

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
імені В.Н. КАРАЗІНА

ENGLISH FOR STUDENTS OF ECONOMICS
АНГЛІЙСЬКА БІЗНЕС-МОВА

Навчальний посібник

За загальною редакцією І. С. Шевченко

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як навчальний посібник для студентів
економічних спеціальностей вищих навчальних закладів
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Даний навчальний посібник відповідає вимогам нової Програми МОН України з англійської мови для професійного спілкування, прийнятої у 2005 р. і призначений для студентів економічних спеціальностей – маркетингу, менеджменту, економічної теорії, економічної кібернетики, які продовжують вивчати англійську мову професійного спілкування. Посібник адресовано студентам, що досягли рівня володіння мовою B2 за європейською шкалою на початок занять, та допоможе досягти рівня B2+ (C1) після закінчення курсу. Матеріал посібника зорієнтовано на набуття мовних навичок та об'єднано у відносно самостійні блоки з відповідних спеціальностей, які надають студентам можливість виробити навички читання, писання, мовлення та аудіювання.

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CONTENTS

ПЕРЕДМОВА	4
UNIT 1. THE THEORY OF PRODUCTION	5
UNIT 2. MARKET AND ITS FUNCTIONS	15
UNIT 3. OWNERSHIP	29
UNIT 4. MOTIVATION	47
UNIT 5. THE MANAGER'S ROLE	61
UNIT 6. MANAGEMENT IN MULTINATIONALS	74
UNIT 7. MARKETING	87
UNIT 8. MARKETING MIX	102
UNIT 9. MARKET RESEARCH	117
UNIT 10. WHAT ARE CYBERNETICS AND SYSTEMS SCIENCE?	130
UNIT 11. "INTELLIGENT" MACHINES	140
UNIT 12. CYBERNETICS AND THE ART OF LIVING	150
VOCABULARY	161
ДОДАТОК	183

ПЕРЕДМОВА

Дана книга призначена для вивчення англійської бізнес-мови студентами економічних спеціальностей – маркетингу, менеджменту, економічної теорії, економічної кібернетики, які продовжують вивчати англійську мову професійного спілкування. Підручник адресовано студентам, що досягли рівня володіння мовою B2 за європейською шкалою на початок занять, та уможлиблює досягнення ними рівня B2+ (C1) по закінченні курсу.

Мета посібника – поглиблення та розширення мовленнєвих знань студентів, збагачення словникового запасу та оволодіння навичками професійного спілкування іноземною мовою.

Посібник побудовано за тематичним принципом. Матеріал посібника зорієнтовано на розвинення мовних навичок та об'єднано у чотири відносно самостійні блоки з відповідних спеціальностей, які надають студентам можливість виробити навички читання, писання, мовлення та аудіювання. Кожен блок, у свою чергу, складається з трьох розділів. Кожен розділ містить словник активної лексики, ретельно складений для того, щоб студент міг самостійно проаналізувати текст та підготуватися до заняття із мінімальною витратою часу. Наприкінці посібника наведено словник і додаток, де автори навели вправи для перекладу російською мовою для іноземних студентів і транскрипції аудіозавдань.

Посібник розрахований для використання починаючи з III семестру у немовних ВНЗ і повністю відповідає вимогам нової Програми МОН України з англійської мови для професійного спілкування, прийнятої у 2005 р.

UNIT 1

THE THEORY OF PRODUCTION

PRE-READING

Before you read the text, discuss these questions in pairs.

- a) What do you know about the process of production?
- b) What are inputs and outputs of production?
- c) How can technological improvements help workers and consumers?

READING

Read the text.

Production

Economic goods do not fall from the heavens like manna. They must be produced by managing the use of scarce resources to achieve the objective of making good and services available. The amount of a given good that can be produced depends on the physical quantity of resources employed in its production and the technical “state of the art” in productive methods. Economic resources include the services of labor, machines, land, and raw materials, which are the inputs necessary for production.

Production is the process of using the services of labor and equipment in combination with natural resources and materials to make goods and services available. The productive services of labor, capital, and natural resources are the **inputs** into the process. Goods and services are the **outputs** of production. For example, labor services used to produce automobiles include the hours put in by machine operators, foremen, designers, managers, and all other workers, ranging from janitors to the company president. Physical capital inputs include the services of buildings, machines, equipment, and tools used by workers. The materials include steel, plastic, glass, tires, fuel, and other items that are used by workers and their equipment to construct the company’s final product – the automobile.

How can you explain the term ‘technology’?

Technology

Productive relationships are primarily technological; they are determined by engineering, physical, and human capabilities. **Technology** is the knowledge of how to produce goods and services in the economy. Naturally, technology does improve as new scientific and other discoveries are applied to improve productive methods. Improved technology often results in new methods of production that make use of new machines, more skilled labor, or different processes and that allow a greater output to be made available from a given amount of resources. Technological improvements also allow the development of new products.

Application of new technology helps consumers to cope with the problem of scarcity by making workers, equipment, and land more productive. In recent years new technology has resulted in the development of computers that enable workers in a variety of industries to accomplish their tasks more quickly

Do you know the formula of production function?

The Production Function

The relationship between any combination of input services and the maximum attainable output from that combination is described by a **production function**. Production functions are denned for a given technology. An improvement in technology increases the maximum output obtainable from any combination of inputs, and a new production function results. The production function can also be thought of as specifying the minimum amounts of input use necessary to produce any given output of goods.

When inputs are classified into broad categories, such as raw materials, labor, and capital, the production function can be written as $Q = f(L, K, M)$.

VOCABULARY

Accomplish (n) – 1) виконувати; 2) завершувати; 3) робити досконалим;
Syn: carry out, enforce, implement, effect, perform, achieve, execute, fulfil, commit.

Achieve (v) – 1) досягати, намагатися; to achieve objectives (goals); Syn: to reach; 2) доводити до кінця; Syn: to accomplish.

Apply (v) – 1) звертатися з проханням, заявою (*особ. у письмовій формі; for – за чим-н.; to – до кого-н.*). We applied to the authorities for assistance. – Ми звернулися до влади по допомогу; to apply at the following address (at the office, *etc.*) – звертатися за наступною адресою (у контору і *m. n.*); Syn: request; 2) застосовувати, використовувати, вживати (*to*); apply the new method – впровадити новий метод; to apply brakes – гальмувати; to apply a sum of money to one's own use – витратити гроші на власні потреби; 3) накладати, наносити; прикладати (*to – до чого-небудь.*); 4) *зворот.* займатися (*чим-н.*), направляти (увагу, енергію і *m. n. to – на що-н.*); to apply oneself to mathematics (languages, one's work, *etc.*) – зайнятися математикою (мовами, роботою і *m. n.*).

Be available – *for* – бути у наявності; *to* – бути доступним, досяжним.

Capability (n) – 1) обдарованість, талановитість, здатність; to demonstrate one's capabilities – демонструвати свої здібності; Syn: talent, ability, capacity; 2) *мн.* (потенційні) можливості; Syn: potentiality; 3) *тех.* потужність; продуктивність; 4) здатність, потенціал; defense capability – захисна здатність; Syn: potential.

Construct (v) – будувати, споруджувати, створювати.

Core (n) – упоратися; витримати; подолати (*with*); I can't core with such a pile of work this weekend. – З такою купою справ я не впораюсь за вихідні. Syn: withstand.

Den (n) – 1) барліг, лігвище, нора; Syn: lair; 2) ховатися у барлогу; to den up.

Depend (v) – 1) залежати, знаходитися у залежності (*від кого-н., чого-н. – on, upon*); 2) покластися (*на кого-н. – on, upon*), довіряти (*кому-н.*); w.c. depend upon it – будьте впевнені; Syn: bank on, bet on, build on, calculate on, count on, figure on, gamble on, reckon on, rely, trust in, wager on; 3) знаходитися на утриманні (*у кого-н. – on, upon*); 4) знаходитися на розгляді суду, парламенту; w.c. it (all) depends – як сказати, поживемо – побачимо.

Discovery (n) – 1) відкриття; 2) одержання (позитивних) результатів пошуку; 3) *юр.* надання документів суду; Syn: finding, disclosure, development.

Economic good – економічний товар, дешевий товар

Enable (v) – 1) давати можливість чи право *що-н.* зробити; w.c. to enable smb. to do smth.; Syn: authorize, sanction, empower; 2) робити можливим (*що-н.*); 3) *комп'ют.* включати, запускати в роботу (*якийсь пристрій*).

Equipment (n) – обладнання; оснащення; арматура, оснащення (*for*); office equipment – офісне обладнання; Syn: armature, fittings.

Fuel (n) – паливо, пальне.

Improvement (n) – 1) поліпшення, удосконалення, виправлення, розвиток (*on, over, upon*); to bring about an improvement – удосконаливати; to show (an) improvement – поліпшуватися; Syn: betterment; 2) *мн. амер.* зручності (*в квартирі, домі*); *мн. амер.* перебудова, перестановка (*в квартирі, домі*).

Input (n) – 1) внесок; пожертвування; Syn: contribution; 2) споживана потужність, подводима потужність; 3) *комп'ют.* ввід інформації, інформація на вході; input data – вихідні дані, вхідні дані.

Inputs (n) – витрати (*на виробництво*); inputs into production – виробничі витрати.

Janitor (n) – 1) воротар, швейцар; Syn: door-keeper, porter; 2) *амер.* двірник, сторож, прибиральник.

Labour (n) – праця, труд; w.c. skilled labour – кваліфікований труд.

Make use of – застосовувати, вживати, використовувати, скористатися.

Natural resources – натуральні (природні) ресурси .

Output – 1) продукція; продукт, виріб; to increase, step up output – збільшувати випуск продукції; to curtail, cut back, reduce output – скорочувати випуск продукції; manufacturing output – продукція обробної промисловості; gross output – валова продукція; Syn: production, produce; 2) випуск; вироблення; видобуток; annual output – річний об'єм виробництва, випуск продукції за рік; industrial output – об'єм промислового виробництва; 3) *тех.* продуктивність; потужність, віддача; пропускна здатність; ємність; average output – середня продуктивність; 4) *матем.* підсумок, результат.

Physical quantity – фізична величина, фізична кількість.

Production (n) 1) виробництво, виготовлення; видобуток, вироблення; to decrease, roll back production – зменшити обсяги виробництва; to increase, speed up, step up production – збільшити обсяги виробництва; series production – серійне виробництво. That model won't go into series production before late 1990. – Цю модель буде запущено у серійне виробництво не раніше кінця 1990 року. Coal production – видобуток вугілля; oil production – видобуток нафти; steel production – виробництво сталі; production workers – робітники (*на відміну від службовців*); Syn: manufacture, making; 2) продукція; виробн. We needed to increase the volume of production. – Нам було необхідно збільшити обсяги продукції. Syn: output, produce; 3) продуктивність, ефективність; об'єм виробітку; production standard – норма виробітку; Syn: productivity, output.

Productive methods – методи виробництва, продуктивні методи.

Range (v) – 1) вишиковувати(ся) в ряд; ставити, розташовувати в порядку; Syn: arrange; 2) класифікувати; Syn: to classify, arrange; 3) коливатися у відомих межах; 4) класифікувати, розподіляти за класами/категоріями, варіювати; коливатися у межах; w.c. prices ranged between... and.

Raw materials – сировина.

Result (v) – 1) відбуватися в результаті, виникати (*from*). Nothing has resulted from my efforts. – З моїх зусиль нічого не вийшло. Syn: arise; 2) кінчатися, мати результатом (*in*).

Scarcity (n) – дефіцит, недостача; w.c. scarce resources.

Steel (n) – сталь.

Technology (n) – 1) техніка; 2) технологія.

Tire (n) – покришка.

Tool (n) – 1) інструмент; 2) механізм (*напр. помпу, пропозиції*); 3) спосіб, засіб (*напр. аналізу*); 4) мн. знаряддя праці; Syn: instrument, implement.

PRACTICE

1. Match the words from column A with the words from column B which mean the opposite.

A	B
goods	To ruin
scarcity	minimum
inputs	services
To construct	narrow
maximum	To forbid
broad	excess
To enable	outputs

2. Look for synonyms in the text to complete the table below.

machinery	
volume	
shortage	
negotiable	
To make	
experienced	
revelation	
amount	

3. *The following are dictionary definitions of active words or word combinations. Find these words and complete the table .*

The productive services of labour, capital and natural resources.	
Goods and services.	
The knowledge of how to produce goods and services in the economy.	
The process of using the services of labour and equipment in combination with natural resources and materials to make goods and services available.	

4. *Give English equivalents to following words and word combinations.*

Дефіцитні ресурси; досягти мети; залежати від кількості; ресурси, які зайняті у процесі виробництва; сировина; обладнання; природні ресурси; технологічні, фізичні й людські можливості.

5. *Supply the missing prepositions.*

1. Improved technology often results... new methods of production that make use ... new machines and more skilled labour.
2. Application ... new technology helps consumers to cope ... the problem ... scarcity.
3. Labour services used to produce cars include the hours put machine operators, designers, managers and all other workers ranging ... janitors... the company president.

6. *Say whether the statements are true or false, if they are false say why.*

1. Economic goods fall from the heavens like manna.
2. Production function is the relationship between input services and the maximum attainable output.
3. Improved technology enables the development of new products.
4. The production function can be written as $M = Q(N, K, F)$.
5. The process of production doesn't need any inputs or outputs.

7. Fill in the gaps in the following summary with words from the word-box.

Goods • production • capital • resources • inputs • scarcity •
application • accomplish • output • cope • productive.

We can obtain economic ... only due to the process of It's the process of using labour, ... and natural resources as the ... to make the ... of production. ... relations are technological. ... of new technology helps to ... with the problem of ... and enables workers to ... tasks more quickly.

8. Translate into English.

1. Застосування найновітніших технологій дає можливість прискорити процес виробництва та збільшити обсяг продукції, що виробляється.
2. Витрати виробництва – це поєднання капіталу, праці й природних ресурсів з використанням інженерних, фізичних та людських можливостей.
3. Виробництво – це дуже складний процес використання економічних дефіцитних ресурсів, таких як праця, обладнання та природні ресурси, для того, щоб отримати максимально можливі обсяги виробництва.
4. Для того, щоб поліпшити виробничі методи, використовуються найновітніші наукові та інші розробки.
5. Завдяки поліпшеним технологіям з'являються нові методи виробництва, де застосовується сучасне обладнання. Більш кваліфіковані кадри та інші процеси дозволяють отримати більший обсяг продукції із обмеженої кількості ресурсів.

LISTENING

1. Before you listen. Complete the sentences using one of the words below. Use a dictionary to help you.

respect • survey • around

- a) The ... asked lots of questions about different companies.
- b) The companies are from different countries all ... the world.
- c) I ... my boss. She is a good manager and a good leader.

2. Listen to the text and answer the following questions.

1. What is the world's most respected company?
2. How many companies were mentioned in the survey?

3. Write the companies in the correct order.

Dell • Microsoft • Toyota • Coca-Cola • General Motors •
General Electric • IBM • Sony • Wal-Mart • 3M

1st <i>General Electric</i>	6th
2nd	7th
3rd	8th
4th	9th
5th	10th

4. Listen to the text again and answer the questions.

1. What company moved from 14th place to 9th this year?
2. What company was in 8th place last year?
3. Which country has 22 companies in the top 50?
4. Which country has the second highest number of companies in the top 50?
5. How many companies has the UK got in the top 50?
6. What country is Toyota from?

5. Over to you.

Do you know the top five companies in your country?

What do they sell?

Who is the most respected businessperson in your country?

Write a list of the top three companies in the world that you respect.

Compare your list with a partner.

CASE STUDY

1. Work in pairs. Read the following company profile and study the kind of information it contains. Be prepared to answer questions about it.

The MoDo Group is an international company. Its headquarters are in Stockholm. The President and Chief Executive Officer is Bernt Lof. Its main areas of business are fine paper, newsprint and magazine paper and other wood products. Most of MoDo's production is carried out in Sweden, but the company is present in many European countries and in the United States. More than 80% of the Group's total sales of 18.4 million Swedish kronor in 1990 came from countries outside Sweden, primarily the European Community. The company has about 12,961 employees.

MoDo



2. Now ask your partner questions to obtain similar information about the company that he or she has been working at or want to work in the future, and complete the notes below.

Name of company

Headquarters.....

Chairman

Business activities

Main markets

Sales in 1991

No. of employees

WRITING

1. Write a short profile about ICI, using the information provided below. Use the MoDo profile as a model.



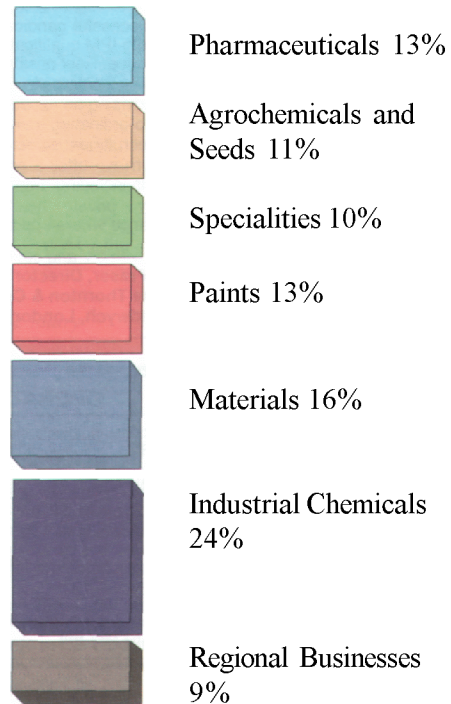
Worldwide

- Around 600 locations
- Sales in 150 countries
- Manufacturing in over 35
- 128,000 employees

Number of employees

	1991
United Kingdom	51,600
Continental Europe	18,000
The Americans	31,000
Asia Pacific	16,400
Other countries	11,600
Total	128,600

**1991
Group turnover (external sales)
by business sector**



UNIT 2

MARKET AND ITS FUNCTIONS

PRE-READING

Before you read the text.

- a) discuss these questions in groups:
 - 1) What do you know about market?
 - 2) What types of market can you think of?
 - 3) Do you know how market mechanism works?
 - 4) Are we able to buy everything we want?
- b) look at these sentences and see if you can guess the missing words:
 - 1) ... exists wherever and whenever an exchange takes place.
 - 2) The essential feature of the market mechanism is the

READING

Read the text and check your answers

MARKET PARTICIPANTS

Millions of individual consumers, millions of business firms, and thousands of government agencies participate directly in the economy. Millions of foreigners also participate by buying and selling goods. Fortunately, we can summarize much of this activity by classifying market participants into four distinct groups – consumers, business firms, government agencies, and foreigners – and then analyzing their behavior.

