

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

ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ

з організації практичної роботи
з дисципліни

ІНОЗЕМНА МОВА
(ЗА ПРОФЕСІЙНИМ СПРЯМУВАННЯМ)

(АНГЛІЙСЬКА МОВА)

*(для студентів 2 курсу заочної форми навчання
напряму підготовки 6.030601 – Менеджмент)*

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Збірник текстів і завдань призначений для організації практичної роботи студентів у третьому та четвертому семестрах згідно з затвердженою робочою програмою навчальної дисципліни «Іноземна мова (за професійним спрямуванням)», укладеної відповідно освітньо-кваліфікаційним вимогам до знань і вмінь студентів напряму підготовки «*Менеджмент*», які в майбутньому будуть працювати у сфері менеджменту організацій.

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INTRODUCTION

The instructions presented were designed for the learners studying for qualifications in Management and deal with the English language from the students' potential occupational perspective.

The booklet contains materials developed for the students of the extramural department during the second year of their education at the academy.

Each part is based on the authentic texts concerning the management problems from different sources. It consists of key vocabulary, texts for reading and translation, tasks on reading comprehension and vocabulary tasks.

The following instructions are supposed to provide professional knowledge, functional language practice as well as management vocabulary enrichment. It can be recommended both for using in class and for students' self-study.

Text 1

The education business

1 Decide which of these factors would be most important to you in choosing a business course. Order them from 1 = most important to 10 = least important.

- quality and reputation of faculty cost
- quality and experience of fellow students
- innovative curriculum
- help with finding top jobs
- sports and social facilities
- location
- earning potential
- alumni network
- accommodation service

2 Read the title of the article opposite. Which of these marketing techniques do you think are used?

- telemarketing mail shots
- TV advertising travelling shows
- discounts for early booking free holidays
- weekends at Harvard sponsorship

3 Read the article and check your predictions.

How Harvard gets its best and brightest

SURE, students work hard to get into this elite college. But so does the admissions committee, assures Dean Bill Fitzsimmons.

In the US, few competitions are more cutthroat than the college admissions game. And every year it grows more intense as an ever-larger pool of high school seniors apply for one of the coveted spots at the nation's top colleges. Meanwhile, the elite colleges have been stepping up their efforts to attract the best and brightest students – the prized pupils who will help increase the prestige of their campuses.

You might assume that Harvard College – blessed with higher education's greatest brand name and an endowment second to none – could afford to remain relatively aloof from this battle. But in reality, 'There is no place that works harder than we do,' says William R 'Bill' Fitzsimmons, Harvard's veteran dean of admissions.

For the new academic year, which will start in September, Harvard received a near-record 23,000 applications. Of these, it accepted a mere 2,100 – or just 9% –

ranking it as the nation's most selective college. Even more impressive, some 80% of the chosen ultimately decided to attend Harvard – a rate that is easily the highest among colleges and universities.

The real surprise, however, is how hard Harvard works behind the scenes to achieve these amazing results. From his corner office in Byerly Hall, Fitzsimmons oversees a carefully considered three-part battle plan. The first phase begins in the spring, when Harvard mails letters to a staggering 70,000-or-so high school juniors – all with stellar test scores – suggesting they consider applying to America's best-known college. Harvard buys their names from the examination boards which administer aptitude and college-admission tests.

Each year, Harvard's admissions team tours 140 US cities, as well as hundreds of other places in Latin America, Europe, Africa and the Far East. This year, 10% of the admitted students came from abroad. In addition to his staff of 35, Fitzsimmons enlists Harvard's coaches and professors to look for talent. The math department, for instance, starts to identify budding math geniuses by keeping a close eye on kids doing well in math contests. Harvard students also get into the act. Since 2003, Harvard has hired fifteen to twenty low-income students to call and email promising low-income high school students. Their job: to counter the 'impression that Harvard is only for the rich and elite,' says Fitzsimmons. In fact, under Harvard's relatively new financial aid policies, parents who make less than \$60,000 a year aren't expected to pay anything toward the annual \$43,700 fee for tuition, room and board. Fitzsimmons also sends an army of some 8,000 alumni volunteers to tour the country to identify and recruit promising high school students by holding shows where they live. Later, they also interview nearly all applicants.

By then, Fitzsimmons will be deep into the second phase of his battle plan: sifting through the thousands of applicants. Every application is rated on a scale of one (the best ever) to six (the worst ever). Then, in February, the applications are divided up geographically among twenty subcommittees. 'We present the case for each applicant like a lawyer would,' says Fitzsimmons. 'This is the polar opposite of a computer process and because we have so many people involved, there are lots of checks and balances.'

Once the final decisions have been made, Fitzsimmons and his team move to phase three: an all-out push to convince the chosen few to attend Harvard. Professors, alumni and students are all recruited to start calling the admitted. And in mid to late April over half of those who were accepted typically show up at Harvard for an elaborate weekend.

The Harvard pitch is clearly effective. 'What we aim to do is to get the very best faculty together with the very best students,' Fitzsimmons says. 'Our hope is that these synergies will develop the talents of these students to a much greater degree and that they will then give back a lot more to America and the world.' That belief may sound corny, but it's clearly helped drive Harvard to go to enormous lengths to find the best and brightest.

4 Find what these numbers from the article refer to.

- a 23,000 c 80% e 35 g 60,000
b 9% d 10% f 43,700 h 8000

5 Read the article again and complete the chart.

The Harvard battle plan

Phase 1

- 1 Purchase _____ from examination boards.
- 2 Send _____ to high school juniors.
- 3 Visit _____ and travel to other countries.
- 4 Send out _____ to identify possible candidates.

Phase 2

- 5 Sort applications and give a score from _____.
- 6 Local _____ discuss the case for and against each candidate.

Phase 3

- 7 _____ lobby successful candidates by phone.
- 8 Invite applicants to spend _____ at Harvard in _____.

Brainstorming

1 Think of as many good reasons as possible for studying business.

2 The letter below discusses reasons for attending business school. Choose one verb for each of 1–10 to complete the letter with the correct collocations.

Dear Sonia,

You asked my advice about going to business school. Well, don't miss out on a wonderful opportunity to (1) **gain/boost/make** knowledge and to (2) **make/acquire/do** skills which will serve you for a lifetime. As well as (3) **gaining/receiving/improving** your employability and (4) **having/boosting/making** your future earnings, you'll (5) **get/have/obtain** lots of fun (6) **going to/doing/getting** parties and (7) **doing/making/learning** friends. If you choose a good school you'll (8) **enhance/receive/learn** tuition from experienced professors and (9) **obtain/do/make** practical experience that will really (10) **enhance/obtain/gain** your CV. In your shoes, I wouldn't hesitate for one moment!

3 Look again at the list you made in 1. Are any of the ideas in the letter to Sonia the same as yours? Which phrases would you add to your list?

4 With a partner, decide which collocations in 2 relate to professional rather than personal experience. Use them to write sentences about yourselves that you could use in a job interview.

5 Read the extract below about how to pay for studies. Choose a verb from the box to complete each gap.

obtain finance borrow support win subsidize arrange

If you're not lucky enough to be married to a millionaire or to have parents with very deep pockets, you may be wondering how to (1) _____ the next step in your education. Customs vary from country to country; one of the most popular solutions is to (2) _____ a studentloan, sometimes interest-free or tax-deductible, that is only repayable when you are in full-timework. Many students who are unable to (3) _____ money from friends or family prefer to (4) _____ themselves by working part-time, and some are able to (5) _____ grants from local government or to (6) - _____ scholarships from their universities. If you're already in work, try persuading your employer to (7) _____ your studies – in some countries companies are bound by law to contribute towards further education.

6 What are the advantages and disadvantages of the methods of financing your education mentioned in the article? Which ones would you use?

7 Talk about your education. Was it different from your parents' education? What sort of education would you like your own children to have?

Text 2

1 Read and translate the text:

THE CENTRE OF THE FINANCIAL WORLD

Britain used to have one of the most equitable distributions of wealth in Western Europe, but by the early 1990s the situation changed and nowadays it has one of the least equitable distributions of wealth in Europe. The rich got richer but the poor did not. Some surveys suggest that the gap between the richest 10 % of the population and the poorest 10 % is as great as it was in the late nineteenth century and that large numbers of households are living below the 'poverty line', which means that they do not have enough money for basic things such as food and heating.

Class and wealth do not run parallel in Britain, so it is not a country where people are especially keen to flaunt their wealth. Similarly, people are generally not ashamed to be poor. Of course, they don't like being poor, but they do not feel obliged to hide the fact. This can sometimes lead to an acceptance of poverty, which is surprising for an 'advanced' country. So when news of its increasing extent came to wider public attention, the government neither pretended that greater poverty did not exist, nor promised to do anything radical about it. Instead, it issued, through the Ministry of Agriculture, a suggested diet, which it claimed even the poorest could

afford. There were, of course, public comments about the patronizing nature of this action, but criticism in the press concentrated on how unrealistic the diet was, on how the figures didn't add up.

One reason for the increasing disparity of wealth in Britain is that rates of income tax changed. For a short period the basic rate was 40 %, then it was reduced up to 30 % and at last it went down to 25 %. During the same period, the top rate of income tax fell from a high of 98 % to 40 %. Of course, these figures do not mean that this is how much is deducted from a person's earnings. People in different situations are allowed to earn varying amounts before tax is deducted. People earning twice the average wages have about 21 % of their gross income deducted.

Wealth and poverty are relative concepts. Despite its relative economic decline, Britain is still one of the wealthiest places in the world. The empire has gone, the great manufacturing industries have nearly gone, but London is still one of the centres of the financial world. The Financial Times-Stock Exchange (FT-SE) Index of the 100 largest British companies (known popularly as the 'Footsie') is one of the main indicators of world stock market prices.

The reason for this is not hard to find. The same features that contributed to the country's decline as a great industrial and political power — the preference for continuity and tradition rather than change, the emphasis on personal contact as opposed to demonstrated ability when deciding who gets the important jobs — are exactly the qualities that attract investors. When people want to invest a lot of money, what matters to them is an atmosphere of stability and a feeling of personal trust. These are the qualities to be found in the 'square mile' of the old City of London, which has one of the largest concentrations of insurance companies, merchant banks, joint-stock banks and stockbrokers in the world. As regards stability, many of the institutions in what is known as 'the City' can point to a long and uninterrupted history. Some of them have directors from the same family, which started them perhaps over 200 years ago. Although there have been adaptations to modern conditions, and the stereotyped bowler-hatted 'city gent' is a thing of the past, the sense of continuity, epitomized by the many old buildings in the square mile, is still strong. As regards trust, the city has a reputation for habits of secrecy that might be thought of as undesirable in other aspects of public life, but which in financial dealings become an advantage. In this context, 'secrecy' means 'discretion'.

Although more than half of the British population has money invested in the city indirectly (because the insurance companies and pension funds to which they have entrusted their money invest it on the stock market), most people are unaware of what goes on in the world of 'high finance'. To most people, money is just a matter of the cash in their pockets and their account with one of the 'high street' banks. Not every adult has a bank account. At the end of the twenties century only about 30 % used these banks. But with the increasing habit of paying wages by cheque and the advent of cash dispensing machines, a majority now does so. Many, however, still prefer to use their National Savings account at the post office or one of the country's many building societies.

