs duties and for controlling the flow of goods including animals, transports, personal effects and hazardous items in and out of a country.

Customs duty is a kind of indirect tax which is realized on goods of international trade.

Export duty. Export duty is sometimes imposed on goods when they leave the country (for example on oil exports from Russia). However, this kind of duty is not commonly imposed because in many cases it would make the goods too expensive for the world market.

Import duty. This kind of duty is imposed on goods when they are brought into a country. There are two types of import duty: protective duty and preferential duty.

Protective duty. Protective duty is imposed to prevent home producers losing business because of cheaper foreign imports. Importers in Italy, for example, may try to import shoes from South America as they are cheaper than Italian shoes; this process is known as dumping. This, of course, would be a threat to the Italian shoe industry. To prevent this, the Italian government would impose protective duty on South American shoes, which would increase the price so much that they would no longer be able to compete with Italian shoes.

Preferential duty: Preferential duty is a lower rate of duty imposed on countries with whom there is a trade agreement. Such agreements may be bilateral (between two countries, such as Germany and Israel) or multilateral (between three or more countries). Groups of countries which have multilateral trade agreements include NAFTA (the North American Free Trade Association, made up of Canada, the US and Mexico) and ASEAN (the Association of Southeast Asian Nations, made up of Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand).

This lower rate of duty is imposed to encourage importers to trade with the preferred countries rather than with non-member nations.

Excise duty. The purpose of Excise duty is to raise money for the government. It is imposed on certain home-produced products such as luxury goods, cigarettes, oil and alcohol.

I. Find English equivalents for the following words and word combination:

1. вітчизняні товари	
2. оподатковувати	
3. мито на експорт	
4. мито на ввезення	
5. демпінг	
6. торгівельна угода	
7. двосторонній	
8. акцизний збір	
9. предмет розкоші	
10. багатосторонній	

II. What kind of duty do you think was imposed in each case?

1. An exporter in Switzerland sent a consignment of cheese to an importer in Sweden.
2. An importer in Japan wanted to buy cheap cameras from Taiwan.
3. A group of American tourists bought a quantity of expensive perfume while on holiday in France.
4. A German tobacco company imported cigars from Cuba.
5. An Indian tea company sent a large quantity of tea to England.

III. Match the words with their definitions:

1. Customs	a. imposed on goods when they leave the country
2. export duty	b. imposed on goods when they are brought into a country.
3. import duty	c. selling the same goods for a lower price abroad than at home
4. preferential duty	d. an authority or agency in a country responsible for collecting and safeguarding customs duties
5. dumping	e. a lower rate of duty imposed on countries with whom there is a trade agreement.
6. excise duty	f. is imposed on certain home-

	produced products such as luxury goods, cigarettes etc.
--	---

IV. Choose the most appropriate word to complete sentences:

1. The company cannot refund customers' money, and goods can only be *altered / exchanged / revised* on production of a receipt or other proof of purchase.
2. We have made radical changes to the working regulations, and employees are expected to *expand / stretch / adapt* to these over the next few weeks.
3. Our customer call centre used to be in Sheffield, but last year we *promoted / varied / outsourced* it to India, where costs are much lower.
4. The new director has completely *reduced / transformed / heightened* the company, from a small local enterprise to a major international concern.
5. The hotel is currently being *renovated / replaced / switched* but will remain open while building work is carried out.
6. Production has been *switched / disappeared / enlarged* from our Bracknell site to a new industrial centre near Milton Keynes.
7. Our new memory cards *extend / vary / raise* in price, from £42 for a 64Mb card up to £140 for a 2Gb card.
8. The Internet clothing company Pants2U.com has *deepened / shortened / expanded* its range to include jewellery and watches.
9. The decision to *dissolve / demote / disappear* the company wasn't an easy one to make, but everyone agreed that there was no other option but to cease trading.
10. Air fares will be *adapted / extended / revised* on 21 July: domestic flights will go down by 10%, but international flights will go up by 22%.

Text 10 Customs procedure

If the goods being imported or exported are duty free (if no duty has to be paid on them), they have to be declared to the customs authorities but will be immediately cleared for further transportation. However, if the goods are dutiable (if duty has to be paid on them), they will proceed through customs in one of the ways described here:

1. The goods are transported to the customs office at the border, the duty is calculated and the importer pays it (or the exporter, depending on the terms of delivery). The goods are then released for further transportation to their destination.
2. In the case of containerized goods, the container is sealed by the customs authorities at the place of departure, then transported to the customs office at the place of destination. Here the container is opened, the duty is calculated

and the importer pays it. This eliminates the need for the goods to be inspected at every border they cross.