Individual consumers, business firms, and government agencies participate in the market in order to achieve certain goals. Consumers strive to maximize their own happiness by purchasing the most satisfying bundle of goods and services with their available incomes. Businesses try to maximize profits by using the most efficient combination of resources to produce the most profitable products. Government agencies are supposed to maximize the general welfare by using available resources to produce desired public goods and services and to redistribute incomes. Foreigners pursue these same goals, as consumers, producers, or governmental agencies.

The tendency of all participants in the economy to try to maximize something, be it profits, private satisfaction, or social welfare, is not their

only common trait. Another element common to all participants is their *limited resources*.

MARKET INTERACTIONS

Figure 1.1 summarizes the kinds of interactions that occur among market participants.

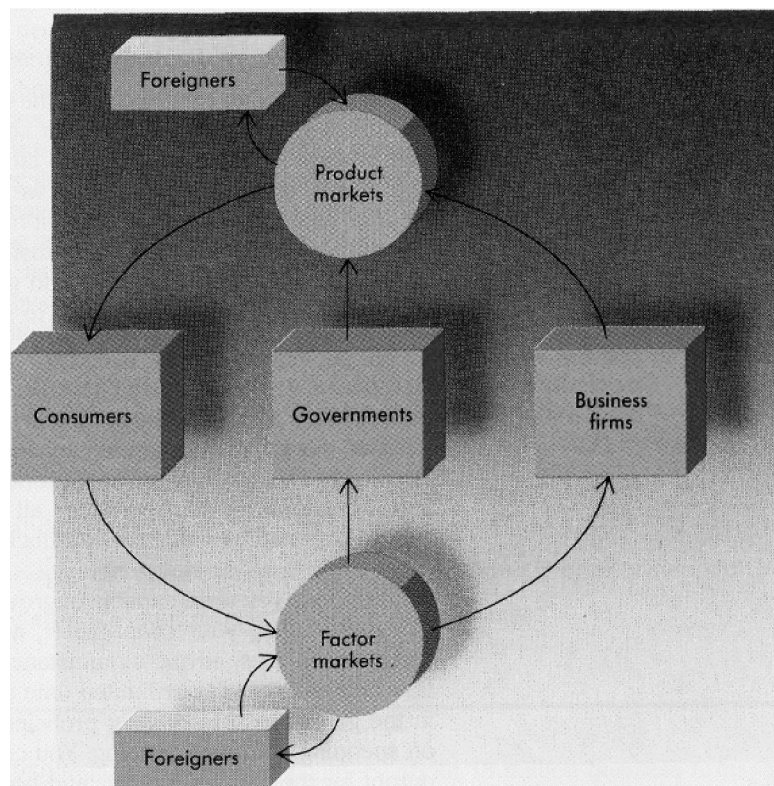


FIGURE 1.1

Market Interactions

Business firms participate in markets by supplying goods and services to product markets and purchasing factors of production in factor markets. Individual consumers participate in the marketplace by supplying factors

of production (e.g., their own labor) and purchasing final goods and services. Federal, state, and local governments also participate in both factor and product markets. Foreigners also participate by supplying imports, purchasing exports, and buying and selling resources.

THE TWO MARKETS

Factor market: Any place where factors of production (e.g., land, labor, capital) are bought and sold.

Product market: Any place where finished goods and services (products) are bought and sold.

The easiest way to keep track of all this market activity is to distinguish two basic markets. Figure 1.1 does this, by portraying separate circles for product markets and factor markets. In **factor markets**, factors of production are exchanged. Market participants buy or sell land, labor, or capital that can be used in the production process.

Interactions within factor markets are only half the story. At the end of a hard day's work consumers enter the grocery store (or bar) to purchase desired goods and services – that is, to buy *products*. In this context, consumers again interact with business firms, this time purchasing goods and services those firms have produced. These interactions occur in **product markets**. Foreigners also participate in the product market by supplying goods and services (imports) to the country and buying some of the output (exports).

Neither a factor market nor a product market is a single, identifiable structure. The term “market” simply refers to any place where an economic exchange occurs – where a buyer and seller interact. The exchange may take place on the street, in a taxicab, over the phone, by mail, or through the classified ads of the newspaper. But whatever it looks like, *a market exists wherever and whenever an exchange takes place*. The market is simply a place or medium where buyer and seller get together; which market they are in depends on what they are buying or selling.

THE MARKET MECHANISM

Market mechanism: The use of market prices and sales to signal desired outputs (or resource allocations).

The actual choices individual consumers and firms make are expressed for the most part in market purchases and sales. The use of the **market**

mechanism to express your desires is as familiar as grocery shopping. If you desire ice cream and have sufficient income, you simply buy ice cream. Your purchases act as a signal to producers that ice cream is desired. By expressing the *ability and willingness* to pay for ice cream, you are effectively telling ice cream producers that their efforts are going to be rewarded.

How do we express our preference? Consumers express their preference for a good simply by purchasing this good, that is, by expressing a willingness to pay for such output.

Thus *the essential feature of the market mechanism is the price signal*. If you want something and have sufficient income, you buy it. If enough people do the same thing, the total sales of that product will rise, and perhaps its price will as well. Producers, seeing sales and prices rise, will be inclined to increase production. To do so, they will attempt to acquire a larger share of our available resources and use it to produce the goods we desire. No direct communication between us and the producer is required; market sales and prices convey the message and direct the market, much like an “invisible hand.” Prices are used as a common means of communication.

Say whether the statements are true or false, if they are false say why.

1. There are four groups of market participants – consumers, firms, global companies and foreigners.
2. Only consumers want to maximize their private satisfaction. Firms, government agencies and foreigners don't need to maximize anything.
3. An economic exchange occurs at any place where a buyer and seller interact and it is referred to the term “market”.
4. When we purchase as many commodities as possible, we express our ability and willingness to pay for these commodities and producers are going to be rewarded.
5. If the total sales of the product fall, the price will also fall and producers will be inclined to increase production.

VOCABULARY

- Ability** (n) – 1) здатність (*at, in; to + inf.*); платоспроможність; 2) можливості; 3) продуктивність.
- Advertisement** (n) – оголошення; реклама; анонс, заява, повідомлення; advertisement column – стовбець / відділ оголошень в газеті; Syn: announcement, notice.
- Agency** (n) – 1) агенція; employment agency – агенція по найму на роботу; 2) орган; установа; організація; government agency – урядові служби.
- Acquire** (v) – 1) обзаводитися; здобувати, покупати; Syn: get; 2) отримувати, опановувати (*навички і т. п.*).
- Bundle** (v) – 1) зв'язувати у вузол (*часто bundle up*); збирати, упакувати, укласти речі (*перед від'їздом*); 2) відсилати, відправляти, спроводжувати (*звич. bundle away, bundle off, bundle out*).
- Circle** (n) – 1) круг; окружність; to describe, draw a circle – накреслити круг, описати окружність; 2) круговорот; цикл – circle of the seasons.
- Consumer** (n) – споживач; Syn: user, buyer.
- Convey** (v) – 1) перевозити, переправляти (*to*); The firm conveys goods to all parts of the country. – Ця фірма поставляє товари в усі регіони країни. Syn: carry, transport; 2) виражати, передавати (*ідею, зміст і т. п.*).
- Exchange** (n) – 1) обмін; бартер (*про товари*); in exchange for – в обмін на; to make an exchange – здійснювати обмін; Syn: barter, interchange; 2) *фінанс.* розмін грошей; 3) а) іноземна валюта; перекладний вексель, тратта; б) валютний курс; to set an exchange – установлювати валютний курс; course of exchange, rate of exchange, exchange rate – валютний курс.
- Export** (n) – 1) а) експорт, вивіз; the export of oil – експорт нафти; Syn: а) exportation; б) експортований товар; 2) *звич. мн.* об'єм експорту (*підсумкова вартість вивезених товарів*).
- Factor market** – ринок факторів виробництва.
- Factors of production** – фактори виробництва.
- Figure** (n) – 1) ілюстрація, малюнок (*в книзі і т. п.*); візерунок (*на тканині, папері*); діаграма, креслення; Syn: pattern, design, device, motif, sign, symbol, plan, schema, diagram, illustration, drawing; 2) *матем.* фігура, тіло; 3) цифра; The figure for “one” is “1”. – Цифра для “одиниці” – це “1”. Syn: digit, number, cipher, numeral, numerical symbol; 4) *мн.* цифрові дані, кількісні дані; approximate, round figures – приблизні результати; exact figures – точні цифри; 5) *розм.* ціна; to sell at a

low figure – продавати по дешевій ціні; Syn: price, amount, rate, cost, quotation, sum, value.

Firm (n) – фірма; to manage, operate, run a firm – керувати фірмою; manufacturing firm – виробниче підприємство.

Foreigner (n) – 1) іноземець; Syn: alien, immigrant, outsider, newcomer; Ant: citizen, inhabitant, native; 2) незнайомиць, сторонній; Syn: stranger.

Import (n) – 1) імпорт; імпортування (*ввіз в країну товарів з-за кордону*) – import-export; 2) *мн.* імпортовані, увезені товари; імпорт (*коли йдеться про вартість чи кількість увезених товарів*); Syn: importation; Ant: export.

Incline (v) – 1) нахилити(ся), схилити(ся), хилитися; Syn: slope, tilt; 2) бути схильним (*to, towards – до*); He inclines to laziness. – Він схильний до лінощів; Syn: dispose.

Interaction (n) – взаємодія (*among, between; with*); the close interaction between buyers and sellers; Syn: co-operation, co-ordination, cooperation, coordination.

Market mechanism – ринковий механізм.

Market or marketplace (n) – 1) базар, ринок; to shop at the market – робити покупки на базарі; 2) ринок (*збуту*); збут; попит; There's no market for these goods. – На ці товари немає попиту. To depress a market – знижувати попит; to find a (ready) market – користуватися попитом; 3) торгівля; 4) ринкові ціни.

Maximize (v) – збільшувати до межі; максимізувати; to maximize profits.

Occur (v) – 1) відбуватися, траплятися; Syn: happen, befall; 2) зустрічатися, попадатися.

Output (n) – 1) а) продукція; продукт, виріб; gross output – валова продукція; Syn: production, produce; б) випуск; вироблення; видобуток; 2) *тех.* продуктивність; потужність, віддача; пропускна здатність; ємність; average output – середня продуктивність.

Participant (n) – учасник; Syn: participator, partaker, sharer.

Portray (v) – 1) малювати портрет; зображувати (*кого-н.*); Syn: depict; 2) давати словесний опис (*чому-н.*), зображувати; описувати; Syn: delineate, depict, describe, represent, sketch, picture.

Price (n) – 1) ціна; Syn: worth, value; 2) цінність.

Product market – товарний ринок, ринок продуктів.

Purchase (v) – 1) а) купувати, заповувати (*купувати що-н. за гроші*); Syn: buy; б) *юр.* купувати у власність нерухомість; Ant: inherit; 2) цінуватися, бути засобом придбання чого-н. (*про гроші і т. д.*); our dollars purchase less each year – наші долари рік за роком все більше знецінюються.

Pursue (v) – 1) переслідувати; іти невідступно за; гнатися; бігти за; Syn: follow; 2) а) переслідувати (мету); додержуватися наміченого курсу; to pursue one's goals; б) шукати, добиватися. He is leaving the company to pursue his own business interests. – Він йде з компанії, щоб спроваджувати свої власні ділові інтереси.

Redistribute (v) – перерозподіляти, ділити заново.

Resource allocation – розподіл ресурсів.

Resources (pl) – кошти, грошові кошти, ресурси.

Reward (v) – 1) нагороджувати, давати нагороду чи грошову винагороду; 2) винагороджувати; віддавати належне.

Strive (v) (strove; striven) – намагатися; боротися, додавати зусиль (*for, after, towards*); to strive for success – прагнути успіху; Syn: to try, exert; 2) боротися (*against, with – проти*); Syn: to struggle.

Sufficient (adj) – 1) достатній; обґрунтований; sufficient for – достатній для чого-н.; reasonably sufficient – достатньо обґрунтований; Syn: adequate; 2) *ім.; розм.* достатня кількість.

Summarize (v) – 1) підсумовувати; 2) підбивати підсумок; 3) резюмувати; Syn: sum up, recapitulate.

Total (adj) – 1) весь, цілий; загальний, сукупний, сумарний; total sum – загальна сума; Syn: joint, combined; 2) абсолютний, повний, досконалий; Syn: absolute, perfect; 3) загальний, тотальний; Syn: entire.

Trait (n) – 1) характерна риса, особливість; Syn: characteristic; 2) риса, штрих.

Welfare (n) – 1) благополуччя, добробут; Syn: prosperity, well-being; 2) заходи з поліпшення побутових умов (*незможних і т. п.*); добродійність; матеріальна допомога; Syn: welfare work; 3) соціальне забезпечення; Syn: social welfare.

Willingness (n) – готовність, бажання.

Fill in the gaps with the words from the word-box

Maximize • factor • agencies • participants • interaction • product, consumers • marketplace • firms • foreigners • goals • welfare • market

There are four types of market ... – ... , business ... , government ... , and They all participate in the ... in order to achieve They want to ... something, both profits and satisfaction or social They meet either in the ... or ... market. Their ... is very important for the

PRACTICE

1. Look for synonyms in the text to complete the table below.

member		Cooperation	
To sum up		Sphere	
Well-being		Production	
Drawing		Distribution	
To confer		To report	
feature		bunch	

2. The following are dictionary definitions of active words or word combinations. Find these words and complete the table.

A place or medium where a buyer and seller get together.	
Any place where factors of production are bought and sold.	
The use of market prices and sales to signal desired outputs (or resource allocation)	

3. Give English equivalents to the following words and word combinations.

Урядова агенція, максимізувати доходи, взаємодіяти, окремі споживачі, здатність та готовність, ціновий сигнал, графік зображує, достатній дохід, переслідувати мету, соціальний добробут, обмежені ресурси, досягти мети, учасники ринку, експорт – імпорт, брати участь у ринку, економічний обмін, залежати від ринкових факторів, отримати винагороду, доступні ресурси, загальні продажі.

4. Match the verbs from column A with the nouns from column B.

A	B
To summarize	Profits
To achieve	Circles
To maximize	Goals
To redistribute	Activity
To purchase	The message
To portray	A share
To acquire	Goods and services
To convey	incomes

5. Choose the most appropriate word or word combination according to your text.

1. The term (scarcity, market, production) refers to any place where an economic (exchange, output, capital) occurs – where a buyer and seller (maximize, accomplish, interact).
2. (Consumers, Companies, Governments) want to (maximize, minimize, refuse from) their own happiness by (selling, purchasing, exchanging) the most satisfying (cars and houses, goods and services, food and clothes).
3. Consumers express their (attitude, dislike, preference) for a (good, commodity, market) simply by purchasing this good, that is, by expressing a (willingness, ability, desire) to pay for such (raw material, output, piece of furniture).

6. Fill in the gaps with your active words.

1. We can s... the activity of market p... into 4 groups, consumers, f..., government a... and f... . All of them s... to achieve different g... .
2. If you have s... income, you simply go and p... a piece of o... . In such a way you will express your a... and w... for this commodity. And producers will know that their efforts are r... .
3. Foreigners p... in the p... market by supplying i... to the country and buying some of the e... .
4. Land, labor, capital are sold in f... m... . When c... want to buy goods and services, they go to p... m... .
5. If many people buy the same commodity, the t... sales of this commodity will rise and as the result prices will also rise. So producers will be i... to increase production.

7. Finish the following sentences from memory.

1. All market participants strive to
2. A market exists
3. The essential feature of the market mechanism is
4. Consumers express their preference for a good simply by
5. Figure 1.1 portrays separate circles for

8. There are 3 parts in the text. Look at each and try to summarize the main point of each part in 1 or 2 sentences. Work in pairs.

9. Choose 5 words from the following list which seems to summarize the general meaning of the text. Write 5 sentences using the words you chose.

Market	Social welfare
Marketplace	Limited resources
Consumers	To maximize
Firms	To strive
Government agencies	Factor market
Market participants	Product market
To analyse	Economic exchange
To achieve	Market mechanism
To pursue	Ability and willingness
Goals	Price signal
General welfare	To redistribute

10. Still in pairs, work together to produce a summary of the whole text.

11. Translate into English.

1. Ринок – це будь-яке місце, де відбувається економічний обмін, тобто взаємодія споживачів та продавців. Але який це ринок – залежить від того, що саме продається чи купується. Якщо це товари та послуги – це ринок збуту товарів, а якщо фактори виробництва, такі як земля, праця чи капітал, – то це ринок збуту факторів виробництва.
2. Головна риса ринкового механізму – це ціна. Якщо ви маєте достатній прибуток, ви купуєте товар. Загальні продажі цього товару збільшаться, а з часом збільшиться й ціна на цей товар. Виробники, виходячи з цього, можуть підвищити виробництво. Щоб це зробити, їм доведеться придбати більшу кількість доступних ресурсів.
3. Учасники ринку – споживачі, компанії, урядові агенції та іноземці – беруть участь у ринку для того, щоб досягти певної мети. Перші бажать поліпшити свій добробут, другі – максимізувати свій прибуток, а треті – підвищити загальний соціальний добробут, використовуючи доступні ресурси, щоб перерозподілити прибуток та виробляти товари та послуги. Іноземці теж переслідують цю мету.

LISTENING

1. Before you listen match the words to their meanings. Use a dictionary to help you.

healthy	have lots of interests and friends
active lines	give attention to
wealth	not ill
focus on	don't give attention to
ignore	Have money

2. Listen to the text for the first time and correct the numbers in the following sentences.

- a. The over 50s are 14% of the population.
- b. They have 8% of Britain's wealth.
- c. 4% of the consumer market is over 50.
- d. Why don't more companies focus on people over 20?
- e. This group didn't like 68% of all advertising.
- f. Half of the cars bought privately were bought by the over 50s.