An indication of the importance of bank accounts in people's lives is the strong dislike of the banks that has developed. The newspapers carried horror stories about their practices. Nowadays banking profits rose by 50 % while charges to customers rose by 70 %. It is often difficult for people to do anything about bank charges — if they try to discuss them with their bank, they get charged for the phone calls and letters! So far, the one clear improvement has been in bank opening times. These used to be from nine-thirty to three-thirty, Mondays to Fridays only. Now, many banks stay open later and also open on Saturday mornings.

2 Underline all international words in the text. Give their Ukrainian equivalents.

3 Find in the text the following words and word combinations, translate the sentences in which they are used and make up sentences with them.

acceptance of poverty; adaptation; average wages; below the 'poverty line'; comment; concept; decline; deduct; discretion; disparity; distributions of wealth; entrust; equitable; flaunt their wealth; for basic things; improvement; income tax; insurance company; joint-stock bank; market price; numbers of households; preference; rate; secrecy; stability; survey; the gap between.

4 Find English equivalents of the words and word combinations given below and make up sentences with them.

адаптація; акціонерний банк; відраховувати; довіряти; занепад; інспектування; коментар, тлумачення; нерівність; перевага; поліпшення, удосконалення; поняття, загальне уявлення; прибутковий податок; ринкова ціна; роздавати, розподіляти, розсудливість; секретність; середній заробіток; справедливий; стабільність, стійкість; ставка; страхова компанія.

5 Learn the words given below and their synonyms, consult dictionaries and try to explain the differences, if any.

amount, n. — quantity, number, measure, total, sum, aggregate, whole.

cash, n. — money, coin, specie, currency, ready money, banknotes, coins, change, payment.

customer, n. — client, patron, buyer, purchaser, shopper, consumer.

dealings, n. — business, commerce, trade, traffic.

emphasis, n. — weight, significance, importance, force, power, strength, stress, accent, insistence, pre-eminence, priority, attention, prominence, clarity.

financial, adj. — monetary, money, pecuniary, fiscal, economic.

obliged, adj. — beholden, indebted, grateful, thankful, appreciative.

profit, n. — gain, return, yield, proceeds, earnings, income, revenue, surplus.

trust, n. — faith, belief, conviction, certitude, confidence, assurance, reliance, dependence, hope, expectation, credit.

6 Fill in prepositions, where necessary.

1. ... most people, money is just a matter ... the cash ... their pockets and their account ... one ... the 'high street' banks.

2. ... the increasing habit ... paying wages ... cheque and the advent ... cash dispensing machines, a majority now do so.

3. ... the same period, the top rate ... income tax fell ... a high ... 98 % ... 40 %..

4. Although more than half ... the British population has money invested ... the city indirectly, most people are unaware ... what goes the world ... 'high finance'.

5. An indication ... the importance ... bank accounts ... people's lives is the strong dislike ... the banks that have developed.

6. Britain used to have one ... the most equitable distributions ... wealth ... Western Europe.

7. If people try to discuss bank charges ... their bank, they get charged ... the phone calls and letters.

8. It is often difficult ... people to do anything ... bank charges.

9. Nowadays banking profits rose ... 50 % ... charges ... customers rose ... 70%.

10. One reason ... the increasing disparity ... wealth ... Britain is that rates ... income tax changed.

11. People ... different situations are allowed to earn varying amounts ... tax is deducted.

12. Some surveys suggest that the gap ... the richest 10 % ... the population and the poorest 10 % is as great as it was ... the late nineteenth century and that large numbers ... households are living ... the 'poverty line'.

13. The city has a reputation ... habits ... secrecy that might be thought ... as undesirable ... other aspects ... public life.

14. When people want to invest a lot ... money, what matters ... them is an atmosphere ... stability and a feeling ... personal trust.

7 Fill in articles where necessary. Translate the text, ask and answer questions and discuss it in class.

1. ... Britain used to have one of ... most equitable distributions of ... wealth in ... Western Europe.

2. ... class and ... wealth do not run parallel in ... Britain, so it is not ... country where ... people are especially keen to flaunt their wealth.

3. ... empire has gone, ... great manufacturing industries have nearly gone, but ... London is still one of ... centres of ... financial world.

4. ... indication of ... importance of ... bank accounts in ... people's lives is ... strong dislike of ... banks that has developed.

5. ... large numbers of ... households are living below ... 'poverty line', which means that they do not have enough money for ... basic things such as ... food and ... heating.

6. ... people in ... different situations are allowed to earn varying amounts before ... tax is deducted.

7. Although more than half of ... British population has ... money invested in ... city indirectly, ... most people are unaware of what goes on in ... world of ... 'high finance'.

8. Despite its relative economic decline, ... Britain is still one of ... wealthiest places in ... world.

9. Many people still prefer to use their National Savings account at ... post office or one of ... country's many building societies.

10. One reason for ... increasing disparity of ... wealth in ... Britain is that ... rates of ... income tax changed.

11. Some surveys suggest that ... gap between ... richest 10 % of ... population and ... poorest 10 % is as great as it was in ... late nineteenth century.

12. To most people, ... money is just ... matter of ... cash in their pockets and their account with one of ... 'high street' banks.

13. When ... people want to invest ... lot of money, what matters to them is ... atmosphere of ... stability and ... feeling of ... personal trust.

8 Complete the following sentences.

1. Although more than half of the British population has money invested in the city indirectly most people are

2. An indication of the importance of bank accounts in people's lives is

3. Britain used to have one of the most equitable distributions of wealth

4. Class and wealth do not run

5. Despite its relative economic decline, Britain is still

6. Britain is not a country where people are especially keen

7. Many people still prefer to use their

8. People in different situations are allowed to earn varying amounts before

9. The city has a reputation for habits of secrecy that

10. The empire has gone, the great manufacturing industries have nearly gone, but London is

11. The old City of London has one of the largest concentrations of

12. The one clear improvement has been in bank

13. To most people, money is just a

14. It is often difficult for people to do anything about

15. Wealth and poverty are

16. When people want to invest a lot of money, what matters to them is

17. With the increasing habit of paying wages by cheque and the advent of cash dispensing machines,

9 Agree or disagree with the statements. Give your reason.

1. An indication of the importance of bank accounts in people's lives is the strong dislike of the banks that has developed.

2. As regards stability, not many of the institutions in the City can point to a long and uninterrupted history.

3. Class and wealth do not run parallel in Britain, so it is a country where people are not keen to flaunt their wealth.

4. Despite its relative economic decline, Britain is still one of the wealthiest places in the world.

5. Many people still prefer to use their National Savings account at the post office or one of the country's many building societies.

6. One reason for the increasing disparity of wealth in Britain is that rates of income tax changed.

7. People are generally ashamed to be poor as they don't like being poor.

Some of them have directors from the same family, which started them perhaps over 200 years ago.

8. The empire has gone and Britain is not one of the wealthiest places in the world any more.

9. The government issued, through the Ministry of Education, a suggested diet, which it claimed even the poorest could afford.

10. The same features that contributed to the country's decline as a great industrial and political power.

11. People in different situations are allowed to earn varying amounts before tax is deducted.

12. These are the qualities to be found in the 'square mile' of the old City of London, which has one of the largest concentrations of insurance companies, merchant banks, joint-stock banks and stockbrokers in the world.

13. To very few people, money is just a matter of the cash in their pockets and their account with one of the 'high street' banks.

14. When people want to invest a lot of money, what matters to them is an atmosphere of stability and a feeling of personal trust.

10 Ask questions to elicit the information.

1. A person earning twice the average wages has about 21 % of his gross income deducted.

2. Although more than half of the British population has money invested in the city indirectly, most people are unaware of what goes on in the world of 'high finance'.

3. It is often difficult for people to do anything about bank charges and if they try to discuss them with their bank, they get charged for the phone calls and letters.
4. No one in Britain likes being poor, but people do not feel obliged to hide the fact.
5. One reason for the increasing disparity of wealth in Britain is that rates of income tax changed.
6. People in different situations are allowed to earn varying amounts before tax is deducted.
7. The same features that contributed to the country's decline as a great industrial and political power are exactly the qualities that attract investors.
8. These are the qualities to be found in the 'square mile' of the old City of London, which has one of the largest concentrations of insurance companies, merchant banks, joint-stock banks and stockbrokers in the world.
9. This can sometimes lead to an acceptance of poverty, which is surprising for an 'advanced' country.
10. Although there have been adaptations to modern conditions, the sense of continuity, epitomized by the many old buildings in the square mile, is still strong.
11. When people want to invest a lot of money, what matters to them is an atmosphere of stability and a feeling of personal trust.
12. With the increasing habit of paying wages by cheque and the advent of cash dispensing machines, a many people now do so.

11 Answer the questions.

1. What can you say about the changing of the economic situation in Western Europe by the early 1990s?
2. What do you know about the gap between the richest 10 % of the population and the poorest 10 %?
3. What percent of households are still living below the 'poverty line' in Britain now?
4. What does it mean that class and wealth do not run parallel in Britain?
5. Isn't such acceptance of poverty surprising for an 'advanced' country? Why?
6. What was the reaction of the government when news of its increasing extent came to wider public attention?
7. What did the government issue through the Ministry of Agriculture?
8. What did criticism in the press concentrate on?
9. What are the reasons for the increasing disparity of wealth in Britain?
10. What amounts are people allowed to earn in different situations?
11. Is Britain still one of the wealthiest places in the world? Why?
12. What matters to people when they want to invest a lot of money?
13. Do you agree that most people in Britain are unaware of what goes on in the world of 'high finance'? Why?

14. Why do you think many people still prefer to use their National Savings account at the post office or one of the country's many building societies?

15. What makes people feel strong dislike of the banks?

12 Translate into English.

1. Характерно, що у Великій Британії мав місце один із найрівноправніших в Західній Європі розподілів багатства.

2. Деякі дослідження, що їх здійснили в країні, свідчать про значну кількість родин, які живуть нижче рівня бідності.

3. У Британії частина населення не хизується власним добробутом, у той же час інша його частина не соромиться своєї бідності.

4. Однак, коли звістка про збільшення відсоткового співвідношення бідних родин привернула до себе увагу широких кіл громадськості, уряд не пообіцяв розв'язати це питання.

5. Незважаючи на економічний спад, Британія усе ще є однією із найзаможніших країн світу.

6. Незважаючи на те, що в Британії майже не існує обробної промисловості, Лондон усе ще є одним із центрів фінансового світу.

7. Коли люди хочуть інвестувати великі суми грошей, їх насамперед цікавить питання економічної стабільності в країні.

8. Однією з причин збільшення майнової нерівності в Британії є підвищення податкових ставок.

9. За короткий проміжок часу основна податкова ставка знизилася із сорока до двадцяти п'яти відсотків.

10. Хоча більше половини британського населення є непрямими інвесторами, більшість із них не має найменшого поняття про те, що відбувається у вищих фінансових колах країни.

11. Для більшості людей гроші асоціюються з готівкою в їхніх кишенях і їхньому рахунку в одному з банків.

12. Не в кожного дорослого є рахунок у банку. Наприкінці двадцятого сторіччя майже тридцять відсотків населення користувалися послугами банків.