3. The third possibility is for the importer to store the goods in a bonded warehouse, a special warehouse where goods can be stored until the duty has been paid. This means the duty does not have to be paid until the goods are needed (for example when the importer finds a buyer). In this case, The importer proceeds as follows:
 - a) The importer has is goods brought to the bonded warehouse for storage.
 - b) In return, the warehouseman gives the importer a bond warrant as a receipt for the goods. The bond warrant is a negotiable document.
 - c) The importer tries to find buyers for the goods while they are in bond.
 - d) Should the potential buyer need to see samples of the goods while they are in bond, this needn't be a problem. The importer goes to the warehouseman and obtains either a sampling order, which enables him to take away samples of the goods in bond; or an inspection order, which enable him to take the potential customer to inspect the goods.
 - e) Once the importer has found the buyer, he endorses the bond warrant and hands it over to the buyer. If he has found several buyers, each of them receives a delivery order which serves the same purpose as the bond warrant.
 - f) The buyer takes the bond warrant (or delivery order) back to the bonded warehouse and pays the duty on the goods. In return, he receives a customs permit which means the goods can be released from bond.
 - g) The buyer then takes the customs permit and bond warrant to the warehouse man, who hands over the goods in return.

I. Give English equivalents for the following words and word combinations:

1. безмитний	
2. який підлягає обкладанню митом	
3. митний склад	
4. робітник або службовець складу	
5. ордер на отримання зразків	
6. інспекційний ордер	
7. митний дозвіл	

II. Match the warehouse areas to the activities that take place in them:

1. dispatch	a. goods are brought together for loading and transport
2. collation	b. where the goods are kept

	until required.
3. reserve storage	c. the goods are selected and put together in the units required by the customer
4. order picking and sortation	d. complete orders are packed and wrapped
5. receiving	e. the goods are prepared for warehouse operations

- III. Complete the sentences using the correct active or passive form of the verbs in brackets:
1. After the unit load _____ (check), it goes into automated storage.
 2. As soon as an appropriate location _____ (identify) by the warehouse management system, a put-away instruction _____ (must issue).
 3. After the vehicle driver _____ (report) to the gatehouse, the vehicle documentation _____ (check) by staff.
 4. Then the packages _____ (process) i.e. they _____ (may label) with bar codes.
 5. The goods _____ (check) on unloading.
 6. After that, the staff _____ (direct) the driver to an unloading bay or parking area.

Text 11 Warehousing today

I. Complete the text with missing sentences:

1. AS/RS involves high-racking storage with a machine operating within the aisles, serving both sides of the aisle.
2. During the last few years, however, the role and the design of the warehouse have radically changed.
3. The barcode label on each item provides specific information about the product, which can be transferred to a computer system.

In the past, a warehouse was only seen as a place to store things. It often took up a lot of ground space and goods were usually picked by hand or using a fork-lift truck.

1.

The warehouse is now considered a critical link between a manufacturing plant and the external world with a strong impact on the performance of the entire manufacturing and logistics system.

Warehouse automation and complex technologies are now used in order to produce effective operations. Many warehouses today are equipped with warehouse management systems (WMS), which automate the product flow throughout the warehouse and maximize the use of warehouse space through effective picking methods, location consolidation and cross docking.

Automated Storage and Retrieval Systems (AS/RS) have been introduced in many warehouses. 2.

These systems can pick, replenish, and perform inventory checks without a human operator.

In fully automated systems, conveyor belts are very important as they link the different areas of the warehouse and carry the goods to where they are required: for example between the receiving areas and reserve storage, or between the picking and loading areas.

The warehouse of today would be unthinkable without the barcode. 3.

This makes it possible to locate the item's position in the warehouse and find it again. By using automated technology, such as barcode scanners and RFID (radio frequency identification), warehouse inventory and product flow can be efficiently managed. Combined with modern IT systems, barcodes enable warehouse staff to track and trace all items in the warehouse at any given time and usually in real time.

ADDITIONAL TEXTS FOR READING

Text 1

How To Improve Your Vocabulary

Improving your vocabulary in English - or any language - requires commitment. Writing long lists of new words is not really an efficient way to improve your vocabulary. The techniques described in this article will help you improve your vocabulary, but you will need to dedicate yourself to researching and broadening your vocabulary.

There are many ways to improve your vocabulary. When working to improve your vocabulary it's important to know your goals in order to best choose the way in which you want to learn. Reading can be a great way to improve your vocabulary. However, it won't be much help on a vocabulary test next week. Here are a number of methods to help you improve, and expand, your English vocabulary.

Difficulty: Average

Time Required: from 30 minutes to 3 or more hours

Here's How:

Vocabulary Trees

Vocabulary trees help provide context. Once you've mapped out a few vocabulary trees, you'll discover yourself thinking in vocabulary groups. When you see a cup your mind will quickly relate such words as knife, fork, plate, dishes, etc. This overview to vocabulary trees provides will help you get started. Here is an example of a vocabulary tree.

Create Vocabulary Themes

Create a list of vocabulary themes, include the vocabulary, a definition and an example sentence for each new item. Here is an example of a household appliance vocabulary theme sheet.

Use Technology to Help You

Watching DVDs is a great way to help you understand native speakers of English. Using all the fancy options watching individual scenes can help make DVD use into a vocabulary learning exercise.