3. Listen to the text for the second time and tick the items in the list below that are mentioned in text.

The over 50s:

- a) play sports
- b) lead active lines
- c) spend money on cars
- d) go skiing
- e) have money to spend
- f) are healthy

4. Over to you.

You work for an advertising agency. Think of five products or services for the over50s market. Compare your list with a partner. Explain your choices.

I think holidays are good for this market because the over 50s have time and money...

CASE STUDY

1. Study the vocabulary below which will help you to do the activities that follow.

Liquid capital: the amount of money that a franchisee must have available before a bank will be prepared to lend additional capital. Also known as ready cash.

Working capital: the money that a franchisee will use to buy the stock and to pay for the labour and services that the business will need.

On-going fees: the various payments that the franchisee makes to the franchisor for the assistance and services he or she provides.

2. Work in pairs. You are interested in taking out a franchise with Perfect Pizza. You have seen the following advertisement and decide to call Martin Clayton, Franchise Sales Director for Perfect Pizza (played by Student B). Ask questions and complete the notes.

Examples: *How much liquid capital is required to set up an outlet?
What is the initial franchise fee?*

Liquid capital requirement:
Working capital requirement:
Initial franchise fee:
On-going fees:
Projected turnover of typical outlet:
Projected profit of typical outlet:
Year company established:
Number of outlets:
Regions available:
Length of contract:

Last year we sold six million pizzas and we're still hungry.




If you want to join one of the fastest growing companies in fast food, we can offer:

- market leadership and a proven track record
- one of the industry's fastest paybacks
- national and local marketing
- the back up, training and operational expertise of a professional franchise team
- the advantages of central buying and distribution of quality products

Call Martin Clayton now on 0932 568000.

3. You should now play the role of Bernard Glover, Franchise Development Manager for Budget Rent a Car. Student B is interested in taking out a franchise with you. Look at the information on the following page and answer his or her questions.



**Budget Budget Rent a Car
Rent a Car International Inc.,
41 Marlowes, Hemel Hempstead, Herts.
HP1 1LD.
Tel. 0442 218027
Fax. 0442 230757
Type of business: vehicle rental
Applications invited: yes
Availability: North-West England and
Scotland
Company established: 1966**

Number of outlets in the UK: company owned 41, franchised 119
Number of outlets worldwide: 3,300
Working capital: J50,000
Liquid capital requirement: J75,000
Initial franchise fee: J25,000
On-going fees: management services fee 7,5%, marketing/advertising levy: 2,5%
Typical outlet, projected turnover:
 year 1 – J150,000, year 2 – J240,000,
 year 3 – J300,000
Typical outlet, projected profit/(loss):
 year 1 – (J20,000), year 2 – break-even, year 3 – J10,000 – J20,000
Period of contract: 5 years
BFA membership: full

4. Working in the same pairs, discuss the main differences between the two franchises.

WRITING

1. You have been asked to prepare a short report summarising some of the main characteristics of the UK franchise market. Use the information in the charts below to prepare your summary.

1. Employment Retailing 6.6% Print 8.5 Business Services 19.5% Fast Food Other Food Health Beauty 33.9% Transport 5.7% Clothing 6% Home Improvements 6.4% Home Maintenance Vehicle 2.6% Maintenance Leisure 16%	2. Motivation 3% of Total Turnover by Regions Northern Ireland 1% Scotland 7% North West 7% North and North East 3% Yorkshire 6% Wales 4% West Midlands 8% East Midlands 7% East Anglia 5% London 24% South East 21% South West 7%
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UNIT 3

OWNERSHIP

PRE-READING

Before you read the text discuss these questions in small groups.

1. What do you know about ownership? Is it a legal or an economic term?
2. Is it any difference between ownership and property?
3. Do you know how socialism affected the economy of modern capitalist countries?

READING

Read the text and check your answers.

OWNERSHIP

Ownership is a general legal category for rights of property in land, money, tangible objects, intangible objects, etc. Ownership is defined as the right to exclude others from doing the same.

Ownership is the socially supported power to exclusively control and use for one's own purposes, that which is owned. Definitions of it are closely tied to definitions of wealth, private or public.

There are many consequences of the idea of ownership, both positive and negative; the 'moderate' view is that a degree of ownership is necessary for the proper operation of society, but that it can also lead to great injustice if taken too far.

A simple example of an argument against strict ownership is the case where person A owns medicine which would cure an illness that person B suffers from, but person A demands an unjustifiably high price for that medicine, which person B cannot afford. Almost any known practice of morality or system of ethics would say that unless there are very exceptional circumstances, person A should give person B the medicine, or at least lower the price. But ownership allows person A to set any price he or she wishes, or even to flatly refuse to give out any medicine, despite the fact that such refusal would lead to many unnecessary deaths.

Socialism and Communism

Socialism and Communism hold that individual ownership of the means of production is detrimental to the interest of the majority of individuals (particularly the working class, as well as most of what is usually called the middle class), and therefore they advocate some form of public ownership over the means of production.

Socialist ideas have influenced the economic systems of most industrialized countries. The combination of a capitalist economy with extensive social aspects is known as social democracy, for the purpose of promoting social justice, alleviating or even eliminating poverty, guaranteeing access to education and healthcare for all citizens, etc. Nationalizations have been limited to “the commanding heights” of the economy (e.g. heavy industry) and utilities (e.g. gas, electricity, and so on).

There have also been a number of countries, usually falling within the category of so-called “communist states”, which have had fully nationalized economies. However, the issue of who actually owned the means of production in those countries remains controversial, because they did not have democratic governments. In the absence of democracy (i.e. when the people have no control over the government), it can be argued that the government forms an elitist oligarchy - and therefore, any means of production owned by such a government are the *de facto* private property of the oligarchs, not the public property of the people.

Ownership and Economics

Ownership is self-propagating: If an object is owned by someone, any additional goods produced by using that object will also be owned by the same person. Thus, the more a person can own or acquire through money, the more he or she will generate other things to be owned by him or her. Ownership is central to and facilitates the development of social systems such as capitalism

Say whether these statements are true or false, if they are false say why.

1. Public or private wealth is close in meaning to ownership.
2. Communist ideas influenced forming of the economic systems of most capitalist countries.

3. So-called “communist states” have fully nationalized economies, but the issue of the real owners of the means of production is very controversial because of the lack of democracy.
4. When the people have no control over the government, any means of production owned by the government are the de facto private property of the oligarchs, not the public property of the people.

VOCABULARY

- Absence** (n) – 1) відсутність; залишення, відпустка (*from*); sickness absence – непрацездатність за хворобою; Ant: presence; 2) недостатність, відсутність; in the absence of – за відсутності чого-н.; the absence of reconciliation between the theory and the practice of life – неузгодженість теорії з практикою; Syn: lack; Ant: presence.
- Access** (n) – 1) доступ, підхід; to deny access – не дозволяти доступ; to gain, get access – отримати доступ; access to markets – доступ до ринків; easy of access – доступний; 2) *комп'ют.* доступ; zero access – швидкий доступ.
- Acquire** (v) – 1) набувати, досягати; 2) опанувати (*знаннями*); acquire a right; acquire by purchase; acquire shares.
- Alleviate** (v) – полегшувати, пом'якшувати, зменшувати (наприклад, економічну кризу); Syn: lessen.
- Circumstance** (n) – 1) обставина, випадок, факт, нагода; mitigating circumstances – пом'якшуючі обставини; 2) умова; 3) матеріальне / фінансове положення; Syn: estate.
- Consequence** (n) – 1) висновок, значення, результат (чого-н.); to take, accept, bear, face, suffer the consequences of – відповідати, бути відповідальним за наслідки; Syn: result; 2) висновок; 3) а) важливість, значущість; Syn: importance; б) впливовість, впливове становище.
- Controversial** (adj) – 1) спірний, дискусійний; Syn: questionable, disputed, disputable; 2) той, що має прихильність до полеміки, полемічний; Syn: disputatious.
- De facto** (Latin) – насправді, фактично, де-факто (*протист.* de jure); the government de facto – уряд, що знаходиться при владі.
- Democracy** (n) – демократія, демократизм.
- Detrimental** (adj) – шкідливий, згубний (*to*); Syn: harmful, injurious, hurtful.
- Eliminate** (v) – 1) усувати, виключати (*from*); to eliminate a possibility – виключити можливість; Syn: remove, expel; 2) знищувати, ліквідувати.

ти, анулювати; the need to eliminate poverty – бажання ліквідувати бідність; Syn: eradicate; 3) ігнорувати, не помічати; Syn: ignore; 4) матем. виключати (невідоме).

Elitist (adj) – елітарний.

Exceptional (adj) – 1) винятковий, незвичний, незвичайний, виключний, особливий; exceptional circumstance – незвичайні обставини; Syn: unusual, special; 2) обдарований; вище середнього рівня; exceptional ability – незвичайні здібності.

Exclude (v) – 1) виключити (from), не допускати; 2) знищувати, усувати; Syn: eliminate.

Extensive (adj) – великий, просторий, далекосяжний; Syn: vast, spacious, extensional.

Generate (v) – 1) породжувати, викликати, спричиняти; Syn: to give rise to, produce; 2) виробляти; генерувати, робити; Syn: produce, evolve.

Injustice (n) – несправедливість (*to*); to do smb. an injustice – бути несправедливим до кого-н.; to commit an injustice – учинити несправедливість; to redress an injustice – виправити несправедливість; Syn: wrong, unfairness.

Intangible (adj) – нематеріальний, невідчутний на дотик; Syn: impalpable.

Issue (n) – 1) випуск, видання; 2) видавання; 3) проблема, важливе питання, спірне питання; 4) суперечка; 5) результат; 6) питання на порядку денному.

Means of production – засоби виробництва.

Oligarchy (n) – олігархія (режим, коли влада належить вузькій групі особистостей).

Ownership (n) – 1) власність, володіння, майно; joint ownership – спільна власність; private ownership – приватна власність; public ownership – громадська власність; 2) право на власність.

Poverty (n) – 1) бідність, злидні, нужда; to breed poverty – плодити бідність; to eliminate, eradicate, wipe out poverty – знищити бідність; abject, dire, extreme, grinding, severe poverty – загальні злидні; in poverty – у злиднях; to live in grinding poverty – нуждатися, жити у тяжких злиднях; Syn: want; 2) скудність.

Power (n) – 1) а) могутність, влада, міць; Syn: strength, might, vigour, energy, force; б) можливість, здібність; to develop one's powers – розвивати здібності (до чого-н.); Syn: facility, faculty, ability, property, capacity; 2) а) сила (*фізична*), потужність, енергія, виробнича здібність; to cut off, turn off the power – перервати подачу енергії; б) *фіз.* сила, потужність; 3) а) влада; держава; the Great Powers – великі держави; to exercise, wield power – мати владу; to transfer

power – передати владу кому-н.; б) *юр.* право, повноваження; Syn: jurisdiction, authority.

Private (adj) – приватний, особистий, конфіденційний, секретний, неофіційний.

Public (adj) – суспільний, громадський, державний, народний, комунальний, загального використання.

Society (n) – 1) держава, суспільство; to polarize a society – розділити суспільство на два протилежні табори; advanced society – сучасне, передове суспільство; affluent society – багате суспільство; 2) суспільність; 3) суспільство, організація; to establish, found, set up a society – заснувати організацію; to disband, dissolve a society – розпустити організацію; Syn: organization.

Support (v) – 1) підтримувати, підпирати, допомагати; 2) забезпечувати, допомагати (матеріально); the burden of supporting the poor – обов’язок матеріально допомагати бідним; 3) підтримувати (*морально*); допомагати; We supported their seeking office. – Ми допомогли їм знайти офіс. Syn: encourage, stand by, back up .

Tangible (adj) – матеріальний, реальний, відчутний на дотик; tangible assets – матеріальні цінності; Syn: palpable, material.

Utilities (pl) – 1) а) корисність; вигідність; of no utility – не корисний; б) *екон.* громадська корисність; 2) *мн.* (*тж. public utilities*) а) комунальні споруди, підприємства; б) комунальні послуги; public utilities such as gas, electricity and phones – комунальні послуги, такі як газ, електрика й телефон.

Wealth (n) – 1) багатство, процвітання, скарби (гроші, нерухомість); His wealth is estimated at fifty million dollars. – Його матеріальні цінності оцінюються у п’ятдесят мільйонів доларів; 2) сила, безліч, велика кількість; wealth of experience – найбагатіший досвід; Syn: abundance, plenty; 3) матеріальні цінності, багатства (*те, що має цінність*); The family lives in wealth. – Родина живе в достатку. Syn: prosperity, affluence.

Fill in the gaps with active words in appropriate form.

Ownership is the ... power to control and use something for your own purposes. When you own something, it gives you the right to ... others from doing the same. Under such ... , there appear a lot of ... in the idea of But ... needs ownership for efficient work. But, ..., it can lead to ... in our community.

PRACTICE

1. Match the words from column A with the words from column B which mean the opposite.

A	B
alleviate	small
poverty	increase
private	clear
detrimental	wealth
extensive	create
eliminate	useful
controversial	public

2. Give English equivalents to the following words and word combinations.

Комунальні послуги, дуже виняткові обставини, спірне питання, засоби виробництва, етика та моральність, матеріальні та нематеріальні об'єкти, соціальна несправедливість, суспільне та особисте багатство, усувати бідність, зменшувати рівень бідності, відсутність демократизму, елітарна олігархія, далекосяжна соціальна політика, виключити з партії, фактично.

3. Complete the table with the words below.

working class middle class means of production

Karl Marx defined it or proletariat as “those individuals who sell their labor and do not own the means of production.	
It comprises a social group once defined by exception an intermediate social class between the nobility and the working class.	
It refers to physical, non-human, inputs used in production. It includes factories, machines, tools, infrastructural and natural capital, factors of production.	

4. Rearrange the words to make up sentences.

1. legal / rights / general / Ownership / a / is / category / property / of / for.
2. Socialism / production / that / ownership / says / is / personal / means / harmful / of / the / of.
3. means / absence / no / democracy / of / over / government / The / control / the.
4. have / nationalized / states / fully / Communist / economies.

5. Translate the Ukrainian word combinations of the sentences.

1. The combination of a capitalist (еконіміки) with (далекосяжними) social aspects is known as (соціальна демократія), for the purpose of promoting (соціальної справедливості), (зменшення чи знищення бідності), guaranteeing (доступу) to (освіти) and healthcare for all (громадян).
2. There is a number of countries, which are called (“комуністичні держави”), which have fully (націоналізовану економіку). But the (спірне питання) of who actually (володіє засобами виробництва) in those countries remains (дискусійним), because they did not have (демократичного уряду).
3. If an object is owned by someone, any (додаткові) goods produced by using that object will also be owned by the same person. The more a person can (володіти) or (отримати) through (гроші), the more he will (спричиняти) other things to be owned by him.

6. Give English explanation of the following words and word combinations.

ownership	morality
tangible objects	poverty
injustice	utilities
democracy	money

READING

Read the text and check your answers.

TYPES OF OWNERSHIP

Intellectual ownership

Ownership of ideas or plans or strictly sensory works is always a complicated issue. Use of patents and copyright laws in modern society has introduced ownership for non-material things usually on a temporary basis. This kind of ownership is very controversial, because on the one hand it gives reward to innovators, but on the other hand it restricts the free flow of information and ideas

Corporate ownership

In business, corporate ownership is critical as it determines who controls the factors of production owned by that corporation and thus who owns the outputs:

Companies or organisations usually *own* factories, or more generally, the capital, and the materials used to produce. They hire employees but they don't own employees – they do however control what is sometimes called human capital or have some exclusive right to individual capital (creativity, talent). Companies which issue stocks are officially owned by stockholders, CEOs are hired by them to run companies. CEOs themselves do not own the companies, even though they may have more control and involvement than the 'real' owners, the stockholders. Executives of small companies are often also stockholders.

Land ownership

In classical economics there is an ambiguous position taken with regard to land ownership. Many theorists argued that it could not be defended if there was not some obligation to keep and improve the land. Marxist economics was founded on, and continues to argue for, land reform as a means of social justice. Also, both Marxist and anarchist theories of ownership agree on the idea that private ownership of land is illegitimate, since the land was not created by any human beings, and most property over land was originally established through the use of brute force. In the 20th century, the idea of ecological stewardship led to legal ways that land ownership could be rightfully restricted because of erosion, pollution,

biodiversity and other concerns - which reduced the level of what came to be called nature's services to all in the locality. In addition, property tax increasingly was levied to pay for services offered by the state, which could not be refused (such as fire fighting).

Collective ownership

Emergency response, biotechnology, nanotechnology and terrorism present serious challenges to the idea of exclusive control over resources or knowledge that may be required in some short period of time to avert some disaster, especially a synchronous failure which may be caused simply by timing problems.

As such threats increase in depth and nature, it seems likely that (at least) ownership of natural capital and instructional capital will be increasingly held by communal, and not by private, bodies. For instance biopiracy of native plant varieties used in sustainable agriculture are increasingly recognized as "belonging to" cultures or even ecosystems from which they originated.

1. Say whether the statements are true or false, if they are false say why.

1. Innovators get no reward for their findings and they don't sell their rights to anybody.
2. Corporate ownership is a quite clear thing as it doesn't determine who must control the factors of production
3. Companies usually own capital, equipment, factories and their employees.
4. The land ownership can be restricted because of erosion, pollution, biodiversity and other things.
5. Companies which issue stocks are officially owned by stockholders, CEOs are hired by them to run companies and CEOs don't own those companies.

VOCABULARY

Ambiguous (adj) – 1) двозначний; Syn: equivocal; 2) неясний, сумнівний; Syn: doubtful.

Avert (v) – 1) відводити погляд (від – from); He averted his face. – Він відвернувся; 2) відволікати (думки; від – from); 3) відвертати, запобігати (удару, небезпеки і т.п.); Syn: prevent.

Biodiversity (n) – біологічна варіативність.

Brute (adj) – 1) грубий, тваринний, почуттєвий; 2) нелюдський, жорсткий; Syn: cruel, brutal; 3) безглуздий, нерозумний; Syn: injudicious, unreasonable.

Challenge (n) – 1) виклик; to issue, send a challenge – кинути виклик; to accept, meet, respond to, take up a challenge – прийняти виклик; 2) перен. складне завдання, проблема; formidable, real challenge – дійсний виклик; Syn: summons, defiance.

Communal (adj) – громадський, приналежний громаді, общинний, загальний, спільний, об'єднаний (напр., про власність); Syn: collective, joint.