13. Однак із тенденцією, яка збільшується, платити зарплатню чеком, а також із появою банкоматів, більшість населення користується послугами банків.

14. Зараз банківський прибуток збільшився на п'ятдесят відсотків, у той час як банківська комісія зросла до сімдесятьох відсотків.

13 Read the following text and give a short summary of it:

WATER COMPANIES

The 24 water companies across England and Wales have statutory responsibilities for public water supply, including quality and sufficiency. Ten of these companies are also responsible for public sewerage and sewage treatment.

The Water Industry Act 1999 prohibits water companies from disconnecting households, as well as other premises vital to the community. It also protects water customers, such as low-income families, the elderly and the disabled, who are vulnerable to hardship because of high bills for metered water. Since 1989 water bills have risen by more than a third in real terms. The Government's draft Water Bill, published in November 2000, comprises clauses to encourage the efficient use of water, including changes to the licensing system for water abstraction (with increased penalties for abstraction and impounding offences), and provisions to improve the regulation of the water industry and promote the interests of consumers.

Watermark, a government-backed initiative, aims to develop a database that will give the public sector, which has a water bill of J600 million a year, reliable benchmarks against which to measure its consumption. Such data, it is estimated, could save J60 million of this amount.

During 2000-05 the Government requires the water companies to pay for a capital investment programme costing an estimated J15.6 billion, including J7.4 billion on improving water quality and on meeting new UK and EU environmental standards. It also wants to ensure that customers do not have to face unreasonably high bills.

Of some 2.8 million tests on drinking water in England and Wales in 1999, 99.82% met standards that are in some cases stricter than those in the 1980 EC Drinking Water Directive. A new EC Directive, adopted in 1998, requires Member States to meet a number of even more stringent standards, for example an obligation to ensure maximum concentrations of lead in water of 25 microgrammes per litre within five years and 10 µg/l within 15 years.

The Drinking Water Inspectorate (DWI) checks that water companies meet the drinking water quality regulations. Enforcement action is taken when there are infringements of standards. The DWI also investigates incidents and consumer complaints about quality, and initiates prosecution if water unfit for human consumption has been supplied.

The Government has proposed to extend the opportunities for competition in the water industry in England and Wales, but will take steps to safeguard water quality, public health and wider social policies. These proposals will license new entrants in the market for production and retail activities, while the incumbent water companies will remain vertically integrated statutory undertakers. A consultation paper setting out the regulatory and legislative framework will be published in autumn 2001. By September 2000 eight 'inset appointments' had been made, under which a water company can seek to be appointed to supply customers in the area of another appointed water company. Five of these appointments involve Anglian

Water, and one a new entrant. Since April 2000 every water company has been subject to the Competition Act 1998, which could result in others using its pipe network to supply customers. In August 2000 the Government lowered the ‘inset’ threshold, allowing customers who use between 100 million and 250 million litres a year-such as hospitals and universities-to seek alternative suppliers.

Text 3

1 Read and translate the following words and expressions, learn their meanings by heart.

brand
coin (a term)
inherent: be – in sth.
job application
market research
one of a kind
penetration
shell
stand out
take off
unique selling proposition
usage pull
technique

2 Read and translate the text.

What is USP?

USP is short for “unique selling proposition”, or, as it is sometimes known, “unique selling point”. This is a marketing term for the special quality that makes a product different from and better than anything else on the market. USPs are often used in advertising to brand a product.

The term was coined in the early 1940s by the American advertising firm Ted Bates & Company. During extensive market research into why some advertising campaigns were more successful than others, Ted Bates and Rosser Reeves, the company’s creative director, found that USP was a factor. The campaigns, they discovered, made “unique propositions” to the customer that convinced them to change brands. They called this effect “high usage pull”. It was one of two success factors the firm defined as important to an advertising campaign’s success. The other was the extent to which an ad was known. This they called its “penetration”.

In 1961, Reeves wrote a book called Reality in Advertising, which described both these concepts and gave a precise definition of USP as used by Bates. This was

that a USP must make a proposition to the customer that says: “Buy this product, and you will get this specific benefit.” The proposition must be unique, that is, it must offer something that no one else offers. Finally, it must be such a strong proposition that it “pulls” customers to the product.

When his book came out, Reeves was already influential in the advertising industry for his innovative use of television to build clients’ brands. The book became a best-seller. In it, Reeves says that, if a product has a real USP, then finding an ad for it is simple. One example he gives is the famous M&M’s slogan he created in 1954: “M&M’s melt in your mouth, not in your hand”. He explains: “The idea of the campaign, which was to say that these candies do not melt because of the sugar shell, was the easiest thing in the world, because it was inherent in the product.”

Reeves did not believe that an ad should do anything other than to inform the customer about a product’s USP, mostly in the form of a slogan. This should give one strong message, and once a good slogan was found, it should not be changed. Reeves’s ideas lost influence as the so-called creative revolution of the 1960s took off with witty ads that were successful without following a particular formula. As ad man William Bernbach, a major contributor to that revolution, once said: “As soon as you become a slave to the rules, you’re doing what everybody else does; you don’t stand out.”

Today, however, Reeves’s book is regarded as a classic in advertising, and the use of USPs to define advertising and marketing campaigns has become standard. One disadvantage of the technique is that, with so many products on the market, it is hard to claim that something is one of a kind. Even Reeves’s M&M’s slogan, which is still in use, is no longer a “unique” proposition; there are now many chocolates with a sugar shell. The term “USP” has also come to be used in a variety of new situations. For example, someone who is writing a job application might ask, “What are my USPs?” In other words, “Which of my qualities should I mention in order to get the job?”

3 Find the words which mean the following:

- something produced for sale
- a named product or service which is easily recognized by its name, design, and packaging, which creates distinct expectations among consumers
- to introduce the products and services of a business into a market
- the manufacture of products, usually in factories, or a commercial activity providing services
- a memorable phrase or sentence associated with a product or a company
- a spoken or written piece of information that is passed from one person to another indirectly

the activity of identifying and satisfying customers' needs by making sure that the right products at the right price are available; and that customers are made aware of their benefits through appropriate advertising and promotion

.....
a formal request

4 Answer the questions.

- What does the term "USP" mean?
- Where are USPs used in?
- When was the term coined?
- Who coined it?
- What was found during extensive market research?
- What was described in the book "Reality in Advertising"?
- Why did Reeves's ideas lose influence?
- Is Reeves's book regarded as a classic in advertising today?
- Can the term "USP" be used in a variety of new situations? Give examples.

5 Make up a summary of the text.

Text 4

1 Read fluently, as one word, the word combinations taken from the article below and translate them:

- industrial robot business
- capital spending
- in order to progress
- advanced automation technology
- drastically lower labour costs
- corporate entertainment
- made-up face
- industrial technology
- a pale imitation
- as its reasons
- in urgent need
- to take advantage of
- to compete against countries
- fear of capital expenditure
- nothing more than
- cosmetic surgery
- to drain it away
- its former self

2 In the following list of words find nouns, verbs, adverbs, and adjectives paying attention to specific suffixes. Explain the meanings of all the words, consult the dictionary if necessary:

decision, industrial, stated, continuing, retrenchment, constantly, automation, drastically, lower, expenditure, cosmetic.

3 Guess the meanings of derivatives:

to manufacture – робити	manufacturing - ?
to continue – продовжити	continuing - ?
constant – постійний	constantly - ?
drastic – різкий	drastically - ?
low – низький	lower - ?
to advance – просуватися	advanced - ?

4 Look through the text and say whether it contains information on the following problems:

Recent progress in UK manufacturing industry.

A giant of UK industry.

Advances in automation technology.

5 Read the article and fulfill after-text assignments.

Plea to UK plc: confront your fears

By Nigel Smith
December 23 2002
From Mr Nigel Smith.

Sir, I was sad to see that IMI, a giant of UFC industry, has made the decision to close its industrial robot business (“Robots setback costs IM J31m”, December 19). IMI stated as its reason customers continuing to “pull their horns in over capital spending”. This retrenchment highlights two matters in urgent need of address. And they lie with IMI’s customers, not the company itself.

First in order to progress, UK manufacturing must constantly take advantage of the most advanced automation technology. Only by doing this can we hope to compete against countries with drastically lower labour costs. Second, in order to advance, UK plc must address its fear of capital expenditure. Fine; cut corporate entertainment and other fringe costs. These things are nothing more than the UK’s made-up face, and cutting them is nothing more than cosmetic surgery. But invest in

industrial technology – this is our lifeblood. To drain it away will leave UK manufacturing a pale imitation of its former self.

Nigel Smith, Managing Director, TM Robotics (Europe), Welwyn Garden City, Herts AL7 2AA

(From the Financial Times)

6 In the text find phrases equivalent to:

Мені було важко довідатися
Виробництво промислових роботів
Указали як на причину
Знижувати витрати на капіталовкладення
Це скорочення витрат висуває на перший план
Нагальна потреба
Щоб рухатися вперед
Використовувати переваги
Передова технологія автоматизації
Значно низька вартість робочої сили
Побоювання капітальних витрат
Скоротити витрати на культурні заходи і пільги
Не більш ніж
Життєва сила / найважливіше
Жалюгідна подоба самого себе в минулому

7 Complete the following statements basing your arguments on the content of the article above:

According to Nigel Smith, it is not pleasant to see IMI ...
IMI decided to close ...
The reason for closing industrial robot business was ...
Two urgent matters in need of address lie with ...
UK manufacturing should take ...
UK can hope to complete ...
UK's made-up face is nothing more ...

8 Agree or disagree with the following statements:

TM Robotics Managing Director, Nigel Smith, was sad to see that IMI had decided to close its industrial robot business.
The reason was customers continuing to “pull their horns in over capital spending”.
The urgent matters lie with the company itself.
Manufactures should take advantage of the most advanced technologies.
UK will not compete against countries with drastically low labour costs.

It is necessary to fine, cut corporate entertainment and other fringe costs.
All these things are nothing more than cosmetic surgery.
UK's lifeblood is investing in industrial technology.

9 Answer the questions using clichés which are normally suitable in conversations:

What company decided to close its industrial robot business?
Why was the decision made?
What was stated as the reason for this closure?
How many urgent problems have to be addressed to?
Do these problems lie with IMI's customers or with the company itself?
What should be done in order to progress?
Will it be possible to compete against countries with drastically lower labour costs?
What can be called cosmetic surgery for UK?
Will investing in industrial technology help?

10 Say it in English:

Компанія повинна сміливо дивитися в майбутнє.
Компанія ІМІ вирішила закрити виробництво промислових роботів.
Клієнти ІМІ продовжують скорочувати витрати на капіталовкладення.
Таке скорочення витрат висуває на перший план дві важливі проблеми.
Виробники Великобританії повинні користуватися перевагами передової технології автоматизації.
Економія на дрібницях – це всього лише косметична хірургія.
Реальне життя промисловості дасть тільки промислове інвестування.

Text 5

TURNAROUND AT HARLEY-DAVIDSON

1 What's the most important thing for you when you buy a product: price, quality, or image? You are going to read about how Harley-Davidson changed itself for the better.