Specific Vocabulary Lists

Rather than studying a long list of unrelated vocabulary, use specific vocabulary lists to help you prepare for the type of vocabulary you need for work, school or hobbies. These business vocabulary word lists are great for industry specific vocabulary items.

Word Formation Charts

Word formation is one of the keys to success for advanced level ESL learners. Advanced level English exams such as the TOEFL, First Certificate CAE and Proficiency use word formation as one of the key testing elements. These word formation charts provide the concept noun, personal noun, adjective and verb forms of key vocabulary listed in alphabetical order.

Visual Dictionaries

A picture is worth a thousand words. It's also very helpful for learning precise vocabulary. There are a number of excellent English learner visual dictionaries for sale. Here is an online version of a visual dictionary dedicated to jobs.

Learn Collocations

Collocations refer to words that often or always go together. A good example of a collocation is to do your homework. These lists of important verb + noun collocations will help you learn some of the most important.

Use a Corpus

Corpora are huge collections of documents that can track the number of times a word is used. By using a corpora, you can find which words are often used together with target vocabulary words. Combining corpora use with vocabulary trees is a great way to learn key vocabulary for specific vocabulary target areas. You can get started by visiting the British National Corpus.

Tips:

Use vocabulary learning methods to focus quickly on the vocabulary YOU need to study.

Don't make random lists of new words. Try to group words in themes. This will help you memorize new words more quickly.

If you have the time, and even if you think you don't have the time, try to add context. Writing a few example sentences using new vocabulary will help you remember the words in context.

Keep a vocabulary notepad at hand whenever you are reading in English.

Text 2

What is management? What do managers do? How do I manage?

These are standard questions that most of us in the management profession have been asked more than once. And questions we asked once in our careers too. Here, then, is a basic look at management, a primer, Management 101 from my perspective.

Art and Science

Management is both art and science. It is the art of making people more effective than they would have been without you. The science is in how you do that. There are four basic pillars: plan, organize, direct, and monitor.

Make Them More Effective

Four workers can make 6 units in an eight-hour shift without a manager. If I hire you to manage them and they still make 6 units a day, what is the benefit to my business of having hired you? On the other hand, if they now make 8 units per day, you, the manager, have value.

The same analogy applies to service, or retail, or teaching, or any other kind of work. Can your group handle more customer calls with you than without? Sell higher value merchandise? Impart knowledge more effectively? etc. That is the value of management - making a group of individual more effective.

Basic Management Skill #1: Plan

Management starts with planning. Good management starts with good planning. And proper prior planning prevents... well, you know the rest of that one.

Without a plan you will never succeed. If you happen to make it to the goal, it will have been by luck or chance and is not repeatable. You may make it as a flash-in-the-pan, an overnight sensation, but you will never have the track record of accomplishments of which success is made.

Figure out what your goal is (or listen when your boss tells you). Then figure out the best way to get there. What resources do you have? What can you get? Compare strengths and weaknesses of individuals and other resources. Will putting four workers on a task that takes 14 hours cost less than renting a machine that can do the same task with one worker in 6 hours? If you change the first shift from an 8 AM start to a 10 AM start, can they handle the early evening rush so you don't have to hire an extra person for the second shift?

Look at all the probable scenarios. Plan for them. Figure out the worst possible scenario and plan for that too. Evaluate your different plans and develop what, in your best judgement, will work the best and what you will do if it doesn't.

TIP: One of the most often overlooked management planning tools is the most effective. Ask the people doing the work for their input.

Basic Management Skill #2: Organize

Now that you have a plan, you have to make it happen. Is everything ready ahead of your group so the right stuff will get to your group at the right time? Is your group prepared to do its part of the plan? Is the downstream organization ready for what your group will deliver and when it will arrive?

Are the workers trained? Are they motivated? Do they have the equipment they need? Are there spare parts available for the equipment? Has purchasing ordered the material? Is it the right stuff? Will it get here on the appropriate schedule?

Do the legwork to make sure everything needed to execute the plan is ready to go, or will be when it is needed. Check back to make sure that everyone understands their role and the importance of their role to the overall success.

Basic Management Skill #3: Direct

Now flip the "ON" switch. Tell people what they need to do. I like to think of this part like conducting an orchestra. Everyone in the orchestra has the music in front of them. They know which section is playing which piece and when. They know when to come in, what to play, and when to stop again. The conductor cues each section to make the music happen. That's your job here. You've given all your musicians (workers) the sheet music (the plan). You have the right number of musicians (workers) in each section (department), and you've arranged the sections on stage so the music will sound best (you have organized the work). Now you need only to tap the podium lightly with your baton to get their attention and give the downbeat.

Basic Management Skill #4: Monitor

Now that you have everything moving, you have to keep an eye on things. Make sure everything is going according to the plan. When it isn't going according to plan,

you need to step in and adjust the plan, just as the orchestra conductor will adjust the tempo.