Concerns (pl) – справи, ділові відносини; Syn: business relations.

Copyright (n) – авторське право, видавниче право; право передруку, право постановки; plagiarism of copyright – незаконне присвоєння авторського права, плагіат.

Depth (n) – глибина, наднизький рівень.

Disaster (n) – катастрофа, лихо, нещастя; to experience, meet, suffer (a) disaster – потрапити в лихо; to cope with (a) disaster, recover from (a) disaster – справлятися з лихом; a national disaster – національна катастрофа; a natural disaster – стихійне лихо; Syn: catastrophe.

Ecosystem (n) – екосистема, екологічна система; біогеоценоз.

Emergency (n) – 1) непередбачений випадок; крайня необхідність; крайність; in case of emergency – у випадку крайньої необхідності; on emergency – на крайній випадок; 2) критичне становище; аварія; to cause, create emergency – приводити до аварії; to declare an emergency – оголосити надзвичайний стан; national emergency – національна катастрофа.

Erosion (n) – розмивання; вивітрювання; soil erosion – вивітрювання ґрунту; Syn: destruction, demolition.

Hire (v) – наймати, надавати роботу; Syn: to employ, engage, recruit, lease; Ant: buy, discharge, fire, purchase.

Illegitimate (adj) – 1) незаконний, протизаконний; Syn: illegal, unlawful; 2) заборонений, недозволений, несанкціонований; Syn: unwarranted, unauthorized; 3) неправильний, неточний, помилковий; 4) нестандартний; ненормальний; Syn: irregular.

Infrastructural capital – інфраструктурний капітал.

Innovator (n) – новатор, раціоналізатор; Syn: rationalizer.

Issue (v) – 1) а) впливати, виходити; Syn: to come; б) з'являтися; Syn: emerge; 2) а) траплятися, виходити в наслідок (from – чого-н.); Syn:

spring, arise; б) мати як результат, закінчуватися (in – чим-н.); Syn: result; 3) а) випускати, видавати (газети, книги і т.д.); books issued in the United Kingdom – книги, які було видано у Великобританії; б) видавати (наказ); в) виходити (про видання); г) пускати в обіг (гроші і т. п.); A new coin was issued. – Було пущено в обіг нову монету.

Levy (v) – стягувати (податок); обкладати (податком) (on/upon); увести податкові ставки. Taxes should be levied more on the rich than on the poor. – Податковий тягар повинен лежати більше на заможних, ніж на бідних. Syn: tax.

Nanotechnology (n) – нанотехнологія.

Natural capital – природний капітал.

Obligation (n) – 1) зобов'язання, борг, обов'язок; 2) облигація; 3) боргове зобов'язання; 4) примусова сила (закону, договору); Syn: obligation bond; impose an obligation on smb. – накласти зобов'язання на кого-н.

On a temporary basis – тимчасово.

Patent (n) – 1) право; 2) патент; 3) диплом; 4) привілея; 5) винахід.

Pollution (n) – забруднення; to control pollution – боротися із забрудненням (напр., навколишнього середовища); air pollution – забруднення повітря; environmental pollution – забруднення навколишнього середовища; Syn: defilement, contamination, soiling, dirtying.

Regard (n) – погляд, увага; having regard to the state of the market – з огляду на стан ринку; in regard to (with regard to) – відносно, у відношенні; regard as – розглядати у якості.

Response (n) – 1) відповідь, відгук; in response to your letter of – у відповідь на Ваш лист від такого-то числа; 2) реакція; 3) відповідна дія, відгук.

Restrict (v) – обмежувати (в межах чого-н.); His power was restricted within narrow limits. – Його повноваження були дуже обмеженими. Certain information is restricted to government officials. – Доступ до визначеної інформації дозволяється тільки урядовцям. Syn: to confine, limit, bound.

Reward (n) – 1) нагорода, премія; to claim, reap, receive a reward – отримати нагороду; just reward – справедлива нагорода; tangible reward – матеріальне заохочення; Syn: recompense, award; 2) винагорода; in reward for smth. – в нагороду за що-н.; Syn: recompense, remuneration.

Sensory (adj) – чутливий, сенсорний.

Stewardship (n) – 1) посада розпорядника, керуючого; 2) керування, завідування, керівництво; ведення (справ); нагляд, контроль; a stewardship of the economic resources of the country – керування економічними ресурсами країни; Syn: administration, management, control.

Stockholder (n) – амер. акціонер, власник акцій; брит. акціонер, власник цінних паперів; Syn: stock-owner.

Sustainable (adj) – 1) стійкий; життєздатний; sustainable economic growth – стійкий економічний ріст; 2) екологічно раціональний; здатний існувати без збитку навколишньому середовищу; “стійкий”; sustainable agriculture – екологічно раціональне сільське господарство, “стійке” сільське господарство; sustainable use of natural resources – раціональне використання природних ресурсів.

Threat (n) – загроза, погроза, небезпека; Syn: danger, risk, hazard, peril.

Fill in the gaps with your active words.

1. In economics, land ... takes a very ... position. Some theorists think, that land won't be defended if we have no ... to keep it. Marxists consider land reform to be a kind of They also say, that private ... of land is
(ownership, social justice, ambiguous, obligation, illegitimate)
2. Biotechnology, ... and terrorism give a lot of ... to ... some ... in some short period of time. As such ... increase, we begin to think, that ownership of ... and ... capital will be held by ... but not by a person.
(disasters, nanotechnology, communal, avert, challenges, natural, infrastructural, threats)
3. Ownership of ideas or plans or strictly ... works is called ... ownership and it is always a complicated Non-material things are sold ... through ... and ... laws... in the modern society. ... receive ... for their findings, but on the other hand the free flow of information is
(innovators, intellectual, sensory, on a temporary basis, copyright, reward, patents, issue, restricted)

PRACTICE

1. Look for synonyms in the text to complete the table below.

Edge	
Summons	
Engagement	
To limit	
Prize	
Problem	
Public	
Non-material	

2. Complete the definitions with the words below.

Infrastructural capital, biotechnology, erosion, natural capital, nanotechnology.

It refers to any physical means of production or means of protection beyond that which can be gathered or found in nature. It isn't considered as "fluid capital".	
It refers to the mineral, plant and animal formations of the Earth biosphere.	
It is the displacement of solids by the agent of wind and water. It can be a natural process but in many places it's increased by human activities.	
This technology is based on biology, especially when used in agriculture, food science and medicine.	
This term sometimes applies to any microscopic technology. It refers to technological developments on the nanometer scale, usually 0.1 – 100 nm (1 nanometer equals 1 millionth of a millimeter)	

3. Cross out an odd word.

- biotechnology – nanotechnology – economics
- erosion – pollution – expansion
- means of production – factors of production – utilities
- patent – copyright – issue
- disaster – failure – terrorism

4. Give English equivalents to following words and word combinations.

Складне питання, закон про авторське право, тимчасово, новатори отримують винагороду, обмежувати потік інформації, соціальна справедливість, двозначна позиція, бути зобов'язаним, забруднення та ерозія, природний та інфраструктурний капітал, загроза тероризму, податок на майно, дослідження екосистеми, сенсорна робота, стягувати податки з акціонерів, наймати головних виконавчих директорів.

5. Translate into English.

1. Соціалісти та комуністи вважають, що приватна власність на засоби виробництва дуже шкідлива для інтересів більшості населення (особливо для робочого та середнього класу), тому вони підтримують суспільну власність. Незважаючи на це, соціалістичні ідеї вплинули на формування економічних систем більшості індустріалізованих держав. Поєднання капіталізму з далекосяжною соціальною політикою відоме як соціальна демократія.
2. Інтелектуальна власність – це власність на нематеріальні речі, такі як ідеї, плани, винаходи. Її можна придбати за допомогою патентів та ліцензій, але ця власність охороняється законами авторського права. Цей вид власності – дуже спірне питання, тому що винахідник, з одного боку, отримує винагороду, а з іншого боку, власність обмежує вільний потік інформації.
3. Корпоративна власність – це дуже ризикована справа, тому що саме вона контролює фактори виробництва та випуск продукції. Як правило, компанії володіють капіталом та матеріалами. Ті компанії, що пускають в обіг акції, знаходяться у володінні акціонерів.
4. Біотехнології, нанотехнології та тероризм являють собою серйозну загрозу ідеям виключного контролю над ресурсами та знаннями, що можуть бути необхідними протягом короткого проміжку часу аби запобігти катастрофи.

5. Власність на землю займає достатньо двозначну позицію. Марксистичні вважають, що цей вид власності є засобом соціальної справедливості, але разом з цим приватна власність – це незаконна власність, тому що більша частина землі була колись захоплена насильницьким шляхом. Земельна власність може бути обмежена через ерозію, забруднення, біорізноманітність.

LISTENING

Pre-listening

1. Is there an advertisement on the television or in the newspapers at the moment that you particularly like? What's it for?
2. Imagine you work in advertising. How can you sell the following things? What information will you give about them in the advertisement?
 - a soft drink;
 - a musical at the theatre;
 - a new kind of frozen potato dish.
3. Listen for three radio advertisements. They are for the things you talked about in question 2 above, but not in the same order. Listen to them, and say what each one is for.
4. Try to answer the following questions. Then listen to the advertisements again.
 - a) What is the name of the food in the first advertisement?
 - b) What is the name of the musical?
 - c) What is the name of the musical?
 - d) What is the name of the soft drink?
 - e) How do you cook Oven Crunchies?
 - f) Where can you get tickets for the musical?
 - g) What can you get when you buy Coca-Cola?
5. Work in groups of four. Think of a radio advertisement to make people come to a private English language school. What information will you give (prices, location, accommodation)?

CASE STUDY

Background

Focus, a large advertising agency based in Paris, has a reputation for creating imaginative and effective campaigns. Recently however, Focus's reputation was damaged when two major clients changed to rival agencies.

Focus now needs to convince potential clients that it still has plenty of creative ideas to offer.

At present, Focus is competing against some well-known agencies for several contracts. It has been asked to present ideas for advertising campaigns to the managements of the companies concerned. Concepts are required for the following advertising campaigns:

- A sports car

A high-priced, hand-finished model with a classic design. The car was popular in the 1950's and 60's. An American firm now wants to re-launch it. (target consumers will be high-income executives with a sense of fun and style.)

Aim: An international campaign, with advertising adapted to local markets.

- A chain of eight London restaurants The restaurants (specializing in your national cuisine) are in prime positions and offer extensive menus. They are reasonably priced, but are not attracting enough customers.

Aim: A creative campaign to improve sales.

Task

You are members of an advertising team at Focus. Prepare an advertising campaign for one of the products or services. Use the *Key questions* below to help you. Then present your campaign to the management of the company concerned. (At this stage, you have not been asked to prepare a budget.)

When you are not presenting your campaign, play the role of the company's management. Listen and ask questions. Use the *Assessment sheet* below to choose:

- a) the best campaign concept
- b) the most effective presentation

Key questions

1. What is the campaign's key message?
2. What special features does the product or service have?
3. What are its USPs (Unique Selling Points)?
4. Who is your target audience?
5. What media will you use? Several or just one or two?
6. What special promotions will you use at the start of the campaign?

Assessment sheet

Campaign concept

1. Will it get the target audience's attention?
2. Will it capture their imagination?
3. Does it have a clear, effective message?
4. Will it differentiate the product or service?
5. Will it persuade the target audience to buy the product or service?
6. Will the target audience remember the campaign?

Presentation

1. Was it interesting? Did it impress you?
2. Was it clear enough?
3. Was there enough eye contact?
4. Was the pace too quick, too slow, or just right?
5. Was the language fluent, accurate and appropriate?
6. Was the voice clear enough? Was it varied in pitch or monotonous?

WRITING

1. Reply to an advertisement

In this letter the customer is replying to an advertisement for cassettes which he saw in a trade journal. The advertiser gave little information, so the writer will have to ask for details. Read and translate the letter.

Disc SA

251 rue des Raimonieres F-86000 Poitiers Cedex
Tel: (33) 99681031 Teiccopie: (33) 102163

Ref: PG/AL 12 May 19__

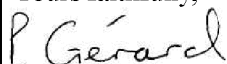
The Sales Dept.
R.G. Electronics AG
Havmart601
D-5000 Koln 1

Dear Sirs,

We are a large record store in the centre of Poitiers and would like to know more about the tapes and cassettes you advertised in this month's edition of 'Hi Fi News',

Could you tell us if the cassettes are leading brand names, or made by small independent companies, and whether they would be suitable for recording classical music or only dictations and messages? It would also be helpful if you could send us some samples and if they are of the standard we require, we will place a substantial order. We would also like to know if you are offering any trade discounts. Thank you.

Yours faithfully,



P. Gerard

2. Answer the questions.

1. Why does M.Gerard say they are a 'large' record store?
2. Is he interested in high-quality cassettes or low-quality cassettes?
3. What two things does he require before he places an order?
4. How did he hear about the advert?
5. Which words in the letter correspond to the following: publication; product's name; vocal instructions; examples; large?

3. Make up and write the advertisement with all details the customer is replying for.

UNIT 4

MOTIVATION

PRE-READING

1. Answer these questions.

- a) What sort of things motivate people to do their job well? Make a list.
- b) If you won a great deal of money, would you keep working?

2. Read the following statements. Which of them do you agree with?

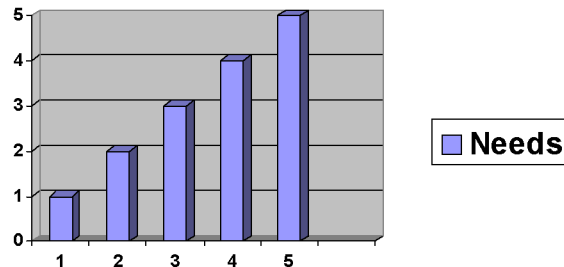
- a) There is no need for a manager to know what motivates people.
- b) When a need is met it stops being a motivator?

READING

Read the text.

MOTIVATION THEORIES

The work of managers is to ensure that staff works efficiently in an organisation. To achieve this, it is clear that managers must know what motivates people. By understanding the factors influencing motivation, they can create the conditions in which employees will perform to their maximum potential. One of the best known theories of motivation was put forward by an American psychologist, Abraham Maslow, in a book entitled *Motivation and Personality* (1954). In his theory, he presents a hierarchy of needs. He identified certain basic human needs and classified them in an ascending order of importance. Basic needs were at the bottom of the hierarchy, higher needs at the top. His classification is shown below:



Physiological needs

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

1. Security needs

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

2. Social needs

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

3. Esteem needs

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

4. Self-actualization needs

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

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

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

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

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

If they do exist in quality and quantity, they do not, however, give increased satisfaction.

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

Herzberg's motivation-hygiene theory

Motivators:

- achievement
- challenging work
- the work itself
- career prospects
- responsibility
- recognition

Hygiene factors:

- Company policy and administration
- Salary and fringe benefits
- Quality of supervision
- Relationship with colleagues
- Job security
- Status
- Personal life
- Work conditions

Hygiene factors are essential if workers are to be motivated. As one writer has aptly put it, they deal with the question "Why work here?". The motivators deal with the question "Why work harder?"

If Herzberg's theory is true, it means that managers must pay great attention to job content. They must find ways of making jobs more challenging and interesting. As a result, managers in the USA and elsewhere have recently been showing great interest in job enrichment programs. The idea of such programs is to make jobs more challenging and to give the worker a sense of achievement.

Sweden has been leading the way in this respect. At one car plant, for example, Volvo workers assemble the whole of a car rather than do a few simple operations. In a glass factory, production workers have complete control over the work process in the grinding and polishing department. Other workers have helped to build and design paper mills. Job enrichment is undoubtedly catching on fast in Sweden.

Say whether these statements are true or false.

- 1) According to Maslow people are not concerned about achieving their personal goals in life unless they have satisfied their psychological needs.

- 2) Senior managers who want to become company directors have self-actualization needs which they wish to satisfy.
- 3) Herzberg, like Maslow, believes that people satisfy their needs systematically.
- 4) Herzberg believed that workers would not necessarily work harder if they earned more money.
- 5) Job security is one of the most important factors which motivates employees.
- 6) The purpose of job enrichment programs is to increase worker motivation

VOCABULARY

Advancement (n) – підвищення за службою; to further, speed smb.'s advancement – прискорити чийсь ріст; to block smb.'s advancement – загальмувати чийсь ріст; professional advancement – професійний ріст.

Affiliation (n) – зв'язок; приєднання; прийняття у члени; членство; partnership affiliation – прийняття у партнери, установлення партнерства.

Allowance (n) – норма видання грошей, утримання (грошове на певний строк – добові й т. ін.); to grant an allowance – забезпечити утримання, давати карманні гроші; childcare allowance – допомога для догляду за дітьми.

Annual bonus (n) – щорічна премія; to give, pay a bonus – дати премію; to get, receive a bonus – отримати нагороду/премію; cost-of-living bonus – премія у розмірі мінімальної заробітної плати.

Annual season ticket loan (interest-free) (n) – безвідсотковий займ на сезонний квиток/абонемент.

Be concerned with smth. – непокоїтися; I am concerned with strange behaviour of our competitors. – Мене непокоїть дивна поведінка наших конкурентів.

Be popular with smth. – бути популярним; This theory used to be popular some time ago. – Ця теорія була популярна деякий час тому.

Catch on (v) – стати популярним; to catch sight of – помітити; to catch out – помітити помилку; to catch up with – зрівнятися з кимось; to catch one's eye – привернути увагу; catch – перепона; catch-phrase – розповсюджена фраза; catchy – той, що легко запам'ятовується; to catch fire – спалахнути; to become caught up in – бути замішаним у щось.

Challenge (n) – виклик; to issue, send a challenge – кинути виклик; to accept, meet, respond to, take up a challenge – прийняти виклик.

Club (n) – клуб; Syn: association, federation, league, lodge, order, union; Social club – клуб з інтересів; Sports club – спортивний клуб.

Company car – службова машина; Usually top-management have right for company cars. – Зазвичай менеджери вищої ланки мають право на службову машину.

Conclusive (adj) – закінчений, завершуючий, рішачий, визначальний; Syn: final, conclusive.

Ensure (v) – пересвідчитися, гарантувати, забезпечувати; This letter will ensure you a hearing. – Цей лист гарантує, що тебе вислухають; Syn: assure, guarantee; застрахувати (*against, from – від чого-н.*); Syn: insure.