2 Read the first paragraph and make questions for these answers.

- In 1903
- They were better value and more reliable.
- Because they lost oil.
- More than 50 per cent.
- They dropped by 18 per cent.
- Just 5 per cent.

Founded in 1903, Harley-Davidson is perhaps the best known name in motorcycling. Yet, in the early 80s, they faced strong Japanese competition; H-D's machines were much more expensive and far less reliable than its Japanese rivals'. Only 5 per cent of Japanese bikes failed quality control checks compared with over half the H-Ds coming off the production line. In showrooms, the machines were even put on cardboard because they leaked oil! Dealers who had sold H-Ds for decades switched to selling Japanese models. In 1981, in a single year, H-D sales dropped by 18 per cent. While Honda's share of the heavy bike market rose to 33.9 per cent, H-D's fell to 29.6 per cent. Only one bike in twenty sold in the US was a H-D.

3 Before you read the next paragraph, look at this information.

Total Quality Management (TQM)

Make everybody responsible for checking and measuring quality at every stage. In other words, build quality into the product, don't just test for defects.

Introduce 'quality circles' where staff at all levels work together to solve problems and make improvements.

Constantly look for ways to improve quality, improve production, and cut waste.

Aim for zero defects, not "that's good enough".

Just In Time (JIT)

A production system where parts and components arrive just before they are needed. This cuts down on the need for storage, provides more space on the factory floor, and reduces the amount of money that is tied up in keeping large amounts of stock.

4 Read the second paragraph and answer these questions.

- What made H-D realize it had to change?
- How did H-D implement the principles of TQM and JIT to its activities?

The following year went extremely badly and produced a \$25m loss. After visiting a Honda factory, executives realized they could only survive by adopting Japanese total quality management practices.

Ironically, these had largely been based on the work of an American, W Edwards Deming. H-D introduced three key changes. The first, "Just in Time" delivery of parts, meant that stock and storage were reduced and that two assembly plants could operate without stockrooms. Next, H-D worked hard to break down the differences between levels: for example, top managers and line workers worked side by side to redesign the factory floor. Finally, employees were encouraged to measure

quality scientifically and to think constantly about how production could be improved.

The results were dramatic. After two years it only needed to sell 35.000 bikes instead of 53.000 to break even*. However, even though their bikes had become as good as the Japanese in the market place, it hardly made a difference. H-D was caught in a price war between Yamaha and Honda who made their models cheaper than ever and flooded the US market. H-D sales fell still further. Eventually, the US government agreed to put heavy, but temporary, tariffs on imports of large Japanese bikes. H-D used this breathing space to rebuild its relationship with customers. It did this by emphasizing Harleys as a symbol of the American way of life. Its test-ride promotion and the Harley Owners' Group made owners feel like one of the family. Riders enjoyed wearing H-D clothing and thousands met at an emotional 85th birthday celebration. By 1989, H-D had jumped to 59% of the heavy bike market. However, by now the average rider was no longer a "blue-collar" worker but a far wealthier 35 year-old professional – a so-called "Rolex rider".

***break even** *cover costs before making a profit.*

5 Complete these sentences in your own words to summarize the paragraph.

These changes completely transformed H-D ...

However it wasn't enough because ...

The government finally agreed to help the company by ...

The company used this opportunity to ...

Harley-Davidson's "secret weapon" which the Japanese didn't have was ...

It exploited it by ...

H-D riders had changed from ...

6 Answer the question:

What products from your country have the same kind of emotional relationship with consumers?

Text 6

1 Try and read the following words correctly; find the meanings of these words.

Helm, securities, executive, retire, currently, viewed, successor, officer, board, implement, appointment, leadership, desirable, confirm, hanging, resign, vying.

2 Read fluently, as one word, the word combinations taken from the article below. Find the meaning of each word combinations in the dictionary.

To stay at helm
 A further indefinite period
 The additional rope
 To stay on
 Company's new strategy
 Senior executives
 Pulling to rest
 The UK's largest property company
 Director of strategy
 To provide leadership
 Implementation of our strategic aims
 The chief executive
 Most likely successor
 Chief operating officer
 At the request
 Significant change
 In view of this
 Continuity of leadership
 Two potential successors
 Vying for the top slot
 Relatively new senior executive team
 Ably supported

3 In the following list of words find nouns, verbs, adverbs, and adjectives paying attention to specific suffixes. Explain the meanings of all words, consult the dictionary if necessary:

Implement, strategy, ably, strategic, leadership, continuity, desirable, retire, helm.

4 Guess the meanings of derivatives:

To execute – виконувати	executive - ?
Current – дійсний	currently - ?
To add – додавати	additional - ?
To appoint – призначати	appointment - ?
To continue – продовжувати	continuity - ?
Strategy – стратегія	strategic - ?

5 Look through the text and say whether it contains information on the following problems:

The situation at Land Securities is not going to change.

The chief executive is not going to resign.
The board will be 100 per cent changed soon.

6 Read the article and fulfill after-text assignments.

Land Securities chief to stay at helm

*By Norma Cohen, Property Correspondent
January 24 2003*

Ian Henderson, the chief executive at Land Securities who was widely expected to retire in July, will stay on at the helm for a further indefinite period.

Francis Salway, currently head of the UK property company's development business and viewed as Mr Henderson's most likely successor, will take on the additional role of chief operating officer.

The company said on Friday that Mr Henderson, 59, had agreed to stay on at the request of the board in order to implement the company's new strategy.

"Land Securities has undergone significant change over the past two years, including the appointment of a number of new senior executives," the company said. "The board has resolved that, in view of this, continuity of leadership is desirable."

Land Securities shares rose 2Sp to 727Sp in light trading on Friday morning in London.

Analysts said that the the announcement appears to confirm Mr Salway as the successor to Jan Henderson, putting to rest one of the question marks hanging over the company.

Succession has been an issue at Land Securities, the UK's largest property company, for some time. In December 2001, two potential successors to Mr Henderson – Manish Chande, head of its Trillium business and Peter Walicknowski, director of strategy – resigned. Both had been vying for the top slot.

Peter Birch, Land Securities' Chairman, said: "We are delighted that Ian will be staying on to provide leadership to the relatively new senior executive team; he will be ably supported by Francis in the implementation of our strategic aims."

(From the Financial Times)

7 In the text find phrases equivalent to :

Залишатися коло керма

Керівник

На невизначений період

Найбільш ймовірний спадкоємець

Погодився залишитися (на посаді)

На прохання ради

Упроваджувати нову стратегію компанії

Значні зміни
Ряд нових керівників (посадових осіб)
Через те
Суперничали за можливу вакансію
Нова команда вищих посадових осіб
Здійснення наших стратегічних цілей

8 Complete the following statements basing your arguments on the content of the article above:

The chief executive of Land Securities is not ...
The head of the UK property company's development business will take ...
Mr Henderson, aged 59, agreed ...
The board resolved not to change ...
Land securities shares rose ...
Ian Henderson will stay to provide ...

9 Agree or disagree with the following statements:

The chief executive of Land Securities is going to resign.
Francis Salway is viewed as the most likely successors to Ian Henderson.
The board asked the chief executive to stay on for a further indefinite period.
A number of new senior executives were appointed over the past two years.
The company chairman said they were glad Jan would be staying on.
Nobody will support the chief executive.

10 Answer the questions.

How long is Ian Henderson going to stay in the company?
Who asked the chief executive to stay?
What changes were introduced into the company over the past two years?
Why is continuity of leadership desirable?
Why did two potential successors to Mr Henderson resign?
What is the reaction of Peter Birch, Land Securities Chairman, to Mr Henderson Decision?

11 Develop the main idea of the article.

Text 7

1 Try and read the following words correctly. If you need consult the dictionary.

Concern, attack, squeeze, sight, barrel, engage, region, troops, hardware, persist, shortfall, adequately, analyst, disruption, previous, justification.

2 Read fluently, as one word, the word combinations taken from the article below.

Discuss the meaning of each word combination.

Oil prices

Three-month peak

Large numbers of troops

International Energy Agency

To maintain the market stability

Lower than in previous weeks

A US-led attack

Futures price

Live-fire military exercises

Military hardware

Its Opec partners

Energy analyst

Per ounce

3 In the following list of words find nouns, verbs, adverbs, and adjectives paying attention to specific suffixes. Explain the meanings of all the words, consult with the dictionary if necessary.

Increasing, engaged, indicated, promises, stability, traders, previous, justification, shortfall, crisis, analyst, volume, maintain, possibility, military.

4 Guess the meanings of derivatives:

Possible – можливий

possibility - ?

Stable – стабільний

stability - ?

Consistent – послідовний

consistently - ?

Adequate – адекватний

adequately - ?

To supply – постачати

supplied - ?

Height – висота

to heighten - ?

To justify – виправдовувати

justification - ?

5 Look through the text and say whether it contains information on the following problems:

- US – Iraqi bilateral relations.
- Situation around Iraq.
- Oil markets.

6 Read the article and fulfill after-text assignments.

Oil prices gain on rising Iraqi tensions

By Kevin. Morrison
December 23 2002

Oil prices gained further on Monday on increasing concerns of a US-led attack on Iraq and a small squeeze on oil supplies as a result of the strike in Venezuela.

The possibility of war in Iraq sent the US dollar to a two-and-a-half year low against sterling, dropping to \$1.606, and dipped back to within sight of last week's three-year low of \$1.033 against the euro.

The IPE Brent futures price rose 61 cents to \$28.95 a barrel in early trade, edging closer to the three-month peak of \$29.40 touched last Thursday, and almost a dollar shy of the \$30 a barrel mark.

The higher oil price follows news the US army on Sunday engaged in live-fire military exercises close to the Iraq/Kuwait border, the largest in the region since the end of the 1991 Gulf war. The action came as the Pentagon indicated it would begin moving large numbers of troops and military hardware to the Gulf.

Meanwhile, the head of the International Energy Agency said that if Venezuela's oil strike persisted, its Opec partners should live up to their promises to maintain market stability by making up the shortfall.

"If the Venezuelan crisis persists, then this is an opportunity for Opec producers to do what they consistently say, which is to keep the world oil market adequately supplied," said Robert Priddle, director of the IEA.

Lawrence Eagles, energy analyst at GM said heighten tensions in Iraq and the disruptions in Venezuela are likely to keep oil traders at their desks over the Christmas holiday period.

"Although volumes will be lower than in previous weeks, they are likely to remain well above Christmas norms," said Mr Eagles.

However, he added that he would be surprised if the oil price gained much further from current levels, "But neither is there any justification for prices to slide from here", he said.

Gold gained in early European trade, trading at \$343.75/4.75 per ounce, up from \$340.35/341.06 at the New York close on Friday.

(From the Financial Times)

7 In the text find phrases equivalent to:

Ціни на нафту
Усе більша увага
Зниження поставок нафти
У результаті страйку
Військові навчання в обстановці, наближеній до бойової
Найбільші в регіоні
Пересування великої кількості військ
Військова техніка
Стримати обіцянки підтримки стабільного ринку
Пояснювати недостачу (різницю в обсязі)
Адекватні поставки нафти на світовий ринок
Фахівець із проблем енергоносіїв
Обсяги знизяться
Сьогоднішній рівень

8 Complete the following statements basing your arguments on the content of the article above:

Oil prices rose as a result of ...
The US dollar dropped to ...
The US army engaged in live-fire ...
Large numbers of troops moved ...
If Venezuela's oil strike persisted ...
Oil market will be stable ...
Opec producers will keep ...