Problems will come up. Someone will get sick. A part won't be delivered on time. A key customer will go bankrupt. That is why you developed a contingency plan in the first place. You, as the manager, have to be always aware of what's going on so you can make the adjustments required.

This is an iterative process. When something is out of sync, you need to Plan a fix, Organize the resources to make it work, Direct the people who will make it happen, and continue to Monitor the effect of the change.

Is It Worth It

Managing people is not easy. However, it can be done successfully. And it can be a very rewarding experience. Remember that management, like any other skill, is something that you can improve at with study and practice.

Text 3

Listed below are nine things you can do to become a better manager. Pick one. Do it today. Pick another one for tomorrow. In two weeks you will be a better manager.

1. Select the best people

As a manager, you are only as good as the people on your team. Give yourself a better chance to succeed by picking the best people from the start.

2. Be a motivator

Human beings do things because we want to. Sometimes we want to because the consequences of not wanting to do something are unpleasant. However, most of the time we want to do things because of what we get out of it.

It's no different at work, people do good work for the pay, or the prestige, or the recognition. They do bad work because they want to take it easy and still get paid. They work really hard because they want to impress someone. To motivate your people better, figure out what they want and how you can give that to them for doing what you want them to do.

3. Build Your Team

It is not enough that people are motivated to succeed at work. They have to work together as a team to accomplish the group's objective. After all, if we just want them to all "do their own thing" we don't need you as a manager to mold them into a team, do we?

4. Be a Leader, Not Only a Manager

You have built the best team from the best employee available. You motivated them to peak performance. What is missing? Motivating a team is worthless unless you provide direction; unless you turn that motivation toward a goal and lead the

team to it. It is the ability to lead others that truly sets a manager apart from their peers. Remember that leaders are found at all levels of the organization, so be one.

5. Improve as a Communicator

Communication may be the single most important skill of a manager. After all, all the others depend on it. You can't be a leader if you can't communicate your vision. You can't motivate people if they can't understand what you want. Communication skills can be improved through practice. Here are two exercises you can use to improve your ability to communicate effectively.

6. Get Better At Managing Money

To stay in business, a company has to make money. That means bringing money in the door and it means spending less than you bring in. Depending on your function in the organization, you may have more influence on one area or the other, but you need to understand both. You can help your company, your employees, and yourself be getting better at managing the company's money.

7. Get Better at Managing Time

The one thing you will probably have less of at work than money is time. The better you get at managing time, yours and others, the more effective you will be as a manager.

8. Improve Yourself

Don't focus so hard on your people that you forget about yourself. Identify the areas in which you are weak and improve them. The fact that you are reading this article shows you understand the concept. You need to put it into practice.

9. Take a Break

You are less effective as a manager if you are over-stressed. You are less tolerant. You snap at people more. No one wants to be anywhere near you. Take a break. Give yourself a chance to relax and recharge your batteries. Your increased productivity when you return will more than make up for the time you take off. Have a good laugh or go lie on a beach somewhere.

Text 4

Logistics and distribution manager

Logistics and distribution managers organise the storage and distribution of goods. Essentially they need to ensure the right products are delivered to the right location on time and at a good cost. They may be involved in transportation, stock control, warehousing and monitoring the flow of goods.

A logistics and distribution manager needs to have an understanding of the whole supply chain so they can co-ordinate it effectively and liaise with suppliers of raw materials, manufacturers, retailers and consumers.

IT plays a big part in the role as IT systems and electronic communication methods are used to keep track of stock levels, delivery times, transport costs and performance evaluation. Logistics is at the centre of electronic commerce (e-commerce) which is developing all the time.

Logistics and distribution managers must also be aware of external influences such as legislation, fuel costs and environmental pressures. They will always need to be considering how business development can fit with sustainability.

Typical work activities

Responsibilities vary according to the specific job role and whether the employing company is a manufacturer, retailer or specialist service provider (e.g. in third party logistics (3PL)).

A range of business tasks is undertaken to support the smooth and efficient operation of supply chain processes, and tasks usually include:

- monitoring the quality, quantity, cost and efficiency of the movement and storage of goods;

- coordinating and controlling the order cycle and associated information systems;

- analysing data to monitor performance and plan improvements and demand;

- allocating and managing staff resources according to changing needs;

- liaising and negotiating with customers and suppliers;

- developing business by gaining new contracts, analysing logistical problems and producing new solutions.

When managing warehouse or transport staff, the role may also include:

- implementing health and safety procedures;

- managing staff training issues;

- motivating other members of the team;

- project management;

- setting objectives.

More senior roles in logistics may involve:

- planning projects;

- working on new supply strategies;

- planning vehicle routes;

- using specialist knowledge, such as mechanical-handling systems, to provide consultancy services.