Esteem (n) – повага; to fall in smb.'s esteem – впасти у чийсь очак; to rise in smb.'s esteem – піднятися у чийсь очак.

Expense account – рахунок витрат, рахунок підзвітних сум.

Free tea and coffee – безкоштовний чай/кава; Office-manager spends the whole day in the office and usually doesn't have enough time to go somewhere for lunch, so it would be great to provide him with free coffee. – Секретар проводить цілий день в офісі та не має досить часу, щоб піти кудись на ланч; буде добре забезпечити його безкоштовною кавою.

Fringe benefits – додаткові вигоди; We exercise a system of fringe benefits to motivate people. – Ми використовуємо систему додаткових пільг, щоб заохотити людей.

Hierarchy (n) – ієрархія.

Life assurance – страхування життя; Life assurance as well as health insurance are very useful motivators for people who carry out some dangerous processes. – Страхування життя, а також страхування здоров'я є дуже гарними стимулами, коли йдеться про людей, які виконують небезпечні завдання.

Luncheon vouchers – талони на обід; If people work very well we can offer them some perks, such as luncheon vouchers. – Якщо люди добре працюють, ми можемо запропонувати їм деякі стимули, такі як талони на обід.

Mortgage subsidy – дотація для погашення заставних; Last year mortgage subsidy was of great use for me. – Минулого року мені дуже допомогла дотація на погашення заставної.

Pension scheme – пенсійне забезпечення; In the 19-th century there was no pension scheme. – У дев'ятнадцятому сторіччі не існувало системи пенсійного забезпечення.

- Performance bonus** – премія; People can be motivated with money, e. g. bonuses. – Людей можна стимулювати грошима, наприклад, преміями.
- Private health insurance** – страхування здоров'я; Life assurance as well as health insurance are very useful motivators for people who carry out some dangerous processes. – Страхування життя, а також страхування здоров'я є дуже гарними стимулами, коли йдеться про людей, які виконують небезпечні завдання.
- Profit share** – доля прибутку; Our head-hunter offered this specialist profit share and relocation expenses covering, if he agrees to join us. – Наш мисливець за головами пообіцяв цьому спеціалісту долю прибутку і покриття витрат на переїзд, якщо він погодиться працювати у нас.
- Put forward** – висунути (ідею); One of best known theories of motivation was put forward by an American psychologist. – Одна з найбільш відомих теорій мотивації була висунута американським психологом.
- Recognition (n)** – визнання; to give, grant recognition – визнавати; to give, show no signs of recognition – не показувати ознак схвалення; general recognition, universal recognition – загальне визнання; in recognition of – на знак визнання.
- Relocation expenses** – покриття витрат на переїзд; If you agree to join our company we will cover your relocation expenses and provide a number of other fringe benefits. – Якщо ви погодитесь приєднатися до нашої організації, ми відшкодуємо ваші витрати на переїзд, а також надамо низку інших вигод.
- Self-actualisation (n)** – самореалізація; At the higher levels in a company, self-actualising needs may be very strong. – У вищих ланках організації потреба самореалізації може бути дуже сильною.
- Self-respect (n)** – самоповага; After people have satisfied their social needs, they want to have self-respect and to be esteemed by others. – Після того, як люди задовольнили соціальні потреби, вони бажають мати самоповагу та повагу від інших.
- Staff (n)** – штат, персонал; особовий склад; кадри; office staff – службовці офісу; special staff – технічний персонал, який виконує спеціальні завдання; staff discount – знижки для працівників
- Starve (v)** – голодувати, “помирати від голоду”, дуже хотіти їсти; морити голодом; позбавляти їжі; дуже хотіти (for – чогось); The children are starving for love. – Дітям потрібна любов.
- Subsidized canteen** – безкоштовні обіди; We provide our workers with lunches in subsidized canteen. – Ми забезпечуємо робітників безкоштовними обідами у їдальні.

Sustain (v) – підтримувати (морально й матеріально); давати сили; сприяти (виконанню чогось); надавати; food sustains life – їжа підтримує життєві сили; підтримувати, захищати, задовольняти; to sustain a claim – підтримати претензію; задовольнити позов, зазнавати; нести; переносити; He sustained a stress. – Він зазнав стресу; to sustain losses – зазнавати збитків, підтверджувати, підкрепляти (теорію).

Whereas (conj) – хоча, тоді, як; незважаючи на те, що; Whereas he had received a very handsome fortune with his wife, he had now spent every penny of it. – Хоча він отримав за своєю дружиною великий посаг, він витратив його до копійки; беручи до уваги, оскільки; Whereas part of the highway became so very ruinous that... – Оскільки частина шосе так зруйнована, що

Workplace nursery (n) – дитячий садок при організації; Workplace nursery is a perfect fringe benefit for people who have children. – Дитячий садок при організації – чудова вигода для людей із дітьми.

PRACTICE

1. Look at the list of words, find their synonyms in the text to complete the table.

Respect	<i>Esteem</i>
Keep	...
Become popular	...
Incentive	...
Feel very hungry	...
Final	...
Interesting	...
Promotion	...

2. Fill in the gaps with your active words.

- Do you think such a shocking idea will _____? I don't think so.
- The report was _____ and no recommendations could be made.
- Essential commodities are necessary to _____ our lives.
- He _____ a very good idea and will be _____ one of these days.
- In this _____ people's needs are arranged in order of importance.
- If you are a good employee you may count on _____ of superiors.
- In some regions of the world poor harvest still means that people will _____.

3. Match the words from column A with the words from column B

A	B
Motivate	security
Achieve	life
Put forward	research
Sustain	goal
Meet	people
Carry out	need
To be concerned about	an idea

4. Match the words with the correct definitions and complete the following sentences with suitable combinations from column A.

A	B
1. to catch sight of	a. attract attention
2. to catch on	b. pleasant and easily remembered
3. to catch out	c. draw level with
4. to catch up with	d. start to burn
5. to catch one's eye	e. notice suddenly
6. catch	f. a hidden or unexpected difficulty
7. catch-phrase	g. become popular or fashionable
8. catchy	h. trap someone in an error; show someone to be a fault; find someone to be a fault; find
9. to catch fire	i. become involved in
10. to become caught up in	j. a phrase which becomes popular for a while

- Everyone liked the _____ tune of that commercial.
- Do you think such an extraordinary style of dress will _____?
- At the car exhibition, that ultra-modern car – like something from space – really _____ everyone's _____.
- In the field of high-technology electrical goods, the Koreans are rapidly _____ with the Japanese.
- This business being sold far too cheaply. I smell a rat somewhere. There must be a _____.
- “Put a tiger in your tank” was a popular _____ a few years ago.
- We were _____ a few weeks ago when our main competitor suddenly lowered the prices of their products by 10%.

8. Management buy-outs are becoming more and more common these days. Obviously, the habit is _____.
9. While I was going round the factory, I _____ a worker who was smoking in a non-smoking area.
10. During one of our tests the prototype of our new hair-drier overheated, causing it to _____.

5. Rearrange the words to make up sentences.

1. to manager work that work is staff The ensure of efficiently.
2. forward ago The put long was time theory.
3. concerned too recognition is about He.
4. include policy factors fringe company and Maintenance salary benefits.
5. a met motivator being is it When stops need a.
6. needs achieve desire to develop potential Self-actualisation and the describe maximize goals.
7. to content refer Motivators job.

6. Translate into English.

(А) Мотивацію зазвичай розуміють як засіб примусити інших робити те, що вам потрібно, при цьому, в ідеалі, вони не повинні це навіть розуміти. Для того, щоб мотивуючий вплив був тривалим, він має бути нагородою за працю учасникам процесу.

Незалежно від прийомів мотивації, що застосовуються, треба брати до уваги правила управління мотивацією, які базуються на особливостях психіки людей:

1. позитивне підкріплення більш ефективно за негативне. Люди рідко вважають, що їх покарано справедливо, тому негативне підкріплення викликає опір;
2. нерегулярне заохочення стимулює краще за очікуване;
3. заохочення має бути конкретним і невідкладним;
4. великі нагороди та ті, що рідко кому даються, зазвичай викликають заздрість, а невеликі та часті – задоволення.

Окрім грошей існує багато форм негрошової мотивації, наприклад, суспільне визнання окремої людини (спеціальні завдання, почесні нагороди), групи (статті про досягнення групи в інформаційному бюлетені фірми, обіди з керівництвом вищої ланки), особисте визнання з боку вищого керівництва (подяка у письмовій формі).

- (B) 1. Ця реклама привертає загальну увагу, але я відчуваю, що щось негаразд.
2. Можливість самореалізації, підвищення, додаткові вигоди, повага начальників є важливими мотивами у роботі.
 3. Незважаючи на всі труднощі, теорія була застосована на практиці і набула популярності серед менеджерів.
 4. Завжди хочеться піднятися за ієрархією компанії, навіть якщо ви не зосереджуєтесь на цьому, в будь-якому разі ви будете намагатися зрівнятися з колегами.
 5. Ревізор пересвідчився, що ми підтримуємо порядок на об'єкті, йому не вдалося спіймати нас на помилці.
 6. Цей співробітник часто висуває розумні ідеї. Він здобув визнання керівників, і йому надали низку додаткових пільг.
 7. Новий дизайн упакування привернув увагу споживачів.

CASE STUDY

1. Some companies offer their employees fringe benefits (perks). Read the list of words below and check their meaning if necessary. Tick the perks you would like to get. Choose the perks you could offer your staff if you were a manager.

Childcare allowance • Workplace nursery • Sports and social club • Life assurance • Expense account • Performance bonus • Company car • Relocation expenses • Subsidized canteen • Private health insurance • Mortgage subsidy • Staff discount • Annual bonus • Annual season ticket loan • Free tea and coffee • Pension scheme • Luncheon vouchers • Profit share

2. Read these job advertisements and pick up the benefits they offer.

Computer officer

A B I C A R D

Abicard has an impressive record of growth and profitability. This is due in part to the bank's Information Systems Section. We are developing our sophisticated IT systems further and a person is needed to liaise with users and with other IT staff to provide a comprehensive support service for the network.

We are looking for a computer science graduate with a strong background in systems programming, with specialist expertise in PC systems on a network. We need someone who is adaptable, with the ability to master detail quickly, and capable of working under pressure.

Career prospects are excellent and there is an attractive package which will reflect your qualifications and experience. Benefits include flexible working hours, relocation assistance, mortgage subsidy, pension scheme and life assurance.

Application forms are available from:
The personnel Department, Abicard Huse, Southampton SO17 2BY

TOURISM MARKETING ASSISTANT

LONDON

The Tourism Department of Easton City Council is responsible for tourism, the arts, and museums. We now have a vacancy for a Tourism Marketing Assistant in our busy friendly office.

You will report to the Tourism Marketing Manager and you will be responsible for preparing leisure publications, organizing exhibitions, and dealing with conference enquiries.

You should have a background in tourism, ideally with an appropriate qualification. A foreign language would be an asset. Initiative, enthusiasm, tact and a sense of humor are also important.

In return we are offering an excellent package which includes 25 day's holiday, luncheon vouchers, Health and pension schemes, interest-free season ticket loan, and childcare allowance.

For an application form and further details, call 0181 676 9806
(24 hours) quoting ref: TMA/95

3. Work in pairs. Make a list of other perks your company offers, and other fringe benefits you can think of. Compare your list with the rest of the group.

4. Read the information about these two people. What perks do you think would be most useful for them? Choose from your own ideas and from the list in the box.

<p>Nicola Williams is married with three children (aged 6, 4 and 2). She has a job in Personnel Management at <i>Baby and Child</i>, a large, national company which sells clothing and equipment for babies and children. As soon as she got her new job a year ago, her husband was made redundant, so at the moment he stays at home to look after the two younger children. Because there is no suitable public transport she drives the 25 km to work each day.</p>	<p>Steven Barton is 25 years old and is not married. He has worked at Worldwide Airlines office in Central London for seven years, since he left school. He is buying a flat in a suburb, about an hour by tube from his work. He lives alone and does not spend much time in his flat. His hobbies include all types of sport. He plays different sports at least three times a week, he goes skiing every winter, and he goes on watersports holidays abroad in the summer. While he has been with Worldwide he has done a course in Tourism and hopes to study more in the future.</p>
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5. Work in small groups. Discuss these questions:

- a) If you could choose, which fringe benefits would you select? Why?
- b) Would you rather have a higher salary or more fringe benefits? Why?

WRITING

1. Look at the example of an e-mail. Was it composed correctly? Write a reply to Mr. Freeman following the rules.

Date: Fri, 27 May 2005 13:21:16+ 0200
From: "paul freeman" pf3@tenmail.co.za
To: kenby@tenmail.co.za
Subject: Payment delay

Dear Sir,
Greetings of the season,

I am a director with the federal ministry of finance was instructed by the Hon. Minister of Finance to find out before the end of this month, why your contract/ claim of your fund have not been credited to your bank account, after instructions has been passed to all various Government parastatals that all over due contract/ claim payments should be released as a lot of petitions by beneficiary's is being received by the Minister.

Your bank details is what this office requires from you to reconfirm, with your telephone and fax numbers respectively, and any. However, why have you not received your payment up-till date?

In view of this circumstances, I will give my assistance to make sure your file is in order for payment as two unknown people came for the claim of the funds and submitted bank account claiming that you are sick.

You are advised to contact me upon receipt of this mail for further briefing.

Yours faithfully,
Mr. Paul Freeman

2. Pass the test to find out what motivates you.

Just for fun

WHAT MOTIVATES YOU???

Consider your answers in the context of your work experience.

To determine your dominant needs and what motivates you, place the number 1 through 5 that represents your score for each statement next to the number for that statement.

Add up the total of each column. the column with the highest score tells you your dominant needs and what motivates you more.

1. I try very hard to improve on my past performance
at work. 1 2 3 4 5
2. I enjoy competition and winning. 1 2 3 4 5
3. I often find myself talking to those around me about
non-work matters. 1 2 3 4 5
4. I enjoy a difficult challenge. 1 2 3 4 5
5. I enjoy being in charge. 1 2 3 4 5
6. I want to be liked by others. 1 2 3 4 5
7. I want to know how I am progressing as I complete tasks.. 1 2 3 4 5
8. I confront people who do things I disagree with. 1 2 3 4 5
9. I tend to build close relationships with co-workers. 1 2 3 4 5
10. I enjoy setting and achieving realistic goals. 1 2 3 4 5
11. I enjoy influencing other people to get my way. 1 2 3 4 5
12. I enjoy belonging to groups and organizations. 1 2 3 4 5
13. I enjoy the satisfaction of completing a difficult task. 1 2 3 4 5
14. I often work to gain more control over the events around
me. 1 2 3 4 5
15. I enjoy working with others more than working alone. 1 2 3 4 5

dominant needs	number of column
Achievement	1, 4, 7, 10, 13
Power	2, 5, 8, 11, 14
Affiliation	3, 6, 9, 12, 15

UNIT 5

THE MANAGER'S ROLE

PRE-READING

Look at the following list of positions people occupy in organizations below. Then, in groups of two or three, compare your answers.

- a) What duties do all these people have in common?
- b) What qualities and skills are required for each position?
- c) Which of the positions would you prefer to have? Why? Are there any you would not want to hold? Why?

POSITION	ORGANISATION
Manager	A famous pop music group
Head of research and development	An oil company
Supervisor (on an assembly line)	A car company
General manager	A fashion business
Vice chancellor	A university
Chairman	A multinational company

READING

1. Read and translate the text.

ROLE OF A MANAGER

Our society is made up of all kinds of organizations, such as companies, government departments, unions, hospitals, schools, libraries, and the like. They are essential to our existence, helping to create our standard of living and our quality of life. In all these organizations, there are people carrying out the work of a manager although they do not have that title. The vice-chancellor of a university, the president of a students' union or a chief librarian are all managers. They have a responsibility to use the resources of their organization effectively and economically to achieve its objectives.

Are there certain activities common to all managers? Can we define the task of a manager? A French industrialist, Henry Fayol, wrote in 1916 a classic definition of the manager's role. He said that to manage is "to forecast and plan, to organize, to command, to coordinate and to control". This definition is still accepted by many people today, though some writers

on management have modified Fayol's description. Instead of talking about command, they say a manager must motivate or direct and lead other workers.

Henry Fayol's definition of a manager's functions is useful. However, in most companies, the activities of a manager depend on the level at which he/she is working. Top managers, such as the chairman and directors, will be more involved in long range planning, policy making, and the relations of the company with the outside world. They will be making decisions on the future of the company, the sort of product lines it should develop, how it should face up to the competition, whether it should diversify etc. These strategic decisions are part of the planning function mentioned by Fayol.

On the other hand, middle management and supervisors are generally making the day-to-day decisions which help an organization to run efficiently and smoothly. They must respond to the pressures of the job, which may mean dealing with an unhappy customer, chasing up supplies, meeting an urgent order or sorting out technical problem. Managers at this level spend a great deal of time communicating, coordinating and making decisions affecting the daily operation of their organization.

An interesting modern view on managers is supplied by an American writer, Mr. Peter Drucker. He has spelled out what managers do. In his opinion, managers perform five basic operations. Firstly, managers set objectives. They decide what these should be and how the organization can achieve them. For this task, they need analytical ability. Secondly, Managers organize. They must decide how the resources of the company are to be used, how the work is to be classified and divided. Furthermore, they must select people for the jobs to be done. For this, they not only need analytical ability but also understanding of human beings. Their third task is to motivate and communicate effectively. They must be able to get people to work as a team, and to be as productive as possible. To do this, they will be communicating effectively with all levels of the organization – their superiors, colleagues and subordinates. To succeed in this task, managers need social skills. The fourth activity is measurement. Having set targets and standards, managers have to measure the performance of the organization, and of its staff, in relation to those targets. Measuring requires analytical ability. Finally, Peter Drucker says that managers develop people, including themselves. They help to make people more productive, and to grow as human beings. They make them bigger and richer persons.

In Peter Drucker's view, successful managers are not necessarily people who are liked or who get on well with others. They are people who command the respect of workers, and who set high standards. Good managers need not to be geniuses but must bring character to the job. They are people of integrity, who will look for that quality in others.