9 Agree or disagree with the following statements:

The strike in Venezuela and a US-led attack on Iraq affect oil prices.
The US dollar is stable notwithstanding the situation.
The US army engaged in live-fire military exercises close to the Iraq/Kuwait border.
Large numbers of troops moved to the area.
Oil markets will be stable in any case.
Volumes may be lower but they are likely to remain well above Christmas norms.

10 Answer the questions.

What is the reason for oil prices increase?
Where did the US army engage in live-fire military exercise?
What organization indicated it would begin moving large numbers of troops?
Who said that Opec partners should live up to their promises?
How can oil markets be stabilized?
Will the volumes of oil be lower in the nearest future?

11 Develop the main idea of the article. Make up a summary of the text.

12 Problem-solving. Imagine you run a company engaged in oil trading. Discuss possible effects of the situation in the Middle East on your business. Develop a suitable strategy for you and your partners.

Text 8

Successful advertising

1 Think and answer the following questions:

Which celebrities from your country are used in advertising?

Which products or types of products do they advertise?

Do you think his kind of advertising is effective?

2 Read the article. Match the celebrities mentioned to their sport.

What makes Nike's advertising tick?

Phil Knight, the co-founder and former Chief Executive of Nike, prefers to let his superstar athletes and advertisements do his talking for him. Named Advertiser of the Year at the 50th Cannes International Advertising festival, he is the first person to win the award twice.

Knight has an absolutely clear and committed strategy to use celebrity athlete endorsement. He describes it as one part of the "three-legged stool" which lies behind Nike's phenomenal growth since the early 1980s, with the other two being product design and advertising.

He has built Nike's expansion into sport after sport from its athletics roots on the back of sporting masters: Carl Lewis on the track; tennis's Jimmy Connors and John McEnroe; Tiger Woods, who led Nike into golf; Ronaldo and the Brazilian national football team; and the basketball star, Michael Jordan, who famously rescued the company.

From the beginning Nike has been prepared to take a gamble on sporting bad boys others would not touch: Andre Agassi springs to mind. It was a strategy that began with Ilie Nastase, the original tennis bad boy. The Romanian had the quality that has come to represent Nike and its advertising: attitude.

After extraordinary growth, Nike became number one trainer manufacturer in the US. But Knight admits the company then lost its way as it failed to cope with its success. It experimented unsuccessfully with expansion into non-athletic shoes, and lost its number one position to Reebok in 1986.

Knight bet the future of the company on a new feature: a new air technology inside the trainer. He launched the product with a David Fincher – directed ad which

used the Beatles track Revolution, and then marketed the Air Jordan brand on the back of Michael Jordan. Sales took off and the rest is history.

This brings us to the subject of globalization and the question of how American the brand can be. Nike uses a mix of global ad campaigns such as “good v evil” and local advertising such as its famous poster campaigns in the UK.

During a 21-year partnership with the agency Wieden and Kennedy, Nike has created some of the world’s most attention-grabbing advertising: for example the Nike “good v evil” campaign and two advertisements both for World Cups and the ad “tag”, last years’ Cannes grand prix winner. Other famous ads star Pete Sampras and Andre Agassi playing in the streets of Manhattan; Tiger Woods playing “keepy-uppy” with a golf ball; and Brazil’s team playing soccer at the airport terminal.

It is a remarkable body of work, both in its variety, daring and consistent originality. At Nike there is a streamlined decision-making process that gives marketing directors real power. They do not rely on market research pre-testing which often reduces the impact of more experimental commercials. There is also the long relationship with one of the world’s best ad agencies, and what Wieden describes as “an honesty about sport”. Things only happen in Nike ads that sportsmen and women can really do.

“My number one advertising principle – is I have one – is to wake up the consumer,” concludes Knight, with an absolute conviction that is unique among modern-day chief executives. “We have a high-risk strategy on advertising. When it works, it is more interesting. There really is no formula.”

From *The Guardian*

3 Now answer these questions.

According to Phil Knight, what are the three factors which have led to the huge success of Nike?

Why did Nike lose market share in the mid 1980s?

Which innovation saved the company?

Which celebrity saved the company?

What is Phil Knight’s key idea about advertising?

4 Which of these statements are true? Correct the false ones.

Nike has been Advertiser of the Year three times.

Nike uses only worldwide advertising.

Nike believes market research pre-testing is very important.

A lot of computer tricks are used in Nike ads.

5 What are the advantages and disadvantages for a company of using celebrity endorsement in its advertising?

6 *The article mentions an attention-grabbing advertisement. This type of phrase is common in advertising. Match the words 1 to 6 to the words a) to f) to make word partnerships.*

- | | |
|----------|--------------|
| 1 energy | a) teasing |
| 2 eye | b) saving |
| 3 thirst | c) watering |
| 4 money | d) catching |
| 5 mouth | e) quenching |
| 6 brain | f) saving |

7 *Which of the words partnerships in Exercise 4 would you use to describe these products?*

- 1 a soft drink
- 2 a fruit bar
- 3 a computer quiz game
- 4 a low-power light bulb
- 5 a range of smart clothing
- 6 a range of supermarket own-brand products

Text 9

Marketing value of names and images

1 Read and translate the text.

Elvis Presley, who left an indelible impression on American music, is also leaving his mark on the law, a Memphis State University professor says.

Disputes over the use of the name and image of the late king of rock'n roll are helping to create a new and valuable right under American law, says Larry Moore. Celebrities' names and likenesses, thanks to Presley's lawyers and the ever-present mass media, can mean big bucks.

"Publicity has become a property right," said Moore. "It gives a person who has achieved celebrity status of fame the right to market this accomplishment as an asset and to profit from it."

Entertainers, sports figures, retired generals and even disgraced, former public officials can earn huge amounts of money by renting their names and images to sell perfume, automobiles, clothing or other products.

And, largely due to the efforts of the Presley estate and its lawyers, Moore says, courts and some state legislatures have recognized that celebrities may pass on control of their names and images to their heirs.

“If you take the trouble to create a value out of your image when you are alive so that you can take care of your family, then you certainly want to leave something when you are gone,” Moore said. “So it makes sense that you want your family to be able to control what is done with your image when you die and to profit from the marketing value of that image.”

Only recently has the right of publicity been recognized in the law, says Moore. Not all states allow celebrities to control use of their names and likenesses. Tennessee, home of Presley and a galaxy of soul and country music stars, has been one of the leaders in the publicity rights movement.

Moore, who practiced entertainment law early in his career, traced the history of publicity rights in an article, “Regulating Publicity: Does Elvis Want Privacy,” which appeared in Fordham Entertainment, Media and Intellectual Property Law Forum.

In his article, Moore notes that the right of publicity has grown out of the right of privacy, another relatively new development within the law.

“The development of publicity as a right and as a concept, throughout its short history, has been intertwined with the development of privacy and has alternately been treated as a legitimate offspring of that right or as an unwelcomed stepchild,” Moore said in conclusion.

2 Confirm or contradict the statements. Add information to right statements.

- The right of publicity was recognized in the law thanks to Presley’s lawyers.
- All the states of the USA allow celebrities to control use of their names and likenesses.
- The development of publicity as a right and a concept was intertwined with the development of privacy.
- A person with celebrity status shouldn’t have the right to market this accomplishment. It isn’t an asset.
- Any celebrity may profit from fame and status during life and after death.

3 Match the words on the right with the correct definitions on the left.

- | | |
|--|-----------------|
| a) physical or psychological qualities transmitted or able to be transmitted | 1. testament |
| b) the transmission of qualities from parent to offspring | 2. hereditary |
| c) any property, esp. real estate, which can be inherited | 3. inheritance |
| d) the act of inheriting or smth. inherited | 4. inheritor |
| e) someone who inherits or an heir | 5. heredity |
| e) a will, a solemn covenant | 6. hereditament |
| f) a tax on the estate of a dead person | 7. Will (n.) |

g) a written statement of how one wishes inheritance

e) one's property to be dealt with after one's death. It's a legal document.

8. death duty (Br.) = tax (Am.)

4 Discuss the following:

- Disputes over the use of the name and image of some celebrity after his or her death. Give your examples.
- The right to market celebrity accomplishment, status, fame as an asset and to profit from it.
- Give names of some figures who do earn amounts of money by renting their names and images to sell goods and services.
- Is it easy or difficult for celebrities in our country to pass on control of their names and images to their heirs according to acting laws of Ukraine?
- The publicity rights movement is an international one.

Text 10

1 Try and read these words correctly using the dictionary:

Secure, fairness, justice, competitive, urgent, unemployed, Far East, growth, beyond, labour, age, acceptable, poor, poverty, violent, equally, impose, draw, stifle, clarify, flexibility, watchword, diversity, enormously, crucial, nurture, eurozone, crude, sabotage, summit, subsequent, priority, policy.

2 Read fluently, as one word, the word combinations taken from the article below. Translate them into Russian / Ukrainian

full employment

an urgent question

higher employment

labour market

higher productivity

low social standards

high levels of poverty

social protectionism

small business expansion

diversity of traditions and cultures

reflects and nurtures

adaptable social systems

asymmetric economic shocks

subsequent meetings

social justice

to raise employment rate

improvement growth

the US-style free market

poor public services weak

communities

violent crimes

to draw a comforting ring

an opportunity to clarify

it is crucial that

national governments

flexible labour markets

changing local conditions

to raise the employment

a combination of measures
to reduce financial disincentives
better training and education
a chance to entrench an agenda
fair employment rights
a balance between regulation and
flexibility
social security systems
member states
to strengthen social dialogue
to promote lifelong learning
to reduce the pay gap
inserting new values

reform of tax and benefits
to help the unemployed back into a job
to set common goals
job security
legitimate social protection
an adequate core framework
unanimous decision-making
an essential part
at all levels of government
to overcome obstacles
to spread best practice
decent public services

3 In the following list of words find nouns, verbs, adverbs, and adjectives paying attention to specific suffixes. Explain the meanings of all the words, consult with the dictionary if necessary:

Urgent, community, diversity, economic, flexible, subsequent, unemployed, common, protectionism, balance, occupational, majority, qualified, reduce, gap, objective.

4 Guess the meanings of derivatives:

To employ – наймати на роботу	Employment - ?
To improve - поліпшувати	Improved - ?
Nation - нація	National - ?
To secure - охороняти	Security - ?
Strength - сила	To strengthen - ?
Essence - сутність	Essential - ?

5 Look through the text and say whether it contains information on the following problems:

New prospects of employment in the Far East.
Unemployment in Europe as an urgent problem.
Ways and methods of overcoming unemployment at the world-wide level.

6 Read the article and fulfill after-text assignments.

The way to get Europe to work

By Peter Hain
January 28 2003

How can Europe secure full employment, fairness at work and social justice and be more competitive? This is an urgent question, with European Union unemployment standing at 13 m, jobs fleeing to the Far East and growth flagging. The answer must be to raise our employment rate. Only higher employment can bring about improved growth and prosperity. This means going beyond tackling unemployment; we need to help back into the labour market the 77m people of working age who are inactive.