Text 5

Manufacturing process

When a manufacturing company begins production of a new material, it has a choice as to the manufacturing process it uses. The type of process depends on the facility, the staff, and the information systems available. Each process has its advantages and some are best at certain tasks, for example, large batches of finished goods, or small numbers of custom items. When the decision is being considered of which manufacturing process to use, there are a number of questions that should be asked; what are the volumes to be produced, what are the requirements to make the product, and does the company manufacture a similar product? There are a number of basic manufacturing processes that they can select from; production line, continuous flow, custom manufacturing, and fixed position manufacturing.

Production Line

A production line is the traditional method which people associate with manufacturing. The production line is arranged so that the product is moved sequentially along the line and stops at work centers along the line where an operation is performed. The item may move along some kind of conveyor, or be moved manually by staff or forklift. For example, operations along the production line could include assembly, painting, drying, testing, and packaging. If needed some parts can be removed from the production line and stored as semi-finished goods.

The production line manufacturing process is very suited to high volume manufacturing of a single product or product group. For example, a production line may be used to manufacture a range of vacuum cleaners, where the only difference between the models is the color of the plastic assembly and the attachments that are included in the final product.

There are disadvantages to using the production line manufacturing process. The fact that the production line manufactures a single product or similar products limits its ability to manufacture anything else. For example, if the company manufacturing vacuums wanted to make kitchen mops, it would not be able to use the same production line. The second issue with production lines is that there is a high cost involved in the initial set up of the production line and it requires a large volume of goods to be produced to justify the capital investment.

Continuous Flow

The continuous flow manufacturing process is similar to the production line, but the products that are manufactured cannot be removed from the production line and stored, but require to have been through each process. For example, materials that are suited to continuous flow include chemicals, pharmaceuticals, and plastics. The continuous flow process is more inflexible than a production line as it does not allow for other materials to be produced on the line without significant changes and the cost involved.

Custom Manufacturing

If a company manufactures a wide range of products that can be modified based on the customers requirements, then a custom manufacturing process is a good fit. The custom manufacturing facility has a number of skilled employees and a range of equipment that can be used to manufacture and modify a wide range of items. The facility should be set up with a number of dedicated areas such as a welding area, lathe shop, paint spray area, and packaging area. The custom manufacturing facility is not designed for high volume products, but is ideal for customized products.

Fixed Position Manufacturing

Fixed position manufacturing is different from other manufacturing processes as it involves the finished product not moving from its fixed position from the beginning to the end of the process. This is the method used in large scale manufacturing such as the manufacture of an aircraft or ship, but is also used for products that are being constructed in place for the customer, such as a conveyor system.

Text 6

Creating a Logistics Strategy

What Is a Logistics Strategy?

When a company creates a logistics strategy it is defining the service levels at which its logistics organization is at its most cost effective. Because supply chains are constantly changing and evolving, a company may develop a number of logistics strategies for specific product lines, specific countries or specific customers.

Why Implement a Logistics Strategy?

The supply chain constantly changes and that will affect any logistics organization. To adapt to the flexibility of the supply chain, companies should develop and implement a formal logistics strategy. This will allow a company to identify the impact of imminent changes and make organizational or functional changes to ensure service levels are not reduced.

What Is Involved in Developing a Logistic Strategy?

A company can start to develop a logistics strategy by looking at four distinct levels of their logistics organization.

Strategic: By examining the company's objectives and strategic supply chain decisions, the logistics strategy should review how the logistics organization contributes to those high-level objectives.

Structural: The logistics strategy should examine the structural issues of the logistics organization, such as the optimum number of warehouses and distribution centers or what products should be produced at a specific manufacturing plant.

Functional: Any strategy should review how each separate function in the logistics organization is to achieve functional excellence.

Implementation: The key to developing a successful logistics strategy is how it is to be implemented across the organization. The plan for implementation will include development or configuration of an information system, introduction of new policies and procedures and the development of a change management plan.

Components to Examine when Developing a Logistics Strategy

When examining the four levels of logistics organization, all components of the operation should be examined to ascertain whether any potential cost benefits can be achieved. There are different component areas for each company but the list should at least include the following:

Transportation: Does the current transportation strategies help service levels?

Outsourcing: What outsourcing is used in the logistics function? Would a partnership with a third party logistics company improve service levels?

Logistics Systems: Do the current logistics systems provide the level of data that is required to successfully implement a logistics strategy or are new systems required?

Competitors: Review what the competitors offer. Can changes to the company's customer service improve service levels?

Information: Is the information that drives the logistics organization real-time and accurate? If the data is inaccurate then the decisions that are made will be in error.

Strategy Review: Are the objectives of the logistics organization in line with company objectives and strategies.

A successfully implemented logistics strategy is important for companies who are dedicated to keeping service levels at the highest levels possible despite changes that occur in the supply chain.