2. Check your understanding of the text. Answer the following questions.

- a) According to the text, what is the main duty of the head of any organization?
- b) Why do some people disagree with Henry Fayol's definition of the role of management?
- c) In what ways are the functions of a company director, for example, different from those of a middle manager?
- d) In Peter Drucker's opinion, which of the following things should a manager be?
 - exceptionally intelligent
 - interested in other people
 - popular
 - able to give clear orders
 - honest
 - admired by others

3. Look at the list of words, find their synonyms in the text to complete the table.

Carefully	economically
Expand the range of products
Operate
Resolving
Said in clear, detailed way
to manage

VOCABULARY

- Achieve objective** (v) – досягнути мети; Managers set objectives. They decide what these should be and how the organization can achieve them. – Менеджери ставлять цілі. Вони вирішують, якими вони мають бути і як організація може досягти їх.
- Area sales manager** (n) – регіональний менеджер з продажу; She works as an area sales manager and earns quite a lot of money. – Вона працює регіональним менеджером з продажу і заробляє досить багато грошей.
- Assembly-line** (n) – конвеєр зі збірки; Supervisor on an assembly line is also a manager. – Контролер на конвеєрі зі збірки також є керуючим.
- Carry out** (v) – виконувати; to carry out in(to) practice – провадити в життя; We all have certain duties and jobs to carry out. – У кожного є своя робота та свої обов'язки.
- Chairman** (n) – голова; deputy chairman – заступник голови.
- Colleague** (n) – колега; Syn: associate; Managers will be communicating effectively with all levels of the organization – their superiors, colleagues and subordinates. – Менеджери будуть ефективно спілкуватися із усіма рівнями організації – начальством, колегами та підлеглими.
- Common** (adj) – загальний; Syn: general; Are there certain activities common to all managers? – Чи є певні види діяльності загальними для усіх менеджерів?
- Command respect of smb.** (v) – користуватись повагою; Successful managers are people who command the respect of workers. – Успішні менеджери – це люди, які користуються повагою робітників.
- CV (curriculum vitae)** (n) – резюме; When you apply for a position you compose a CV. – Коли ви претендуєте на посаду, ви складаєте резюме.
- Day-to-day decision** (n) – повсякденні рішення; Syn: everyday, daily; Middle management are generally making the day-to-day decisions which help an organization to run efficiently. – Менеджери середньої ланки взагалі приймають повсякденні рішення, які допомагають ефективно керувати компанією.
- Deal with** (v) – мати справу з кимось; Middle managers often deal with unhappy customers. – Менеджери середньої ланки часто мають справу із невдоволеними клієнтами.
- Diversify** (v) – урізноманітнювати, змінювати; Syn: to vary; We had to diversify our product range to attract more clients. – Ми мали змінити асортимент товарів, щоб привернути більше клієнтів.
- Face up to smth.** (v) – зіткнутись із чимось; Top managers make decisions on the future of the company, how it should face up to the competition. –

Топ-менеджери приймають рішення стосовно майбутнього компанії, як вона має реагувати на конкуренцію.

Forecast (v) – передбачати, передвіщати; Syn: to predict; To manage is to forecast and plan, to organize, to coordinate and to control. – Керувати – значить передбачати і планувати, організовувати, координувати і контролювати.

Fringe benefit – додаткові пільги; to get fringe benefit – отримувати додаткові пільги; to provide fringe benefit – надавати додаткові пільги.

Full-time (adj) – повна ставка; full-time job – штатна робота/посада; People rather take full-time than part-time position. – Люди віддають перевагу повній, а не частковій зайнятості.

Get on well with smb. (v) – знаходити спільну мову; Successful managers are not necessarily people who are liked or who get on well with others. – Успішні менеджери не обов'язково люди, яких люблять або які легко знаходять спільну мову із усіма.

Install (v) – встановлювати; We install fitted kitchens, mostly in private houses. – Ми встановлюємо вбудовані кухні переважно у приватних будинках.

Long range planning (n) – довгострокове, перспективне планування. E.g. Top managers will be more involved in long range planning and policy making. – Топ-менеджери більшою мірою залучені до довгострокового планування та розробки стратегії.

Manager (v) – керуючий; middle manager – менеджер середньої ланки; top manager – керівник вищої кваліфікації, керівник підприємства, яке має великий фінансовий обіг.

Make up (v) – складати; Syn: to compose.

Meet an order (v) – виконати замовлення; Syn: to fulfill; Middle management must respond to the pressures of the job, which may mean dealing with an unhappy customer, meeting an urgent order or sorting out technical problem. – Менеджери середньої ланки мають відповідати вимогам роботи, тобто працювати із невдоволеним клієнтом, виконувати термінові замовлення або вирішувати технічні проблеми.

Part-time (adj) – часткова зайнятість; part-time job – позаштатна робота/посада; I study at the university that's why I can take only part-time position. – Я навчаюся в університеті, тому я можу працювати лише за умови часткової зайнятості.

Research and development department – відділ проектно-конструкторської роботи; We are a small group in the Research and Development Department. – Ми є невеликою групою у відділі проектно-конструкторської роботи.

- Run an organization (v)** – управляти організацією; Syn: to manage; The main task of top managers is to run their organization effectively. – Основне завдання топ-менеджера є ефективне управління організацією.
- Set objectives/targets (v)** – ставити мету; Managers set objectives. – Менеджери ставлять цілі.
- Sort out a problem (v)** – розв’язати проблему; Syn: to solve; I cannot sort out this problem, you have to approach my superior. – Я не можу вирішити цю проблему, вам треба буде звернутися до мого керівника.
- Staff (n)** – штат; Syn: personnel; to join a staff – почати працювати; skeleton staff – основні співробітники; administrative staff – адміністративний персонал; office staff – робітники офісу; special staff – технічний персонал.
- Standard of living (n)** – рівень життя; Syn: level of living.
- Subordinate (n)** – підлеглий; Syn: assistant; Managers will be communicating effectively with all levels of the organization – their superiors, colleagues and subordinates. – Менеджери будуть ефективно спілкуватися із усіма рівнями організації – начальством, колегами та підлеглими.
- Superior (n)** – начальник, голова, керівник, старший; an immediate superior – безпосередній начальник; Superiors are responsible for everything that happens in their departments. – Керівники відповідають за усе, що відбувається у їхніх відділах.
- Supervisor (n)** – контролер; account supervisor – керівник відділу зі зв’язків із рекламодавцями; Supervisor on an assembly line is also a manager. – Контролер на конвеєрі зі збірки також є керуючим.
- Unhappy customer (n)** – незадоволений клієнт; Middle management must respond to the pressures of the job, which may mean dealing with an unhappy customer, meeting an urgent order or sorting out technical problem. – Менеджери середньої ланки мають відповідати вимогам роботи, тобто працювати із невдоволеним клієнтом, виконувати термінові замовлення або вирішувати технічні проблеми.
- Urgent order (n)** – термінове замовлення; It’s an urgent order, I need the goods be supplied within two days. – Це термінове замовлення, товар має надійти протягом двох днів.

PRACTICE

1. Fill in the gaps with your active words.

1. For a good manager it is not necessary to _____ with people, but he should _____ respect of his _____.
2. Duties of managers depend on the level at which he/she works. _____ managers are involved in _____ planning, and _____ managers make _____ decisions.
3. Managers often have to deal with _____ customers, do everything possible to _____ an _____ order.
4. To manage means to _____, to _____ objectives and look for the way to _____ them.
5. My friend runs an _____, that's why he is very careful about selecting _____.

2. Cross out an odd word.

- a) middle manager vice-chancellor lecturer chairman
- b) day-to-day extravagant ordinary usual
- c) superior chief chairman subordinate
- d) to sort out to solve to settle to complicate
- e) colleagues staff personnel work force

3. Look at the words in the box and put them in the appropriate column in the table below.

Vice-chancellor • able to give clear orders • full-time • colleague • manager • superior • part-time • subordinate • long-term planning • to forecast • to sort out a problem • to set objectives • to get on well with • flexible hours • to command respect of • honest • chairman • to run an organization

post	working hours	levels of organization	duties of a manger	features of a manager
<i>chairman</i>			

4. Match the words with their definitions.

Words	Definitions
staff	- person you work with
assembly line	- to say, that you know the future
to forecast	- to have friendly relations with someone
to get on well with smb	- an arrangement of workers and machines where the product passes from one worker to another till it's finished
superior	- to succeed in doing smth
to achieve	- work, which takes part of the normal working week
part-time work	- people who work for an organization
colleague	- person who has more authority

5. Complete the following sentences using suitable words or phrases from the list below.

managing director • director • senior executive • middle manager • junior executive • supervisor • superior • subordinate • colleague • staff • employee • work-force • part-time worker

1. The group of executives working below the top managers are generally called _____. 2. Valerie is an important person in our company. She is a member of the Board of _____. 3. Peter, a recent university graduate, has been with the firm for a year. He is at present a _____ and is being trained for a managerial position. 4. Their _____ is expanding rapidly. They now have over 5,000 employees. 5. At least 50% of our _____ have been with the company over ten years. 6. _____ in an organization generally have more fringe benefits than lower-level managers. 7. We are a small group in the Research and Development Department. Fortunately, I get on well with all my _____. 8. Our telephone operators work under the direction of a _____. 9. I work under Mr. Brown. He is my _____. 10. Sheila

and Tom work under my authority. I am their boss and they are my _____. 11. I am responsible for _____ training and development. 12. A _____ is a person of high rank in an organization, usually next in importance to the Chairman. 13. Many of the staff in our department are _____ workers.

6. Finish the sentences using your active vocabulary.

1. I work in a R&D department, so I have to _____.
2. I take day-to-day decisions, and my superior _____.
3. If he sets an objective, he explains _____.
4. It's not easy to run an organization, you have to _____.
5. If you command respect of employees, it means _____.
6. The difference between a top manager and middle manager is that _____.
7. He is brave enough to face up with _____.
8. I like my job, but I need more experience, so I found a _____.

7. Translate into English.

1. Голові відділу часто доводиться мати справу з незадоволеними клієнтами, вирішувати нагальні справи та робити все, щоб виконати замовлення вчасно. 2. Менеджери вищої ланки приймають рішення, що стосуються довгострокового планування та розробки стратегії. 3. Керівникові не потрібно бути популярною людиною, що легко знаходить спільну мову з людьми, але він має вміти віддавати чіткі накази, ставити ясні цілі та пояснювати, як їх досягти, і, нарешті, він має користуватися повагою працівників. 4. Ми встигли виконати термінове замовлення завдяки помічникам, яких ми найняли за умови часткової зайнятості. 5. Ми працюємо разом з братом, він мій начальник, а я йому підпорядковуюсь. 6. Менеджер має організовувати роботу колективу у команді таким чином, щоб вона була найбільш продуктивною. 7. Ті працівники, які працюють на повну ставку, мають додаткові вигоди. 8. Менеджер середньої ланки не працює під чийсь керівництвом, він працює на компанію і має це розуміти.

LISTENING

1. A. Listen to the dialogue and fill in the gaps in the script.

Introducing yourself

Brian: How do you do? My name's Brian Robinson.

Joan: How do you do? I'm Joan Knight.

Brian: Who do you _____ then?

Joan: I _____ with the Palmer Reece Group. You may have heard of us. We _____ and manufacture electronic equipment. I'm the _____.

Brian: I see.

Joan: How about you?

Brian: I work for a firm of kitchen designers. Kitchen Interiors, we're called. We install fitted kitchens, mostly in private houses. I'm _____ Manager.

Joan: That's interesting. Where are you _____?

Brian: Our _____ is in Colchester. We've got _____ offices all over the country. Where's your head office?

Joan: We're in Midlands. In Leicester, actually. But I work in our London office. Have you been _____ your company long?

Brian: Fairly long. I've worked for them for five years now. Before that, I was a _____ for a _____. I must say, I prefer what I'm doing now. You get out and meet all kinds of people. And I enjoy all the driving too. Your company's pretty big, isn't it?

Joan: Mm. I'd say so. Our _____ is almost ? 50 m. And we've got a _____ of over 1,000. Yes, we are big.

Brian: My firm's much smaller. Our turnover's roundabout ? 5 m.

Joan: How about _____?

Brian: Oh, about seventy or eighty people – _____ staff, that is. We're a private company, by the way. Still _____. But I reckon we'll go _____ in a few years' time.

Joan: Really? Your firm must be _____. We're a public company, of course. We have been for the last thirty years.

Brian: Ah, I thought I'd noticed your firm's name when I was looking at the _____ prices recently in the newspaper.

B. Study this information and use it in your own dialogues.

<i>GIVING DETAILS ABOUT YOUR ORGANIZATION</i>
<p>I'm with the Palmer Reece Group. I work for Kitchen Interiors. We make / manufacture / sell / deal in electrical products fitted kitchens My company is based in ... Our head office is in ... I've been with the company for five years worked for ... We have branch offices / subsidiaries in ... Our turnover is ... We've got a work-force of ...</p>

2. Make up a formal and an informal dialogue using the typical expressions below.

DIALOGUE	FIRST SPEAKER	SECOND SPEAKER
	How do you do? My name is Brian Robinson.	How do you do? I'm Joan Knight.
FORMAL	<p>Hello. Let me introduce myself. I'm Brian Robinson. Hello. Allow me to introduce myself ...</p>	<p>How do you do? Pleased to meet you.</p>
INFORMAL	<p>Hello. I'm Brian Robinson. Hi! I'm Brian Robinson.</p>	<p>Oh hello. I'm Joan Knight. Oh hello. Joan Knight.</p>

WRITING

1. A. When you apply for a position you'll have to write a CV (resume). Look at the example and try to make a similar note about yourself or some imagined person.

Clare Annabel LOVEGROVE	
Address 44	Charminster Road, Swindon, Wiltshire SN7 8PQ
Telephone	0793 897563 (Home) 071 444 5555 (Work)
Date of birth	17 June 1976 Marital status single
EDUCATION	
From: 1981	Kingly Primary School
To: 1987	Ashley Road, Swindon, Wiltshire
From: 1987	Wywern Comprehensive School
To: 1994	Western Avenue, Swindon, Wiltshire
GCSEs in English, Maths, French, German, History, Religious Studies, Science, Economics and Commerce (1986)	
GCE A levels in German (B), French (C) and English (C) (1988)	
From: 1994	Wessex Polytechnic
To: 1996	Lansdowne Square
Bournemouth, Dorset BH1 4ZT	
Higher National Diploma in Travel and Tourism (June 1990)	
EMPLOYMENT	
From: July 1996	Receptionist
To: June 1997	Bellavista Hotel
42-50 West Cliff Road	
Poole, Dorset BH17 6RT	
From: June 1997	Assistant Front Desk Manager
To: December 1998	Hotel Metropole
Place Pepinet 4	
CH 1003 Lausanne, Switzerland	
From: January 1999	Assistant manager
To: present	Palace Hotel
100 Grosvenor Street	
London SW1E 4RP	
Special Skills I speak fluent German and French. I am proficient in word-processing and in preparing publicity materials.	

B. You see the following advertisement in a national newspaper. Write a suitable covering letter in reply to it and enclose your CV.

VICTOR MOTOR COMPANY

ARE YOU INTERESTED IN A CAREER IN THE MOTOR INDUSTRY?

Owing to the expansion of our UK operations
we have the following vacancies:

Area Sales Manager (S.W. England)

Publicity Officer

Sales Representatives (Scotland and Wales)

Accounts Executives

Production Controller

We offer competitive salaries and fringe benefits such as company cars, pension schemes, profit-sharing and generous relocation allowances.

Write to us saying what position you are interested in and why we should employ you. Include your curriculum vitae and current remuneration details

David Jenkins, Chief Personnel Officer, Victor Motor Company,
Victor House, 117 High Street, Maybury, Surrey, KT36 5NB

There are several useful phrases for you.

I'd like to apply for a post of ... advertised in ... / I've seen your advertisement for an ... in ... and would like to apply for the post ... / I'm writing in response to your advertisement in ... for a

As you can see from my CV I have a good experience in

While studying in college I attended courses of

I'm very interested in working with you, because I want to work for a big company / it'll give me more chances to apply my abilities and get new experience.

I can provide references / I enclose references.

I can start the job

I look forward to hearing from you.

Yours sincerely

UNIT 6

MANAGEMENT IN MULTINATIONALS

PRE-READING

Study the following examples of mistakes that foreign business people have made when doing business abroad and then answer the questions below each one.

- A. An American airline company operating in Brazil advertised proudly that it had luxurious “rendezvous lounges” on its jets. The advertisement upset many people in Brazil. Can you suggest why?
- B. Some time ago an American company in Spain decided to have a company picnic – such picnics had been successful at their headquarters in the US. At the picnic in their Spanish branch, the US executives dressed up as chefs and served food to the Spanish workers in the company. The idea was to promote friendly relations between executives and workers. The atmosphere at the picnic was not good, and the picnic was not very successful. Can you guess why?
- C. A foreign buyer negotiated with a Japanese businessman. During the negotiations, the Japanese man sat back in his chair several times, maintaining complete silence. When the foreign buyer got back to his hotel, he realized he had paid too much for the goods supplied by the Japanese man. Why did this happen?
- D. A foreign businessman had been negotiating a deal in England. When he got back to the hotel, his boss phoned him. “How did it go?” asked the boss.
“Just great”, replied the foreign businessman. “I made several proposals to the Englishman and he kept shaking his head up and down – he obviously agreed with everything I said.” What mistake has the foreign businessman made? And why?

READING

Read and translate the text.

MULTINATIONALS

The term “multinational” (“global corporation”) is used for a company, which has subsidiaries or sales facilities throughout the world. Many of

these giant organizations are household names such as Coca Cola, Sony or General Motors. Companies like these control vast sums of money and they operate in countries with widely differing political and economic systems.

There are two main reasons for the development of multinationals. Firstly, when companies find that their national market is saturated they realize that they can increase profits by setting up subsidiaries abroad. Secondly, if a country set up trade barriers – usually tariffs or quotas – against a company's products, then the only alternative for the company was to establish a factory or sales organization in the country concerned.

The economic boom of the 1960s led to a rapid growth of globe-trotting enterprises. In the highly industrialized countries rising incomes attracted the multinationals; in the developing countries, the availability of cheap labour lured many companies into building new factories and assembly plants.

In earlier times, most countries gave the multinationals a “red carpet” welcome because they saw such foreign investment as creating employment, stimulating the business sector, and possibly earning foreign currency if the company's products were exported. But now multinationals are viewed by many with suspicion. Host countries are now restricting the activities of multinationals. Many developing countries allow new investment if it is on a joint venture basis. Other countries, e.g. India and Nigeria, are forcing foreign companies to reduce their shareholdings to a certain percentage of the total equity of the company.