Traditional models are not acceptable. The US-style free market may have achieved higher productivity and growth in the US – but at the cost of poor public services, low social standards, weak communities and high levels of poverty and violent crime.

Equally, social protectionism and suffocating regulation – sometimes imposed with a heavy hand from Brussels – may draw a comforting ring around those already in work. But they shut out the unemployed and stifle small business expansion.

The convention on the future of Europe gives us an opportunity to clarify what the EU should be doing in the social and employment field. Employability, adaptability and flexibility should be the watchwords. With 10 new countries joining the EU next year, the diversity of traditions and standards will increase enormously. It is crucial that the new constitution reflects and nurtures this diversity.

In the eurozone, national governments need adaptable social systems and flexible labour markets to cope with asymmetric economic shocks and changing local conditions. A crude policy of harmonisation of social standards would sabotage that adaptability.

EU leaders agreed a programme of economic and social reform at the Lisbon summit in March 2000 and have reaffirmed it at subsequent meetings. The priority they set was to raise the employment rate through a combination of measures, including: reform of tax and benefits to reduce financial disincentives to work; schemes to help the unemployed back into a job; and better training and education.

The priority has not changed since 2000. Nor has the means to achieve it. By benchmarking social and employment policies, Europe can set common goals, while leaving national and regional governments the flexibility to achieve them. Yet some in Europe have identified the convention as a chance to entrench an agenda of social regulation and harmonisation.

Job security and fair employment rights are highly desirable social aims. Additional costs on business can be justified in terms of establishing legitimate social protection. Regulation can also make employers use labour more efficiently. But we must strike a balance between regulation and flexibility. So the EU's role in terms of

employment rights should be to establish an adequate core framework and not to prescribe intrusive, detailed rules.

EU powers to act in the field of social policy therefore need to be defined carefully. Proposals that touch on industrial relations or social security systems are rightly subject to unanimous decision-making. The member states have very different systems, reflecting their own traditions and cultures. For example, codetermination – giving employees a role in management – is an essential part of the German business model. But it does not exist in most other EU countries, where voluntary collective agreements or other forms of employee participation are the norm. Firefighters can strike in Britain but are constitutionally barred from doing so in Germany. Failing to recognise this diversity by imposing a harmonised model would cause enormous damage to industrial relations in each country.

We want to strengthen social dialogue and improve partnership between employer and employee representatives at all levels of government. We need that co-operation to promote lifelong learning, to overcome obstacles to labour mobility within the EU, to plan the future of occupational and new second-tier pensions, to establish a better work / life balance and reduce the pay gap between men and women.

And the main mechanism for achieving this? Not new powers for the EU institutions under the treaty's social chapter. Not swaths of new legislation. Not extending qualified majority voting. What the EU should do is incorporate into its treaty the so-called "open method of co-ordination" that uses benchmarking and peer review to spread best practice.

We must also reflect the new social agenda by inserting new values and objectives into the constitutional section of the new treaty: full employment and social inclusion as a route to it. Yes to employment rights. No to protectionism. And, above all, a determination to deliver a high-skill economy sustaining high social standards and decent public services.

The writer is secretary of state for Wales and UK government representative to the convention on the future of Europe.

(From the Financial Times)

7 In the text find phrases equivalents to:

Актуальна проблема
Більш висока продуктивність праці
Малий бізнес
Різноманітність традицій і культур
Істотно важливо
Гнучкий ринок праці
На наступних зустрічах
Допомогти безробітним знайти роботу
У галузі соціальної політики
Країни-учасниці

8 Complete the following statements basing your arguments on the content of the article above:

One of the urgent problems in Europe nowadays ...
Improved growth and prosperity can ...
One can not accept traditional ...
In the EU the diversity of traditions and ...
A programme of economic and ...
Job security and fair employment ...

9 Agree or disagree with the following statements:

New values and objectives should be inserted into the new treaty.
Social dialogue and partnership between employer and employee representatives are not obligatory.
In the EU, the member states have very different social systems.
Job security and fair employment rights are highly desirable social aims.
EU leaders agreed a programme of economic and social reforms.
In this field traditional models are quite acceptable.

10 Answer the questions

What could bring about improved growth and prosperity?
What is the figure standing for people of working age who are inactive?
Why are traditional models not acceptable?
What does the convention on the future of Europe show?
When was a programme of economic and social reform agreed?
Why is it recommended to insert new values and objectives into the constitutional section of the new treaty?

11 Develop the main idea of the article. Make up a summary of the text.

12 Problem-solving. Imagine you are given a task of writing a draft programme for unemployment rate decrease 8in Europe. What would you start with? What will your priorities be?

Text 11

Contracts

1 The text below gives a definition and brief explanation of what a contract is. Complete it with words or expressions from the box.

accepted agreement breach consideration contractual liability
damages express implied intention obligations offer
under seal reward signed stated sue terms
verbally voided writing

A contract can be defined as 'an _____ between two or more parties to create legal _____ between them'. Some contracts are made '_____': in other words, they are _____ and sealed (stamped) by the parties involved. Most contracts are made _____ or in _____. The essential elements of a contract are: (a) that an _____ made by one party should be _____ by the other; (b) _____ (the price in money, goods or some other _____, paid by one party in exchange for another party agreeing to do something); (c) the _____ to create legal relations. The _____ of a contract may be _____ (clearly stated) or _____ (not clearly _____ in the contract, but generally understood). A _____ of contract by one party of their _____ entitles the other party to _____ for _____ or, in some cases, to seek specific performance. In such circumstances, the contract may be _____ (in other words, it becomes *invalid*).

Formal words

In a business / office environment, we often use 'formal' words, especially in our written English (letters, reports, contracts, etc). For example, instead of '*asked for advice*', we might use '*consulted*'.

We **asked** our accountant **for advice** about our tax.
becomes:

We **consulted** our accountant about our tax.

These 'formal' words are often verbs.

2 Change the 'neutral' verbs and expressions in **bold** in sentences 1 – 15 to more 'formal' words using the verbs / expressions in the box. Each sentence requires only one word or expression. In most cases, you will need to change the form of the verb.

address adjourn adjust administer admonish analyse annul
appeal to appoint assess at assign audit avert await award

1. We need to **examine in detail** the market potential of these new products.
2. The value of the business was **calculated to be** J5 million.
3. The management increased their offer in the hope of **stopping** the strike **happening**.
4. It will be the HR manager's job to **organise** the induction programme.
5. He was **given** the job of checking the sales figures.
6. The contract was **cancelled** by the court.
7. Our accountants have been asked to **examine** the accounts for the last quarter.
8. When he was dismissed, he **asked** his union **for support**.
9. The chairman **spoke to** the sales team.
10. At the meeting it was decided to **give** middle management a salary increase.
11. Following a breach of safety procedures, the workers were **told off** by their manager.
12. We are **waiting for** the decision of the planning department.
13. Prices will be **changed** according to the current rate of inflation.
14. The chairman **stopped** the meeting until 3 o'clock.
15. We have **chosen** a new distribution manager.

3 Instructions as above.

advise amalgamate assist assure attempt attend dismiss elect
engage license present sequester settle tender waive

1. The chairman has asked all managers to **come to** the meeting.
2. We have been **told** that the shipment will arrive next week.
3. Can you **help** me with these income tax returns?
4. The different unions have **joined together to make one main union**.
5. We will **try** to deliver within the next few days.
6. They have **promised** us that the delivery will be made on time.
7. The union has had its funds **taken away by order of the courts**.
8. The insurance company refused to **pay** his claim for storm damage.
9. After a lot of thought, he decided to **hand in** his resignation.
10. The court **refused to accept** his claim for compensation.
11. If we increase production, we will need to **take on** more staff.
12. He has **given up** his right to early retirement.
13. The HR director will **talk about** the new staff structure to the Board.
14. He **chose** to take early retirement.
15. The company has been **given formal permission** to sell spare parts.

Letters

4 On the next three pages you will see extracts from 11 different types of letter. Look at each extract carefully, then match it with one of the letter types from the list in the box below.

Underline the key words or phrases which helped you to decide. Each type of letter can be matched with 5 extracts, and the sentences for each letter are in the same order as they would appear in real letters. There are 5 extracts that do not match any of the letter types.

- (A) Letter of introduction / application
- (B) Letter of apology
- (C) Invitation to interview
- (D) Letter of reference
- (E) Letter of rejection
- (F) Letter of appointment
- (G) Written warning
- (H) Letter of dismissal
- (I) Letter of resignation
- (J) Acknowledgement of resignation
- (K) Letter of complaint

1. Following the disciplinary interview which you attended on 12 June, I am writing to confirm the decision taken that you will be given a written reprimand under our Disciplinary Procedure.
2. Following your interview and our conversation yesterday, this letter is to confirm your post as Production Manager commencing 2 October.
3. Thank you for your application for the post of Production Manager at Graffix plc.
4. On 7 May, following persistent neglect of duties on your part, you were given a written warning in accordance with the Company's Disciplinary Procedure.
5. Thank you for your letter of 2 October detailing your recent unpleasant incident in our Witney branch.
6. I would like to apply for the post of Customer Relations Manager advertised in yesterday's Guardian.
7. I have known Jan Kelly since she started working with the company in 1999.
8. This will be placed in your personal record file, but will be disregarded for disciplinary purposes after a period of six months, provided your conduct reaches a satisfactory level.
9. This letter and the attached terms and conditions form the basis of your contract of employment.
10. As I told you yesterday, I have decided to hand in my notice, and this letter is to inform you of my decision to leave the company.

- 11.** Thank you for your letter of 19 October telling us of your intention to leave the company.
- 12.** In a letter of 18 June, you were advised that unless your conduct improved, you would be dismissed from your post.
- 13.** Thank you for attending our interview sessions last week.
- 14.** We are naturally most sorry that you should be leaving us, but I understand your reasons for doing so.
- 15.** I am writing to express my dissatisfaction with the delay in your delivery of some products we ordered last month.
- 16.** She came to work for this company as a Trainee in the production department, and rapidly moved up the scale to become Deputy Production Manager three years ago.
- 17.** We would like you to come for a preliminary interview with our Production Director, James Mills.
- 18.** As you can see from the attached printout of the order form, we placed this order via your website 2 weeks ago, on 13 January.
- 19.** We notice from our records that Invoice SB/1097 has not been paid, and we would be grateful if you could settle it within 7 days.
- 20.** I would like to reserve a single room (preferably on an upper floor) from 23 – 31 May inclusive.
- 21.** We have spoken to the member of staff in question, and he has assured us that he was acting in accordance with company policy.
- 22.** I am currently working as a customer care assistant for Pants2U, one of the country's biggest Internet suppliers of men's clothing, where I deal primarily with on-line customer queries.
- 23.** I am delighted that you will be coming to work for us.
- 24.** The notice period indicated in my contract of employment is six weeks, but you agreed during our conversation that in my case this could be reduced to four.
- 25.** The nature of the unsatisfactory conduct was your continual lateness, persistent absenteeism, and neglect of duties on the shop floor.
- 26.** We expect to see an improvement in your punctuality and attendance, and a more professional approach to your work by 30 June.
- 27.** At the disciplinary hearing held on 16 October, it was decided that your performance was still unsatisfactory, and you had shown no inclination to improve.
- 28.** Your terms and conditions clearly state that orders are processed, packed and sent on the same day, but so far we have received nothing.
- 29.** I am sure you will find a very pleasant working environment here, and we look forward to welcoming you as a member of our team on 2 October.
- 30.** The company you are joining has an excellent reputation, and I am sure you will be as happy there as you have been with us.
- 31.** We would be grateful if you could send us a copy of your current catalogue and price list.