Text 7

International Transport

Air

Kyiv is connected with most of the major European cities and a handful in North America. Most international flights arrive at the small Boryspil International Airport in Kyiv, about 40kms southeast of the city centre. There is also an airport at Lviv, about 8kms west of its centre, which has international connections with Warsaw, Prague, Amsterdam, Frankfurt, London and Chicago. Odessa's airport is about 12kms southwest of downtown, and mainly caters to flights to and from Vienna and Moscow. Ukraine International Airlines and Aerosviot are the country's two main carriers, but most of the other big airlines are also represented in Kyiv's airport.

Boryspil International Airport is home to one small and unremarkable terminal which has a currency exchange kiosk and ATMs as well as souvenir and duty-free shops. An information desk is located in the Arrivals area which can assist with airport and tourist information. Boryspil Airport is about 40kms from downtown Kyiv. Catching an Atass bus is the usual way to get from the airport into town. Buses depart from the terminal to the city centre every 30 minutes throughout the day. The trip into town takes around one hour and buses let you off at the central railway station. Taxis are also available at the airport.

Rail

Ukraine is well-connected to the rest of Europe and Russia via trains. Over 22,000kms of track cover the country, linking nearly every town. The main long-distance train stations can be found in Kyiv and Lviv. Regular daily services connects these cities with Moscow and a number of other large European destinations. The Fast Trains are the quickest and most modern trains available and are inexpensive by UK standards. The trip from Kyiv to Moscow takes 10 hours, 30 minutes. Lviv also has regular rail connections to most of the major European and Russian cities. If you are travelling in an overnight train, don't leave your compartment unattended, as theft is common.

You will need to have a visa ready when you reach the Ukraine border, but otherwise it's a fairly straightforward procedure. The Kyiv train station has been remodelled in recent years, and can be found in front of the Vokzalna metro station on the western edge of downtown. The arrival and departure signs are in Ukrainian and English. The advance ticket office is a five minute walk from the station next to the Hotel Express. Tickets can also be bought from an ATM-style machine in the central station, but you need to read Cyrillic to ensure to get the right ticket.

Bus

Ukraine is not one of the easiest countries to enter by land, but buses run regularly from as far away as the United Kingdom. A handful of private bus companies operate daily services from Moscow to Karkiv. National Express runs a regularly scheduled coach service from the UK into Ukraine and other regional cities. Most long-distance coaches arrive at Kyiv first. From there you can catch connecting buses to smaller cities. The central bus station in Kyiv is located in the city centre.

Car

Travelling to Ukraine by car is only for the adventurous and hardy. Border crossings can be found at Chop, Mostiska and Uzhgorod, but visas must be arranged in advance and indicate the point of entry. A road tax must be paid upon crossing the border. Outside of the major urban areas, the roads in Ukraine are often poorly lit and in bad condition. Petrol stations and repair garages are more common now than they were in the past, but supplies are usually limited and insurance can often be difficult to obtain. Cash is normally required at petrol stations.

Sea

Ukraine is well-connected to other regional Black Sea cities and even parts of the Mediterranean by ferry. Odessa and Yalta are the two main port towns on the Black Sea where you can catch a boat to Istanbul, Georgia, and Sochi and Novorossiysk in the Russian Federation. Several companies also offer Black Sea cruises around the Crimean peninsula. A car ferry operates between Kerch and the Russian ports of Anapa, Temryuk and Novorossiysk. Where the Black Sea ends, the Dnipro River takes over. Kyiv is the most northerly passenger port in Ukraine. Sitting along the Dnipro River, Kyiv is the typical starting or finishing point for river cruises. Boats sail regularly between May and the middle of October.

Domestic Transport

Air

Domestic flights in Ukraine use Zhulyany Airport, which is located 12kms west of downtown Kyiv. Regular flights run between Kyiv and other major Ukrainian cities such as Odessa and Lviv. But most Ukrainians prefer the train to get around the country, as it is much less expensive and more reliable in the winter than airplanes. Aerosvit is one of the main domestic carriers serving all of the main routes.

Metro

The metro in Kyiv is clean, reliable and easy to use if you can read Cyrillic. Even if you can't, every visit to Kyiv should include a ride on the wonderful metro system. The triangular route design is a typical ex-Soviet system with three lines which all meet in the city centre at Freedom Square. The metro network is almost entirely underground, except when crossing the Dnipro River. The trains run from 06:00 until midnight on all three lines. Fares are unbelievably cheap.

Rail

Travelling between any major Ukrainian city is best done by train. They are cheap and reliable and can often provide a convenient night's journey. Trains are also considered the most reliable form of transportation during the winter months. Aircraft

often get grounded and roads can become hazardous in the snow and ice. You can get virtually anywhere in the country from the Kyiv train station, which is in front of the Vokzalna metro station.

Bus

If you have more time on your hands, you can take a bus to even the smallest town in Ukraine. The train still remains a better choice for getting between major cities, but the bus is best for shorter trips not served by rail. Autolux is the main private coach company. They have comfortable and modern buses at reasonable rates. The state-run buses, on the other hand, can be a nightmare. You can buy your tickets directly from the driver or at the kiosk in the station.