Tension between host country and multinational is inevitable in many cases because multinationals pose a threat to national sovereignty.

The multinational is big and rich. It often operates in industries which are difficult to enter and of vital importance, e.g. the computer, chemical and automobile industries. The main objective of multinational is to organize its activities around the world so as to maximize global profits and global market shares. Each subsidiary is part of an international network of affiliates. The center controlling the network – the multinationals' headquarters – is not under the control of the host government. It is often thousand of miles away.

Undoubtedly, governments are uneasy when they feel that decisions affecting plants and employment in their countries are being made by remote control. Furthermore, unions often feel that their bargaining power is weakened when they have to deal with people operating from remote decision centers.

Arguing against multinationals, critics cry in shrill tones that these organizations engage in anti-competitive activities, insensitively shut down plants, make huge bribes to gain contracts, interfere politically, destabilize currencies, underpay their workers and so on.

Check your understanding of the text. Answer the following questions.

- a) What is a multinational company?
- b) Which multinationals have subsidiaries in your country?
- c) Why do the governments of some countries encourage multinationals to set up production or sales facilities in their midst while others discourage this type of foreign investment?
- d) What must a multinational do if it wishes to have a subsidiary in Nigeria?

VOCABULARY

Affiliate (n) – філіал, відділення; to affiliate with – приєднатися; affiliated company – “дочірня” компанія; Syn: related company, subsidiary company, business unit.

Agreement (n) – угода; to come to an agreement – заключити договір; to break (violate; denounce) an agreement – розірвати угоду.

Assembly plant (n) – цех зі збірки; The availability of cheap labour lured many companies into building new factories and assembly plants. – Доступність дешевої робочої сили привабила багато компаній до будівництва нових фабрик та цехів зі збірки.

Associated company (n) – асоційована компанія (та, що контролює фірму або підлягає їй).

Be based/located in (v) – бути розташованим в ... The head-office of a company may be located far from its subsidiaries. – Штаб-квартира компанії може бути розташована далеко від її філій.

Be uneasy (v) – відчувати неспокій; People are usually uneasy at the interviews. – Люди зазвичай почувуються неспокійно на співбесідах.

Bribe (n) – хабар, давати хабара; Syn: secret commission.

Compromise (v) – дійти компромісу; Is the government prepared to compromise with the workers over their pay demand? – Чи готовий уряд піти на компроміс із робітниками з приводу заробітної платні?

Concession (n) – поступка, послаблення, знижка; tariff concessions – тарифні уступки; tax concessions – податкові пільги; concession to public opinion – поступка суспільній думці.

Counter-proposal (n) – зустрічна пропозиція; Syn: counter offer.

- Currency** (n) – валюта, free currency – вільно конвертована валюта.
- Deal** (n) – угода; to make / conclude / close a deal with smb – укласти угоду з ким-небудь; to cut / do a deal with smb розм. – укласти угоду з ким-небудь; to sign a deal – підписати угоду; The deal fell through. – Угода зірвалась.
- Diversify** (v) – урізноманітнювати, різнобічно розвиватися; to diversify the economy – різнобічно розвивати економіку.
- Equity** (n) – акція без фіксованого дивіденду, власний капітал компанії; Other countries are forcing foreign companies to reduce their shareholdings to a certain percentage of the total equity of the company. – Інші країни примушують іноземні компанії обмежити участь у акціонерному капіталі до певного відсотка від загального власного капіталу компанії.
- Force** (v) – примушувати; The loss of money forced her to sell her house. – Грошові витрати примусили її продати дім.
- Gain** (v) – придбати, отримати, заробити, здобути (відомості), покористуватися, виграти; to gain a living – заробляти на існування; to gain a majority – отримати більшість; to gain effect – отримати ефект; to gain smb's confidence – завоювати чийсь довіру.
- Give a "red carpet" welcome** – радо приймати; In earlier times, most countries gave the multinationals a "red carpet" welcome. – Раніше більшість країн радо приймала багатонаціональні корпорації.
- Haggle** (v) – спорити, торгуватися; Syn: to bargain; They argue and haggle, make proposals and counter-proposals, to persuade the government to give way. – Вони сперечаються і торгуються, роблять пропозиції та зустрічні пропозиції, щоб переконати уряд поступитися.
- Have a stake/shareholding in** – володіти акціями; Other countries are forcing foreign companies to reduce their shareholdings to a certain percentage of the total equity of the company. – Інші країни примушують іноземні компанії обмежити участь у акціонерному капіталі до певного відсотка від загального власного капіталу компанії.
- Head office** (n) – штаб-квартира; Syn: Headquarters; The multinationals' headquarters are not under the control of the host government. – Штаб-квартира багатонаціональної компанії не підлягає уряду приймаючої країни.
- High flier** (n) – амбіційна людина, людина із надзвичайними здібностями; A few years ago, she was considered to be one of our "high fliers" and was sent to Montreal to broaden her experience. – Декілька років тому вважали, що у неї надзвичайні здібності, і її послали у Монреаль поглиблювати досвід.

- Holding/parent company** (n) – компанія-засновник, холдингова компанія; A company which controls a number of others is called holding company. – Компанія, яка контролює ряд інших, називається холдинговою.
- Host country** (n) – приймаюча країна; Tension between host country and multinational is inevitable because multinationals pose a threat to national sovereignty. – Тертя між приймаючою країною та багатонаціональною корпорацією неминучі, бо корпорація являє загрозу суверенітету країни.
- Household name** (n) – загальновідоме ім'я (назва, марка); Microsoft has become a household name. – “Майкрософт” стала загальновідомою маркою. Syn: household brand.
- Joint venture** (n) – сумісне підприємство, змішане підприємство, тимчасове товариство; Many developing countries allow new investment if it is on a joint venture basis. – Багато країн, що розвиваються, дозволяють нові інвестування, якщо їх зроблено на основі сумісного підприємства.
- Lure** (v) – приваблювати; The availability of cheap labour lured many companies into building new factories. – Доступність дешевої робочої сили привабила багато компаній до будівництва нових фабрик.
- Memo** (n) – службова, доповідна записка, нотатка, наказ, директива.
- Multinational company** (n) – багатонаціональна корпорація; The term “multinational” is used for a company, which has subsidiaries or sales facilities throughout the world. – Термін „багатонаціональна корпорація” використовується для компанії, яка має філії або торгові точки по всьому світу.
- Negotiate** (v) – вести переговори, домовлятися; negotiate something – домовлятися про щось; negotiate contract – приймати умови, ратифікувати договір.
- Pose a threat** – являти загрозу; Multinationals pose a threat to national sovereignty. – Багатонаціональні корпорації являють загрозу для національного суверенітету.
- Quota** (n) – квота, гранична норма, норма виробітку, доля, частина; to fix, set a quota – визначати кількість; to fill, fulfill, meet a quota – скласти квоту; to exceed one's quota – перевищити квоту.
- Remote control** (n) – дистанційне управління, контроль.
- Sales facility** (n) – торгова точка; The term “multinational” is used for a company, which has subsidiaries or sales facilities throughout the world. – Термін „багатонаціональна корпорація” використовується для компанії, яка має філії або торгові точки по всьому світу.

- Shareholding** (n) – володіння акціями, участь в акціонерному капіталі; Other countries are forcing foreign companies to reduce their shareholdings to a certain percentage of the total equity of the company. – Інші країни примушують іноземні компанії обмежити участь в акціонерному капіталі до певного відсотка від загального власного капіталу компанії.
- Stalemate/Deadlock** (n) – глухий кут; to reach a deadlock – зайти у глухий кут; to break a deadlock – вийти із глухого кута.
- Subsidiary** (n) – дочірня компанія, an overseas subsidiary – закордонний філіал; Multinationals is a company, which has subsidiaries or sales facilities throughout the world. – Багатонаціональна корпорація – це компанія, яка має філії або торгові представництва по всьому світу.
- Suspicion** (n) – підозра; to be above suspicion – бути вище за підозру; to cause, create a suspicion – викликати підозру; to cast suspicion on – кидати тінь на когось/щось; to confirm a suspicion – підтвердити сумніви, підозру; to entertain, have a suspicion – мати підозру (відносно чогось); suspicion falls on smb. – підозра падає на когось.
- Tariff** (n) – тариф; податок; to impose, levy a tariff – вводити податок; A stiff tariff was imposed on tobacco products. – На табачні вироби було введено високий податок; to pay a tariff – платити за тарифною ставкою.
- Tension** (n) – тєртя; to cause tension, to create tension – створити напружену обстановку; to increase tension – загострити обстановку; acute tension – сильна напруженість.
- Underpay** (v) – платити за більш низькою ставкою; недоплачувати, платити менше; Multinationals critics cry that these organizations make huge bribes to gain contracts, interfere politically, underpay their workers and so on. – Критики багатонаціональних корпорацій кажуть, що ці організації дають величезні хабарі, щоб отримати контракт, втручаються у політику, недоплачують робітникам і таке інше.
- Vast** (adj) – великий, значний; Syn: Massive; Companies like these control vast sums of money. – Такі компанії контролюють значні суми грошей.
- Withdrawal/Pull out** – згортання діяльності; an orderly withdrawal – поступовий відхід; a precipitate withdrawal – поспішний відхід, згортання діяльності.

PRACTICE

1. Insert the omitted letters and find synonyms for each word then fill in the gaps using them or active vocabulary.

Af__ liate – subsidiary

c_urren_y –

m_ltin_tional –

g_in –

h_dquarters –

l_re –

q__ ta –

for_e –

r_mote. –

1. Sony is a good example of _____, it has _____ (or _____) in many countries.
2. If you try to _____ somebody to do something, he feels as if you are trying to _____.
3. Due to trade barriers, i.e. _____ and _____ they had to set up sales _____ abroad.
4. Developing countries used to give a _____ welcome to multinationals, because they saw a chance of earning foreign _____ in them.
5. Nowadays developing countries allow new investment only on _____ basis or in turn for a certain percentage of the _____.
6. I have a _____ that they managed to _____ a deal with help of a _____.
7. Globe _____ often _____ local workers.
8. Multinational _____ are not under control of _____ government and usually are far away, and the governments don't like such a _____ control.

2. Find an odd word.

- a) multinational – affiliate – global corporation – concern
- b) vast – enormous – minute – huge
- c) affiliate – branch – headquarters – subsidiary
- d) tariff – quota – penalty
- e) lure – attract – force
- f) equity – shares – currency

3. Match the words from the right column with their definitions in the left column.

joint venture	List of charges for goods or services.
multinational	Funds lent so as to earn income.
bribe	A limit on import or export imposed by government.
quota	Company legally controlled by other company.
tariff	A commercial undertaking entered into by two or more parties.
affiliate	A corporation acting in more than one country
equity	shares giving the right of ownership.
investment	Sum of money that someone gives to an official in order to persuade him to do something.

4. A. The Zanek Pharmaceutical Group, known simply as ZNK, set up its first factory in Manchester, which is the administrative center of the group. ZNK is a small multinational organization. Information about it is given in the chart below.

ZNK (Manchester, England)						
1	2	3	4	5	6	7
Bontemps et Cie Pharma- ceuticals S.A. (France)	Zimmer- man Pharma- ceuticals AG (Germany)	Hong Kong Pharma- ceuticals (Hong Kong)	Universal Home Furni- shings Inc. (USA)	Chicago Paint Products Inc. (USA)	Sydney Pharma- ceutical Products Plc (Australia)	Pharmex Inc. (Canada)

Notes

- Companies 1, 2 and 3 ZNK holds 100% of the companies' equity capital
- Companies 4 and 5 ZNK has 51% of the companies' equity capital
- Companies 6 and 7 ZNK has 30% and 20% respectively of each company's equity capital

B. Study the following definitions. Then, using the words and phrases from the list on the left, make statements about the ZNK group.

Holding / parent company	A company which controls a number of others, which are known as subsidiaries
Subsidiary	A company which is controlled by another one. The controlling company (holding / parent company) owns over 50% – and sometimes 100 % – of the ordinary shares of the subsidiary
Associated company	A company of which at least 20% and not more than 50% of the ordinary shares is held by another company
Have a stake / shareholding in	Have money invested in another company. (e.g. That large newspaper group has a stake in two television production companies)
Partly / wholly owned subsidiary	Less than 50% of equity / all the equity of the subsidiary is owned by another company
Head office	The controlling center of an organization
To be based / located in	Be situated in
To diversify	Move into a new field, vary one's range of products in order to spread the risk

5. Complete the following text with the suitable words from the box.

Agreement • To compromise • Concession • Counter-proposal • deal • Equity • Inflexible • Investment • Negotiate shareholding • Stalemate • Deadlock • Withdrawal • Pull out

Many countries, such as Nigeria and India, are trying to get more control over their economies. They welcome foreign _____ but insist that their own national own a percentage of the foreign company's _____. The size of the _____ varies, ranging from 20% to 60%, though it can be higher or lower.

When governments try to increase their nationals' equity shareholding, foreign companies are not pleased. Generally, they try to _____ with the government to keep the percentage as low as possible. They argue and haggle, make proposals and _____, to persuade the government to give way and make some kind of _____. If the foreign company employs many local people, or earns a lot of foreign currency, the government may be willing to _____.

Some governments are very _____ and will make no concessions. In this case, the negotiations end in a _____, with neither side giving way. The foreign company ends up by _____ from the country. This usually leads to feelings of great bitterness on both sides. No company wants to leave a country. In general, the foreign firm will make every effort to reach _____ or make some sort of _____ with the host government.

6. Look through the words and make sure that you know all of them. Put each in the right column of the table given below.

Currency • affiliate • quota • negotiate • bribe • multinational • tariff • agreement • investment • global corporation • counter proposal • deal • subsidiary • compromise • joint venture

Money	Types of companies	Legal restrictions	Everything concerning talks
<i>Currency</i>		

7. Translate the following sentences into English.

1. Штаб-квартира нашої корпорації розташована у Детройті.
2. Переговори пройшли успішно. Ми заключили вдалу угоду, і більше нема потреби згортати діяльність на цій ділянці ринку.

3. Вони швидко досягли згоди за всіма питаннями і навіть висунули ряд зустрічних пропозицій стосовно залучення інвесторів.
4. Через існуючі тарифи і квоти корпорації довелось розташувати підприємства зі зборки у країнах, що розвиваються.
5. Часто між приймаючою країною і корпорацією виникає тертя через невдоволення місцевого уряду дистанційним контролем підприємств, а також тим, що робітникам явно недоплачують.
6. Навіть підозра у хабарництві несе загрозу іміджу організації.
7. Багато корпорацій, чиї назви вже стали загальновідомими, відкривають дочірні (підконтрольні) компанії в країнах, що розвиваються.
8. Деякі країни, Індія, приміром, змушують іноземні компанії скорочувати участь в акціонерному капіталі до 40-60% від власного капіталу.
9. Незважаючи на існуючі тертя між нашими організаціями, зустріли нас дуже доброзичливо.
10. Нам не вигідно відкривати філії в цій країні, думаю, спільне підприємство буде більш надійним вкладенням капіталу.

8. Translate the following text into English. Think what information you could add about talks with foreign partners.

ДІЛОВІ ПЕРЕГОВОРИ З ІНОЗЕМЦЯМИ

Ділові переговори з іноземцями несуть додаткове навантаження у вигляді національних традицій й особливостей, які варто знати.

Традиції Великобританії пропонують стриманість у судженнях як знак поваги до співрозмовника. Британці схильні до вичикування й компромісу. Вони вірні правилам, а тим більше законам.

Німці відрізняються прагненням до порядку, вони не люблять хаосу навіть у дрібних деталях. Питання повинні бути ретельно підготовлені, заздалегідь написані на спеціальному папері. Звертатися до них треба на прізвище.

При переговорах з японцями неприйнятний будь-який тиск. Під час першої ділової зустрічі прийнято обмінюватися письмовими матеріалами про свої фірми. Під час переговорів не можна вимовляти тверде "ні".

Араби віддають перевагу попередньому проробленню питань. Про особисту зустріч потрібно домовлятися за місяць до покладеного стро-

ку. Велике значення мають ісламські традиції, тому звертатися з питаннями або проханнями до жінки непристойно. Всі контакти й обговорення ведуться із чоловіками.

Американці цінують у людях чесність і відвертість, швидко переходять до суті розмови й не витрачають час на формальності. Як правило, мають сильну й тверду позицію на переговорах, відрізняються твердим пресингом і наполегливо намагаються реалізувати свою мету.

Отже, якщо ви будете розуміти й приймати особливості культури партнерів, то зустріч або переговори обов'язково пройдуть на вищому рівні.

WRITING

Memo- is a short note you write on the official occasion. It may concern any topic from accountancy to whatever. Look at the example of a memo.

MEMO

To: Derek Alliot
From: Don Black
Date: July 23 2005
Subject: Ms N. Freeman

I happened to sit next to Ms Freeman at lunch today. She mentioned to me that she was rather unhappy in her present position of Product Manager.

I am dismayed to hear this. A few years ago, she was considered to be one of our "high fliers" and was, I understand, sent to Montreal to broaden her experience. It is disturbing that we could now lose the services of this promising executive.

From what Ms Freeman told me, it appears that she has had a difficult working relationship with the head of her department, Harry Coates.

Would you please put me in the picture concerning this member of staff and explain what the problem is. Perhaps you'd also like to tell me what we might do to remedy this situation.

Imagine that you are the Personnel Director. Write a reply, in memo form, to this message from the Managing Director.

LISTENING

1. Before you listen to the tape, answer the following questions.

- a) Which global companies are presented in your country?
- b) Is the culture in multinationals different from the culture in your country?

2. Listen to the tape.

3. Read the following statements and decide whether they are true or false.

1. Managers from different countries approach tasks in different ways.
2. If senior managers in a company are all from the same country, it's difficult to hire people from other countries.
3. For a manager in a multinational company it's vital to have entrepreneurial drive.
4. If people from other country don't feel part of the company they will stay.
5. The problem with employing people with different national background is motivation.

UNIT 7 MARKETING

“Satisfying consumers in local, national, and global markets. This is the essence of the marketing process”.