- 32.** As I explained to you, I have been very happy working here, and shall be leaving with many regrets.
- 33.** Unfortunately, on this occasion, I regret to tell you that your application has been unsuccessful.
- 34.** These will be held at our Banbury office on 29 and 30 August, and should last about 30 minutes.
- 35.** However, we take customer complaints very seriously, and I can assure you that we will look into this matter further.
- 36.** I have however been offered a post at a substantially higher salary with another company.
- 37.** She is a very able manager, and is particularly keen on keeping up to date with new technology.
- 38.** You are clearly very well-motivated and have some excellent ideas, but the panel felt that overall you lacked sufficient experience.
- 39.** I have forwarded your letter to our head office, and I will keep you informed as to any action that will be taken.
- 40.** On behalf of Rosewain Ltd, I would like to apologise most sincerely, and hope that your experience does not put you off using our stores.
- 41.** I would be grateful if you could call me to arrange a suitable time on one of those days.
- 42.** I am therefore writing to confirm the decision that you will be dismissed, and that your last day of service with the company will be 2 November.
- 43.** She has always worked well with other members of staff, has always been on time and has rarely missed work through illness.
- 44.** This is in spite of several phone calls and emails to your office, and in spite of your repeated promises of immediate action.
- 45.** I have noted that your last day of service with us will be 23 November, and I have passed this information to the HR Department to deal with.
- 46.** However, I am now looking for a position with more responsibility, and one which allows me to work with customers face to face.
- 47.** As requested, I enclose a recent CV outlining my qualifications and experience.
- 48.** On behalf of NX Operations, I would like to wish you all the best in your search for a suitable position.
- 49.** We will be sorry to see her leave, but I know that she is looking for a more challenging position.
- 50.** Thank you for your letter of 15 April. We are pleased to enclose this year's catalogue and our current price list.
- 51.** Thank you once again for the interest you have shown in our company.
- 52.** If you have any special needs, especially concerning access, please let me know in advance.
- 53.** Therefore, unless the goods are with us within 48 hours, we will have no option but to cancel our order and look elsewhere.

54. You have the right to appeal against this decision to the Production Director within seven days of receiving this letter of dismissal, in writing, giving your reasons.
55. Furthermore, as the prospects of further advancement are greater, I felt that this was an offer I felt I simply could not turn down.
56. If you would like any more information regarding my current position, or previous experience, please do not hesitate to contact me.
57. From your website brochure, please supply the following items: 10x8756/Ba and 15x9444/Aa. Please deliver with an invoice in triplicate to the following address:
58. On a personal level, I shall be particularly sorry to see you go; you have been an excellent manager, and I hope you will keep in touch.
59. In the meantime, if you have any queries about your new post, please do not hesitate to call me on extension 2340.
60. The likely consequence of insufficient improvement is dismissal.

Text 12

Business travel

I Choose the best word(s) or expression(s) to complete these sentences. In some cases, more than one option is possible.

1. *(At the airport. A check-in assistant is talking to a passenger)* I'm afraid your flight has been **cancelled / delayed / crashed / double-booked**. It won't be leaving for another two hours.
2. *(At the airport. An angry passenger is talking to her colleague)* I don't believe it. The airline has **diverted / overbooked / rerouted / postponed** our flight and have told me there are no more seats available for us. We'll have to wait for the next one.
3. *(A business executive is explaining why he prefers to fly business class)* Flying business class is much more expensive than flying **tourist / coach / economy / club** class, but it's much more comfortable and the food is better.
4. *(An announcement is being made at a port)* The ship will soon be ready for **embarkation / boarding / disembarkation / climbing**. Would passengers please ensure they have their tickets ready.
5. *(At the airport, an announcement is being made to passengers arriving on a flight)* Welcome to London Heathrow Airport. Could we remind **transition / transitive / transitory / transit** passengers to wait in the lounge until their next flight is ready.
6. *(At the airport, an urgent announcement is being made over the PA system)* Would the last remaining passenger for flight BZ112 to Thessalonica please proceed immediately to **door / entrance / gate / pier** 22, where their flight is about to depart.
8. *(At the airport, an assistant is helping a passenger to find the right terminal for her flight from London to Belfast)* Terminals 2 and 3 are the terminals for international flights. You need terminal 1 for **domesticated / domestic / domesticity / domicile** flights.

9. (At the station, an information desk assistant is explaining ticket prices to a passenger who wants to visit a town and return on the same day). A **single / simple / one way / one direction** ticket to Bradford costs J27.50. A **return trip / round-trip / circle-trip / square-trip** ticket will cost you J42.

10. (At the bank, a clerk is telling a customer why he can't take out any more money with his American Express card).

I'm really sorry, sir, but you have already exceeded your **profit margin / loyalty points / credit limit / commission rates**.

11. (On an aircraft, the captain is talking to his passengers) If you need anything during the flight, please do not hesitate to ask one of our cabin **staff / gang / team / crew** members.

12. (A radio announcement is being made for people travelling to a city for their job) Bad news for **expatriates / commuters / immigrants / migrants**, I'm afraid. Traffic on the M25 is backed up for 12 miles at junction 9.

13. (An article in a magazine is talking about air travel) In a recent survey, Albion International Air Ltd was voted the world's favourite **carrier / airline / airliner / airways** for its punctuality, comfort, quality of inflight catering and of course its standards of safety.

14. (A travel agent is explaining insurance policies to a customer) We advise you to take out our **comprehensive / adhesive / apprehensive / defensive** insurance policy which will cover you against all risks that are likely to happen.

15. (A car hire clerk is helping a customer choose a vehicle) The roads here are so bad and so full of holes that we very much recommend you hire a / an **MPV / saloon / 4x4 / van**.

7. (A travel agent is telling a traveller about his flight) Your flight to Istanbul is **one way / indirect / direct / non-stop**, so you won't be landing anywhere else en route.

*2 Choose the best word or expression from each pair in **bold** to complete this text. In some cases, both words / expressions are possible.*

There are a few things that the well-prepared business traveller should sort out before they leave the country. First of all, they will need to prepare a / an (1) **schedule / itinerary** so that they know exactly where they will be and who they will see at various times on their (2) **voyage / trip**. Next, they should check their passport: have they got one, for a start, and is it still (3) **validated / valid**? Most countries will not let them in if their passport (4) **runs out / expires** within six months. Secondly, what about a (5) **visa / visor**? More and more countries require foreign visitors to have one, and this will cost money (and time and effort, too: in some cases, the traveller has to present himself or herself in person at the country's (6) **emmbassy / embassy**). Thirdly, they will need to get (7) **traveller's cheques / traveling cheques** and / or foreign (8) **currancy / currency**: if they choose the latter, they need to check the (9) **exchange / changing** rate to make sure they are getting a favourable (10) **deal / bargain**, and then in most cases they will need to pay (11)

comission / commission / commision to the bank who supplies it. Finally, they should check that they have (12) **insurence / insurance / insureance** cover, that their (13) **vaccinations / vaccinnations / vacinations** are up to date, and that their mobile phone will work abroad (and if necessary, make arrangements with their (14) **provider / provisor** to ensure they can get connected to the (15) **network / website** when they arrive).

3 Now try this quiz.

1. In which places would you *check in*?
2. You are told that you need to pay an *excess baggage* charge. What does this mean?
3. At the airport you are told you have been *bumped* from your flight. What does this mean?
4. You want an *upgrade* on your flight. What exactly do you want?
5. The flight you have booked includes free *transfers*. What are these?
6. You are travelling from Greece to the UK. Are you allowed a *duty free allowance*?
7. What is the correct word in bold in this question: 'How much is the business class **fee / fare** from Washington to Rome?'
8. What is an *e-ticket*?
9. You are flying from Cape Town to London. Would you expect to suffer *jet lag*?
10. In a hotel, what is the difference between *full-board*, *half-board* and *bed and breakfast* accommodation?
11. In a hotel, what is the difference between a *single room*, a *twin room*, a *double room* and a *suite*?
12. The hotel you want to stay at insists on charging you the *rack rate*. What is this?
13. You are in your room in a large international hotel. Which department would you call if you wanted the following?
 - (a) someone to clean your room, bring you some towels and wash your shirts
 - (b) to make a general enquiry
 - (c) to report an electrical or plumbing problem
 - (d) to help you make a national or international phone call
 - (e) to have some food brought to your room
 - (f) to order a taxi or have your luggage taken from or to your room
14. The room in your hotel was *pokey*, *scruffy* and *draughty*, the hotel staff were *discourteous*, *officious* and *surly*, and the hotel food was *greasy*, *unappetising* and *repetitive*. Would you stay at the hotel again?
15. In which situations would you expect to *leave a tip*?

Text 13

1 Read and translate the following words and word combinations, learn their meanings by heart:

- Challenge
- bore sb.
- driven
- competition
- good conversationalist
- knowledge management
- motivator
- persuasive
- pushy
- superficial

CONVERSATION

Social communication can often seem like a fruitless activity to goal-oriented business people. Such communication can also be difficult. What do you say to make a conversation work? What questions do you ask? How can you avoid getting bored? How can you avoid boring others? In spite of such difficulties, conversation management is an essential business competence. It allows people to get to know each other and build the necessary trust to do business together. Social conversation can be seen as an informal type of knowledge management, a process by which you learn what is going on in the minds and workplaces of key players.

2 Discuss these questions before you read the article.

How do you become a good conversationalist?

What qualities and skills do you need to become a good conversationalist?

What motivates people to have social conversations?

3 Read and translate the article.

WHY DO WE TALK?

We all know that people talk in very different ways, and that conversations are easy with some people and difficult with others. Understanding motivation is the key to managing these conversations. What exactly motivates people to chat with you, to talk about the latest film they saw or their plans for the weekend? And what do you get out of talking to them? Elias H. Porter, creator of “Relationship Awareness

Theory”, suggests that there are four fundamental motivations behind social behavior. Read the descriptions below and see if you can identify your own main personal motivator (you may find more than one):

Motivated to help: Some people are primarily motivated to help other people. They feel good when they are modest, caring and supportive. They feel great when they see others feeling good. In social conversations, this means that they make a lot of effort to check that people are happy (they offer coffee, check about hotels, offer to make extra arrangements and so on). They may ask a lot of polite questions to make others feel welcome and accepted. They like to talk about what other people want to talk about.

Tip: These people may sometimes seem superficial and too friendly. Remember, they are motivated to make you happy, so see the positive in their motivation.

Motivated to influence: Some people are motivated primarily by the possibility of achieving results and influencing others. They see themselves as self-confident, ambitious and persuasive. In social conversations, they often like to talk and be heard, and may feel motivated when there is an exchange of strong opinions. They like the challenge and the competition. They may like to talk about successes and achievements because they feel that they control their environment. They can listen to others who share their vision but can quickly become bored, especially with those who go into too much detail.