Car

It is possible to rent a car in Ukraine and this is becoming more popular as the roads and services improve. In general, however, driving conditions in Ukraine are not the safest or easiest in Europe. Outside of any urban area, the roads are poorly lit and often damaged. An international driving license is necessary to rent a car.

Taxi

Taxis are readily available all over the country and are especially popular in the bigger cities. To hail a cab, simply put out your hand and a car will stop. Sometimes the driver is not an official taxi operator, but rather an enterprising local looking for some extra cash. These private taxis are quite common and if you want to use one, they are fairly safe. Meters are rarely used in Ukraine, so always settle on the fare before getting into the taxi. It is also common to hire taxi drivers for long-distance destinations.

Sea and Lake

Cruises along the Black Sea are very popular and can be booked through any travel agent or tour operator. The most common cruise routes run between Kyiv, Odessa and Sevastapol. Boats are a great way to travel between coastal cities.

GLOSSARY

Accessibility: A carrier's ability to provide service between an origin and a destination.

Accessorial Charges: A carrier's charge for accessorial services such as loading, unloading, pickup, and delivery, or any other charge deemed appropriate.

Accreditation: Certification by a recognized body of the facilities, capability, objectivity, competence, and integrity of an agency, service, operational group, or individual to provide the specific service or operation needed. For example, the Registrar Accreditation Board accredits those organizations that register companies to the ISO 9000 Series Standards.

Accredited Standards Committee (ASC): A committee of ANSI chartered in 1979 to develop uniform standards for the electronic interchange of business documents. The committee develops and maintains US generic standards (X12) for Electronic Data Interchange.

Activity: Work performed by people, equipment, technologies, or facilities. Activities are usually described by the action-verb-adjective-noun grammar convention. Activities may occur in a linked sequence and activity-to-activity assignments may exist. (1) In activity-based cost accounting, a task or activity, performed by or at a resource, required in producing the organization's output of goods and services. A resource may be a person, machine, or facility. Activities are grouped into pools by type of activity and allocated to products. (2) In project management, an element of work on a project. It usually has an anticipated duration, anticipated cost, and expected resource requirements. Sometimes major activity is used for larger bodies of work.

Activity Analysis: The process of identifying and cataloging activities for detailed understanding and documentation of their characteristics. An activity analysis is accomplished by means of interviews, group sessions, questionnaires, observations, and reviews of physical records of work.

Activity-Based Costing (ABC): A methodology that measures the cost and performance of cost objects, activities, and resources. Cost objects consume activities and activities consume resources. Resource costs are assigned to activities based on their use of those resources, and activity costs are reassigned to cost objects (outputs) based on the cost objects proportional use of those activities. Activity-based costing incorporates causal relationships between cost objects and activities and between activities and resources.

Activity-Based Costing Model: In activity-based cost accounting, a model, by time period, of resource costs created because of activities related to products or services or other items causing the activity to be carried out.

Activity-Based Costing System: A set of activity-based cost accounting models that collectively defines data on an organization's resources, activities, drivers, objects, and measures.

Activity-Based Management (ABM): A discipline focusing on the management of activities within business processes as the route to continuously improve both the value received by customers and the profit earned in providing that value. AMB uses activity-based cost information and performance measurements to influence management action. *See Activity-Based Costing.*

Activity-Based Planning (ABP): Activity-based planning (ABP) is an ongoing process to determine activity and resource requirements (both financial and operational) based on the ongoing demand of products or services by specific customer needs. Resource requirements are compared to resources available and capacity issues are identified and managed.

Activity-based budgeting (ABB) is based on the outputs of activity-based planning.

Barter: The exchange of commodities or services for other commodities or services rather than the purchase of commodities or services with money.

Base Currency: The currency whose value is "one" whenever a quote is made between two currencies.

Benchmarking: The process of comparing performance against the practices of other leading companies for the purpose of improving performance. Companies also benchmark internally by tracking and comparing current performance with past performance.

Booking: The act of requesting space and equipment aboard a vessel for cargo which is to be transported.

Booking Number: The number assigned to a certain space reservation by the carrier or the carrier's agent.

Bottleneck: A constraint, obstacle, or planned control that limits throughput or the utilization of capacity.

Business Plan: (1) A statement of long-range strategy and revenue, cost, and profit objectives usually accompanied by budgets, a projected balance sheet, and a

cash flow (source and application of funds) statement. A business plan is usually stated in terms of dollars and grouped by product family. The business plan is then translated into synchronized tactical functional plans through the production planning process (or the sales and operations planning process).

Capacity Management: The concept that capacity should be understood, defined, and measured for each level in the organization to include market segments, products, processes, activities, and resources. In each of these applications, capacity is defined in a hierarchy of idle, non-productive, and productive views.

Capacity Planning: Assuring that needed resources (e.g., manufacturing capacity, distribution center capacity, transportation vehicles, etc.) will be available at the right time and place to meet logistics and supply chain needs.