Tip: These people may seem **arrogant**, pushy and self-centred. But these are driven people who have vision and can achieve things quickly. Recognize these positive aspects.

Motivated to be independent: Some people are motivated by order, stability and independence. Their social style is practical, analytical, reserved and fair. They feel good when everything is organized and they are autonomous. In social conversations, they may be rather quiet if they feel this is the best way to maintain their own autonomy. In discussions, they may seem a little slow and to have a tendency to stay on safe topics, preferring logic and detail to unfounded opinions. They may show concern if social arrangements are not clearly structured.

Tip: These people may seem withdrawn, defensive and not interested in people. But remember that they have a deep respect for your independence.

Motivated to be flexible: Some people are motivated by the wish to be adaptable. They see themselves as curious and open to change and to compromise. They feel happy if they are using the right mix of behaviours in the right way in the right context. In conversations, they make great efforts to adapt to whatever others wish to talk about and do. They want to be recognized as flexible and will express enthusiastic interest on other people’s points of view. They often have a group focus and will work to create harmony.

Tip: These people may seem to be lacking direction and always changing their behaviour. But these are people who are very open and important for harmonious group dynamics.

Elias H. Porter stressed that motivation is not a simple predictor of behaviour. Life is more complex than this. The influencing type may suddenly fall silent and stop exchanging challenging opinions if he or she thinks there is no opportunity to influence. The quiet, independent person may suddenly become very talkative and forceful in a conversation that questions the right of people to be independent and control their own destiny. Nevertheless, the key to successful conversation lies in understanding the motivation of your partner and managing that motivation successfully.

4 Using the text find the words which have a similar meaning to the following:

influential, convincing
determined, motivated
to face up to, to confront
independent, self-directed, self-governing
forecaster, forward planner
demanding, difficult, testing
obtrusive, importunate
full of energy, dynamic
communicator
egotistical, overconfident

5 Using the text find antonyms to the following words:

to destroy
outgoing
inflexible
apathetic
profound, thorough
friendship

6 Decide whether these statements are true (T) or false (F) according to the text. Give reasons for your answers.

- If people are motivated to help they see themselves as ambitious and self-confident.
- People who are motivated to influence may sometimes seem superficial and too friendly.
- Some people who are motivated by the wish to be adaptable may seem withdrawn and not interested in people.
- People who are motivated to be flexible are very open and important for harmonious group dynamics.

7 Answer the following questions:

Why social communication can be difficult?

Is conversation management an essential business competence?

What fundamental motivations behind social behavior are discussed in the text?

What is the key to successful conversation?

Text 14

THE PHASES OF CONVERSATION

1 Guess the meaning of the following words:

- commitment
- communicator
- momentum
- predictor
- smiley
- protocols

We have many different types of conversation at work, from spontaneous chats around the coffee machine to a four-hour business dinner with a new client. The mood and style of these moments can vary enormously, depending upon the motivation of different people and the cultural context. Yet all conversations at work have a beginning, a middle and an end. Successful communicators manage these phases carefully to make sure that a positive and enjoyable conversation takes place.

The preparation phase: For new or relatively unfamiliar contacts, research the person you are going to talk to. Find out what kind of person they are by asking around. Prepare key facts that you can use in the early moments of a conversation. (“You used to work in the Berlin office, didn’t you?”) Also, approach conversation with commitment. Empty your mind of all those e-mails you have to write and concentrate fully on managing your conversation when you meet the person. Very few people prepare in this way. The result is often a poorly managed conversation.

The opening phase: Try to create a positive mood in the first moments of conversation. Change your tired or nervous “hello” to a more smiley and enthusiastic “Nice to see you!” Too many people become reactive when speaking a foreign language and give up the leadership of the conversation. Instead, be the first to move forward, shake hands and start talking.

Questions are radically underused by native speakers, and yet they are a great way to start a conversation. With people you know, you can ask simple questions such as “How are things?” or “Busy these days?”. With new contacts, you may need to spend a few moments on checking names. Repeating a person’s name to make sure you get it right can show respect, and it may even generate a fun discussion on

correct pronunciation. After that, the standard greeting questions create further momentum: “How was your trip?”, “Is this your first time here?”, and so on.

In the opening phase of the conversation, you should also begin to analyse the mood and motivation of your partner, which will help you during the next phase.

The developing phase: To develop a social conversation, you need to find the right topics. Some people will be motivated to talk about their latest trip to China or their special taste in food. Others will want to stick strictly to business. The way to find the right topics is to ask creative questions about key themes such as travel, home, food and work, and continue with the topics that motivate people to talk.

Remember also that people will talk about these topics in different ways. Some may want to help you with suggestions on a great place to visit. Some may want to persuade you they know the best places. Others will seem unwilling to offer their experiences. This depends on their social motivation structure: respect it and manage it. And when others open up and talk, try to share similar experiences or opinions.

The closing phase: All conversations must come to an end. Good conversationalists know how to exit. Native speakers tend to use words like “Right!”, “Ok!” or “Interesting!” to signal the closing, followed by a pause and a movement to leave. Cultural, linguistic and personality factors can make it difficult to know when someone wants to stop talking. Hesitation and silence may mean that someone is trying to remember a word rather than signal the close. In the UK, it is typical to finish with some kind of positive comment (“It was good to see you”) or a statement that looks towards the future (“Talk to you again soon”). It is important to know such protocols to avoid ending a conversation in a negative way.

CREATING CULTURES

We usually have many conversations with the same people over time this process can be seen as an important culture-building activity between individuals and within groups. As people learn more about each other, and develop a common knowledge base and identity, patterns of interaction become established and create a framework for doing business together.

People with cultural competence use conversations to create the right culture around them. They remember and recycle key facts and stories from past conversations when they meet people. This builds a common history and identity that supports teamwork and encourages open communication. Seen like this, conversation competence is a leadership requirement in multinational organizations, where team cultures have to be established quickly in the face of diversity. Are you ready to accept the leadership challenge and use your conversation to create a business culture?

2 Using the text find the words which have a similar meaning to the following:

impulsive, unplanned

differ, contrast

come close to, come up to
promise, obligation, assurance
to influence, to convince
uncertainty, indecision
variety
create, make, produce

3 Match these phrases to the appropriate phase of the conversation.

- Oh, I'm very late for the next meeting. I gotta shoot.
- Have a good trip back. Bye.
- How are you today?
 - Fine, thanks. And you?
- 4. - So, how's business at the moment?
 - Are you involved in the Business 2010 project?
 - So, what are you working on at the moment?
- 5. - Hi. Haven't seen you for a while. Busy?
 - Yes, very busy. Same for you.
- 6. - Hi. Are you in a hurry?
 - Yes, I'm just on my way to a meeting.
- 7. - So, you live near Paris?
 - And are you from Budapest originally?
 - What's happening in Italy? I heard on the news that ...
- 8. - I'm afraid I'll have to go. I need to be up early tomorrow.
- 9. - So, how much travelling do you do?
 - Do you travel a lot of business?
 - Have you ever been to...?
- 10. - Hello, Ms Jones. Nice to meet you.
 - You can leave your coat here.
 - How was your journey? ...

4 Answer the questions on the text.

- What are the key phases of a social conversation?
- How can listeners support conversations?
- How can conversations be used to create business cultures?

Text 15

1 Discuss these questions.

1. Do you think companies are responsible for
 - people being too fat?

- children accessing pornography on the Internet?
 - musicians not being paid because of illegal downloading of their music?
2. What examples can you give of businesses behaving badly?

2 Read and translate the text.

No hiding place for the irresponsible business

The food industry is blamed for obesity. Mobile phone operators are challenged to protect teenagers from online pornography. Record companies are attacked when they sue music-lovers for sharing illegal files on the Internet.

Big business is being asked to explain its approach to a growing number of social, ethical and environmental concerns.

“We’re facing the greatest demand for our assistance that we’ve seen in our nine-year history,” says Bob Dunn, Chief Executive of Business for Social Responsibility (BSR), a US non-profit advisory organization whose annual membership includes many top multinationals.

Microsoft, Lucent and United Technologies have joined BSR this year, as well as Altria, a more obvious target for pressure groups and litigation, as the parent company of both Kraft Foods and Philip Morris.

Industries that until now had avoided the spotlight are finding attention is now focusing on them. Campaigners are beginning to show interest in working conditions in factories in the developing world that make equipment for computer and telecommunications companies.

The financial sector has come under pressure over lending to controversial projects in the developing world. In June, a group of leading banks, including Citigroup, Barclays and ABN Amro, promised to avoid giving loans for socially or environmentally questionable projects.

Oil and mining groups have come under strong pressure this year from a coalition of investors, activists and the UK government to make public their payments to developing countries in an effort to fight corruption.

Some of the world’ biggest footwear and clothing brands, including Levi Strauss, Nike and Reebok, have meanwhile taken voluntary measures through the US Fair Labor Association to increase the transparency of their supply chain. They published on the Internet the first independent audits of their supplier factories, along with the steps taken to improve often terrible labour standards.

Companies usually take action when they face a real or potential threat to their reputation, as when Kraft announced in July it would cut fat and sugar in its food, limit portion sizes and stop marketing in schools. A lawsuit against Kraft over fatty acids was rapidly withdrawn after it said it would address the issue.

A few companies are, however, taking a lead because they believe it will give them a competitive edge. Mr Dunn says the search for competitive advantage is one

factor creating interest in corporate responsibility among companies in countries such as Russia, Poland, Turkey and South Africa.

In the UK, the trend is also reflected in the sharp rise in social and environmental reporting over the past two years. More than half the FTSE250 companies now produce annual reports, according to Directions, a study published this month by SalterBaxter and Context, two well-known UK consultancies.

Some sectors remain secretive, including hotels and leisure, and software and computer services. But they form a decreasing minority as investor interest, regulation and peer pressure combine to force greater disclosure.

When they first non-financial reports came out more than a decade ago, they focused on the environmental, social and ethical issues. Forty of the fifty largest European companies also produce reports. In the US, however, only 22 of the S&P top 50 reported, the study found. But how much can companies be expected to achieve on their own? What is the role of government? Can consumers have it all, demanding such high standards of companies while refusing to change their lifestyle?

From the Financial Times

3 Answer these questions.

1. What ethical issues do these industries face?

- the food industry
- mobile phone operators
- record companies
- computer and telecommunications companies
- the financial sector
- oil and mining groups
- footwear and clothing brands

2. Which areas of business do not give enough information about social and environmental matters?

3. What examples are given of companies taking positive steps?

4 Which of the following groups of companies have the largest percentage of reports covering environmental, social and ethical issues?

- FTSE 250 (British)
- US Standard and Poor's Top 50 (American)
- 50 largest companies (European)

5 Why are companies in countries such as Russia, Poland and Turkey becoming more interested in corporate responsibility?

6 Discuss the question.

What can a) consumers, b) shareholders and c) employees do to try to change the behaviour of businesses that are behaving unethically?

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ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ

з організації практичної роботи
з дисципліни

**ІНОЗЕМНА МОВА
(ЗА ПРОФЕСІЙНИМ СПРЯМУВАННЯМ)**

(АНГЛІЙСЬКА МОВА)

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