Capacity: The physical facilities, personnel, and processes available to meet the product or service needs of customers. Capacity generally refers to the maximum output or producing ability of a machine, a person, a process, a factory, a product, or a service.

Carrier Liability: A common carrier is liable for all shipment loss, damage, and delay with the exception of that caused by act of God, act of a public enemy, act of a public authority, act of the shipper, and the goods' inherent nature.

Cartel: A group of companies that agree to cooperate rather than compete, in producing a product or service. Thus limiting or regulating competition.

Compliance: Meaning that products, services, processes, and/or documents comply with requirements.

Component: Material that will contribute to a finished product but is not the finished product itself. Examples include tires for an automobile, power supply for a personal computer, or a zipper for a ski parka.

Contract: An agreement between two or more competent persons or companies to perform or not to perform specific acts or services or to deliver merchandise. A contract may be oral or written. A purchase order, when accepted by a supplier, becomes a contract. Acceptance may be in writing or by performance, unless the purchase order requires acceptance in writing.

Contract Administration: Managing all aspects of a contract to guarantee that the contractor fulfills his obligations.

Contract Carrier: A for-hire carrier that does not serve the general public but serves shippers with whom the carrier has a continuing contract. The contract carrier must secure a permit to operate.

Cost Allocation: In accounting, the assignment of costs that cannot be directly related to production activities via more measurable means, e.g., assigning corporate expenses to different products via direct labor costs or hours.

Customer Profitability: The practice of placing a value on the profit generated by business done with a particular customer.

Customs: The authorities designated to collect duties levied by a country on imports and exports.

Database: Data stored in computer-readable form, usually indexed or sorted in a logical order by which users can find a particular item of data they need.

Declared Value for Carriage: The value of the goods, declared by the shipper on a bill of lading, for the purpose of determining a freight rate or the limit of the carrier's liability.

Density: A physical characteristic measuring a commodity's mass per unit volume or pounds per cubic foot; an important factor in ratemaking, since density affects the utilization of a carrier's vehicle.

Dispatching: The carrier activities involved with controlling equipment; involves arranging for fuel, drivers, crews, equipment, and terminal space.

Distributor: A business that does not manufacture its own products, but purchases and resells these products. Such a business usually maintains a finished goods inventory.

Export Compliance: Complying with rules for exporting products, including packaging, labeling, and documentation.

Fixed Costs: Costs which do not fluctuate with business volume in the short run. Fixed costs include items such as depreciation on buildings and fixtures.

Flexibility: Ability to respond quickly and efficiently to changing customer and consumer demands.

Logistics: The process of planning, implementing, and controlling procedures for the efficient and effective storage of goods, services, and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements. This definition includes inbound, outbound, internal, and external movements.

Logistics Costs: The factors associated with the acquisition, storage, movement, and disposition of goods.

Shipping: The function that performs the tasks for the outgoing shipment of parts, components, and products. It includes packaging, marking, weighing, and loading for shipment.

Supply Chain: (1) Starting with unprocessed raw materials and ending with the final customer using the finished goods, the supply chain links many companies together. (2) The material and informational interchanges in the logistical process, stretching from acquisition of raw materials to delivery of finished products to the end user. All vendors, service providers, and customers are links in the supply chain.

Supply Chain Management (SCM): Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive, high-performing business model.

Traffic: A department or function charged with the responsibility of arranging the most economic classification and method of shipment for both incoming and outgoing materials and products.

Traffic Management: The management and controlling of transportation modes, carriers, and services.

Transportation Planning Systems: The systems used in optimizing assignments from plants to distribution centers, and from distribution centers to stores. The systems combine moves to ensure the most economical means are employed.

World Trade Organization (WTO): An organization established on January 1, 1995 replacing the previous General Agreement on Tariffs and Trade GATT that forms the cornerstone of the world trading system.

Cost: A cost that fluctuates with the volume or activity level of business.

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Навчальне видання

ЗБІРНИК ТЕКСТІВ ТА ЗАВДАНЬ

для організації практичної роботи
з дисципліни

«ІНОЗЕМНА МОВА»

*(для студентів I курсу заочної форми навчання
напряму 6.070101 «Транспортні технології (за видами транспорту)»)*

Укладач **АЛЕКСАНДРОВИЧ** Світлана Віталіївна

Відповідальний за випуск *О. Л. Ільєнко*

За авторською редакцією

Комп'ютерний набір *С. В. Александрович*

Комп'ютерне верстання *С. В. Александрович*

План 2014, поз. 401М

Підп. до друку 23.06.2014

Друк на різнографі

Зам. №

Формат 60 x 84/16

Ум. друк. арк. 3,2

Тираж 50 пр.

Видавець і виготовлювач:

Харківський національний університет міського господарства
імені О.М.Бекетова,

вул. Революції, 12, Харків, 61002

Електронна адреса: rectorat@kname.edu.ua

Свідоцтво суб'єкта видавничої справи:

ДК № 4705 від 28.03.2014