Steven W. Hartley

PRE-READING

1. Read the story and say whether the customer was satisfied or not.

<p>The traveller had lost his luggage on a flight to Sofia. Realising that it wouldn't be returned immediately, he went to a giant department store. The process of purchasing goods involved choosing the item at the counter, paying at a separate cash desk, returning with a slip and obtaining the goods. Having completed this rather laborious process the traveller returned to where there were stacked piles of shorts behind the counter. There were three stacks of white – one half sold – then three stacks of blue. The salesperson took the slip, turned to the stack of white shorts and handed them over. The customer pointed out that he wanted blue shorts.” When we have sold the white shorts ... then we will sell the blue ones”, replied the salesperson.</p>	<ul style="list-style-type: none">a) What is a <i>department store</i>?b) What is a <i>counter</i>?c) What is <i>to pay at a cash desk</i>?d) What is a <i>slip</i>?e) What are <i>stacked piles</i>?
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2. What do you think?

- a) Is it possible to satisfy consumer's wants without any basic knowledge about marketing processes?
- b) Do you agree that only formal marketing knowledge enables us to identify and solve important marketing problems?

3. Read these definitions. Which of them do you agree with?

- a) Marketing is a human activity directed at satisfying needs and wants through exchange processes.
- b) The performance of business activities that direct the flow of goods and services from producers to consumers is called marketing.
- c) Marketing is the management process, which identifies, anticipates and supplies customer requirements efficiently and profitably.

READING

- 1. Read and translate the text, answer these questions.**

MARKETING: A FOCUS ON THE CONSUMER

What is marketing?

The American Marketing Association, representing marketing professionals in the United States and Canada, states that “**marketing** is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.” Many people incorrectly believe that marketing is the same thing as advertising or personal selling; but marketing is a far broader activity. The above definition stresses the importance of beneficial exchanges that satisfy the objectives of both those who buy and those who sell ideas, goods, and services – whether they are individuals or organizations.

To satisfy the objectives of buyers and sellers marketing focuses on _____ and _____?

To serve both buyers and sellers, marketing seeks (1) to discover the needs and wants of prospective customers and (2) to satisfy them. These prospective customers include both individuals buying for themselves and their households and organizations that buy for their own use (such as manufacturers) or for resale (such as wholesalers and retailers). To achieve these two objectives there have to be an **exchange**, which is the trade of things of value between buyer and seller so that each is better off after the trade.

Which are the primary goals of marketing?

An organization's marketing activity focuses on (1) assessing and (2) satisfying consumer needs, and other people, groups, and forces outside the organization influence its marketing activities. Within the organization, management is responsible for establishing what business it is in and what goals it seeks. The marketing department works closely with a network of other departments and employees to help provide the customer-satisfying products required for the organization to survive and prosper.

What is the marketing department responsible for?

The marketing department is responsible for facilitating relationships, partnerships, and alliances with the organization's customers, its shareholders, its suppliers, and other organizations. Environmental forces such as social, technological, economic, competitive, and regulatory factors also shape an organization's marketing activities. Finally, an organization's marketing decisions are affected by and in turn often have an important impact on society as a whole. The organization must strike a continual balance among the sometimes-differing interests of these individuals and groups. As it is not possible to simultaneously provide the lowest-priced and highest-quality products to customers and pay the highest prices to suppliers, highest wages to employees, and maximum dividends to shareholders.

Which four factors are needed for marketing to occur?

For marketing to occur, at least four factors are required: (1) two or more parties (individuals or organizations) with unsatisfied needs, (2) a desire and ability on their part to be satisfied, (3) a way for the parties to communicate, and (4) something to exchange.

VOCABULARY

Alliance (n) – союз; International Cooperative Alliance – міжнародний кооперативний альянс.

Anticipate (v) – допускати (напр., можливість понесення збитків); to anticipate a payment – сплатити достроково; anticipated contribution – очікуваний внесок (напр., одного з партнерів у загальну справу); anticipated payoff – очікуваний виграш; Syn: expected payoff.

Assess (v) – визначати розмір, штрафувати, оцінювати майно для оподаткування; to assess at market value – оцінювати по ринковій вартості; assess damages – установити суму відшкодування збитків; to assess for tax purposes – оцінювати для цілей оподаткування; assessed taxes – прямі податки (податки на доходи або майно громадян і юридичних осіб).

Be better off – бути у більш вигідному становищі, ніж раніше.

Chamber of Commerce – торговельна палата (асоціація бізнесменів для сприяння торгівлі та промисловості); Syn: Board of Trade.

Customer value – 1) сприймана (споживча, суб'єктивна) цінність (цінність товару, що виражається кількістю грошей, які споживачі готові заплатити за нього; може розрізнятися з ціною товару, що встановлює продавець); Syn: fair value; 2) цінність споживача.

Exchange (n) – 1) обмін, бартер; to give (offer, take) in exchange – давати (пропонувати, брати) в обмін; to make an exchange – обміняти, обмінятися in; exchange for – в обмін на; Syn: barter, interchange; 2) а) обмін валют; б) іноземна валюта; Export of goods and services is the major source of foreign exchange. – Експорт товарів і послуг є основним джерелом іноземної валюти; Syn: foreign exchange; 3) біржа; Stock exchange – фондова біржа; 4) обмін (будь-яка соціальна взаємодія, з якої суб'єкти витягають обопільну користь); Syn: interchange.

Exchange (v) – обмінювати; to exchange farm products for manufactured goods – обмінювати продукти сільського господарства на промислові товари.

- Execute** (v) – виконувати, робити; to execute a contract – виконувати контракт; to execute a document – скласти документ; Syn: to accomplish, perform, achieve, fulfil, commit, implement, do, carry out.
- Facilitate** (v) – 1) полегшувати, допомагати; 2) сприяти; Syn: lighten, relieve; to facilitate relationships – поліпшувати відносини.
- Focus** (on) (v) – 1) зосереджувати, звертати (увагу і т.п.); зосереджуватися; концентруватися (на – on, upon); I find it hard to focus when it's so late at night. – Мені дуже важко бути зосередженим так пізно вночі.
- Impact** (n) – вплив; to have an impact on – мати вплив на; considerable, strong impact – сильний вплив; The new proposals were intended to soften the impact of the reformed tax system. – Нові пропозиції були спрямовані на те, щоб пом'якшити удар/шок від нової податкової системи; Syn: influence. Falling export rates have had an impact on the countries economy. – Падіння експортних тарифів сильно вдарило по економіці країни.
- Marketing** (n) – маркетинг (система методів і засобів просування товарів або послуг від виробника до споживача; включає аналіз ринку, дизайн, розробку упакування, розробку системи збуту, рекламу і т.д.); marketing career – кар'єра в сфері маркетингу; marketing consultant – консультант по маркетингу; marketing executive – маркетинговий керівник; marketing expert – маркетинговий експерт; marketing expertise – експертна оцінка в області маркетингу; Do we need to improve marketing or simply drop a particular product? – Чи потрібно нам поліпшити маркетинг або краще відмовитися від якого-небудь продукту? Internet marketing is not as difficult as it sounds. – Маркетинг в Інтернеті не такий складний, як може здаватися.
- Partnership** (n) – 1) товариство, партнерство; 2) компанія.
- Performance** (n) – 1) виконання, здійснення; діяльність, робота; quality of performance – якість виконання; performance of contract – виконання контракту; course of performance – хід виконання (чого-н.) date (time) of performance – дата (час) виконання, термін виконання; performance quality – якість роботи; performance period – період роботи; Syn: operation; 2) дія, поведінка; to put up a good performance – добре вести (виявляти) себе; 3) технічні характеристики, експлуатаційні якості; коефіцієнт корисної дії (машин, устаткування і т.п.); 4) результативність, продуктивність, ефективність (характеристика ступеня ефективності використання ресурсів); результат; company (enterprise, bank) performance – результат(ивність) діяльності фірми (підприємства, банку); top performance – максимально можлива (гранична) продуктивність; production performance – ефективність ви-

робництва; б) динаміка (курсу) (зміна курсу цінного папера на ринку за визначений період).

Personal selling – особистий продаж (усне особисте представлення товару в ході бесіди з одним або декількома покупцями); Syn: face-to-face selling; person-to-person sales; See: direct marketing – прямий (особистий) маркетинг.

Pricing (n) – ціноутворення; The proper pricing of any commodity brings an early sale especially in real estate. – Правильне встановлення ціни на товар сприяє прискоренню продажу, особливо у випадку з нерухомістю. The cycle starts with the determination of the initial assumptions to use in the pricing of the new product. – Цикл починається з визначення початкових передумов, що повинні використовуватися при встановленні ціни на новий товар; Syn: price calculation.

Profitably (adv) – вигідно; з вигодою, із прибутком; з користю.

Prosper (v) – процвітати.

Retailer (n) – роздрібний торговець; Syn: retail dealer; export trading company – зовнішньоторговельна компанія.

Survive (v) – 1) пережити, залишатися в живих; 2) продовжувати існування; 3) витримати; 4) перенести.

Wholesaler (n) – 1) оптовик, оптовий торговець; clothing wholesaler – оптовий торговець одягом; drug wholesaler – оптовий торговець ліками; wholesaler brand – торговельна марка оптовика; Syn: dealer, wholesale distributor, wholesale trader, wholesale dealer, wholesale merchant; 2) брокер-дилер, що торгує цінними паперами з іншими брокерами-дилерами; 3) інвестиційна компанія, що реалізує акції створених нею взаємних інвестиційних фондів.

PRACTICE

1. Fill in the gaps with your active words.

Conception	Partnerships
Pricing	Shareholders
Promotion	Shareholders
Distribution	Environmental forces
Personal selling	Regulatory
Prospective customers	Retailers
Households	Exchange
Wholesalers	Advertising

1. Avon is known as a firm that concentrates on _____ in the home.

2. A well-known _____ slogan helped the company to increase their sales.
3. During 1984, Remington spent a lot of money on _____ of its products.
4. E-commerce is growing and making particular online _____ popular.
5. Company will take on _____ of beers and soft drinks to the pubs.
6. Overclean went bankrupt last year, but its _____ were not made responsible for all the money it owed.
7. Marketing manager is to assess _____ that can influence any new project.
8. Opposite to the term “retailers” is _____.
9. _____ the process of charging a price for a product or service.
10. There should always be an _____ of information between real-estate agencies.

2. Match the words from column A with the words from column B which mean the opposite.

1. Individuals	a) To complicate
2. Buyer	b) To leave the market
3. Wholesalers	c) Organizations
4. Prospective	d) Seller
5. Focus on	e) Retailers
6. Survive	f) Existing
7. Prosper	g) To neglect
8. Facilitate	h) Highest-priced
9. Supplier	i) To go bankrupt
10. Lowest-priced	j) Customer

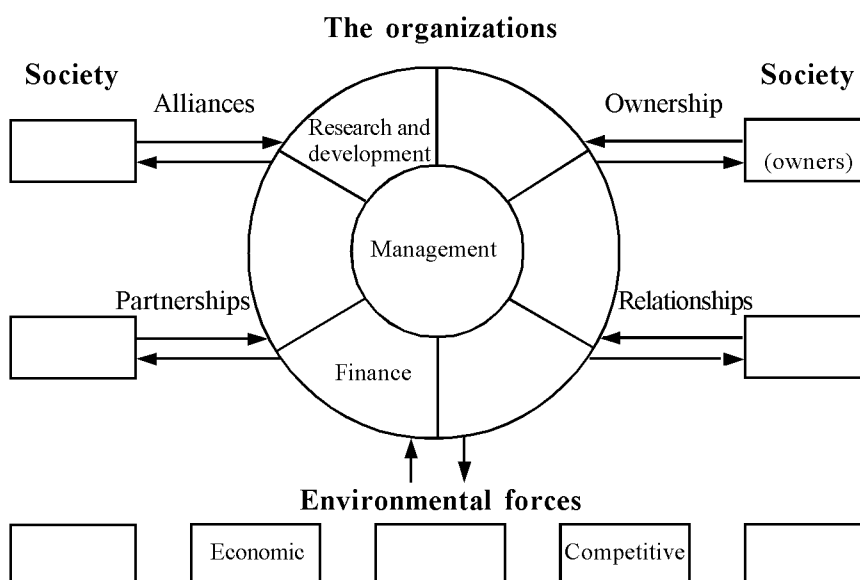
3. Match these definitions with the notions below.

a) The activity of creating advertisements and making sure people see them	1. exchange
b) An attempt to make a product or event popular or successful, especially by advertising	2. promotion
c) The trade of things of value between buyer and seller so that each is better off after the trade.	3. personal selling

d) The selling of a company's goods or services by means of direct contact between the company's sales representatives and potential customers.	4. advertising
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4. Complete the chart with the words given below.

Technological, social, regulatory, information systems, manufacturing, marketing, human resources, customers, shareholders, suppliers, other organizations.



5. A) Give English equivalents to the following words and word combinations from the unit.

Направляти діяльність на, задовольняти вимоги, з найбільшою вигодою, фахівці в сфері маркетингу, ціноутворення, просування товарів, реклама, особисті продажі, вигідний обмін, фізичні особи, можливий клієнт, визначити (потреби), перепродаж, коштовний товар, відповідати за, товари, що задовольняють запити споживачів, партнерство, постачальники, акціонери, поліпшувати, процвітати, відновлювати рівновагу, зовнішні сили.

B) Give Ukrainian equivalents to the following words and word combinations from the unit.

Highest-priced product, to focus on, to concentrate on, households, conception, marketing department, to be better off, to survive, alliances, to leave the market, management process, to pay at a cash desk, a slip, regulatory factors, competitive forces, distribution, unsatisfied needs, to go bankrupt, wholesalers, maximum dividends.

6. Supply the missing prepositions.

1. Retailers buy goods _____ resale, to make profits.
2. They are much better _____ than they were 2 years ago.
3. The best practicable option will mean striking a balance _____ what we can afford and what the environment needs.
4. Computing had a tremendous _____ on routine office work.
5. Economic changes influenced _____ relations between London and Moscow.

7. Rearrange the words to make up sentences.

1. Four factors / require / marketing / occur
2. Marketing department / efficient / work closely / need / other departments
3. Within the organization / establish goals / management / responsible for
4. Beneficial exchanges / prior function / buyers and sellers / marketing process / create
5. Prospective customers / to satisfy / buyers and sellers / to discover needs / marketing

8. Fill in the gaps in the following summary.

service • prospective • politics • personal affairs • advertising • religion • customer • existing • societies • marketers • product • marketing • Advertisements • copy-writer • promotion • copy • designer • trade magazines • exhibitions • set up • market • media • Trade • Commerce • price sensitivity • controls • budgets

Marketing is the craft of linking the producers (or potential producers) of a _____ or _____ with customers, both _____ and _____. Marketing and _____ involve letting potential

customers know about a new product both before it is made and after it becomes available for sale. Some form of _____ arises naturally in all capitalist _____ but is not limited to them. Marketing techniques are also applied in _____, _____, _____, _____, and many other aspects of life. Through _____, it is related to many of creative arts. _____ in the local and national press and _____ in areas there is likely to be a good market are among the ways in which this is done; the choice of _____ – magazines, newspapers, radio and TV – for the advertisements and of locations for exhibitions is made as a result of thorough _____ research, so that money (all marketing departments have tightly controlled) _____ is spent where it is most likely to produce results. The advertising _____, usually provided by a specialist _____ and set out by a _____ to have the most impact, is probably the most common form of promotion, although the way in which stands are _____ at exhibitions is also extremely important. “News” items leaked to _____ are also important – and they are free! _____ Associations and Chambers of _____ can provide advice about the size of markets, their location, and also about such things as _____ and import _____ in specific areas.

Successful _____ typically have a _____ orientation or focus.

9. Translate the answers into English. Use your active words of the unit.

A) – Marketing today affects every person and organization, but who markets?

– Кожна компанія що-небудь продає або купує. Це і компанії, що працюють у сфері виробництва, і компанії, що надають послуги, займаються роздрібною торгівлею, і навіть такі некомерційні організації, як театри, музеї, лікарні. Напевно, і ваш університет розробив маркетингову програму для того, щоб залучити більше студентів і досвідчених викладачів.

– And who benefits from these marketing activities?

– Існує три групи, що одержують користь від ефективного маркетингу: це споживачі, що купують товари, підприємства або організації, що продають товари, і, нарешті, суспільство в цілому. Маркетинг збільшує конкуренцію, що, у свою чергу, поліпшує якість товарів і послуг і знижує ціни на них.

B) 1. Багато компаній намагаються оцінити вплив їхньої діяльності на фінансове становище акціонерів або тих, хто зацікавлений у діяльності компанії.

2. Маркетинг – це підприємницька діяльність, що спрямована на максимальне задоволення потреб споживача з метою одержання максимального прибутку.

3. Щоб стати фахівцем у сфері маркетингу, потрібно не тільки одержати базові знання про маркетинг, але і проробити у відділі маркетингу не менш 5 років.

4. Роздрібні торговці установлюють високі ціни на товари, тому що вони додають до ціни оптовиків від 25 до 50%.

5. Будь-які політичні зміни в країні мають величезний вплив на економіку в країні і зокрема на ціноутворення.

LISTENING

1. Check your understanding. Listen to the text and choose the best alternative.

1. A service or good earlier was judged by on
 - a) sales turnover
 - b) some combination of quality and the price
 - c) the prestige of a firm
2. It's for the firms to provide all the dimensions that customers value.
 - a) rather possible
 - b) necessary
 - c) not necessary
3. The firms must find to deliver to a selected market
 - a) preferably two or more values
 - b) the unique value
 - c) some innovative product
4. A firm should choose a value proposition by assessing
 - a) both its customers, competitors and its own performance
 - b) prospective customers
 - c) current situation on the market

2. Arrange these companies in the chart below. Which offers its customers the best price, which provides the best product on the market and one which provides the best service.

	VALUE PROPOSITIONS	
BEST PRICE	BEST PRODUCT	BEST SERVICE
Guaranteed low price	The best product, period.	We take care of you



CASE STUDY

1. Form two groups. Discuss PANDORA's problems and decide what alternative it is necessary to take. Hold an informal meeting and present the results of your discussions to each other.

PANDORA (ARTS AND CRAFTS) CONSIDERS A NEW OUTLET

History

Pandora is a group of three retail craft shops based in southwest England. It was started in 1972 by John Jackson and Graham Lansdale. Their goal was to provide an outlet for the increasing numbers of individual craftsmen, both those already working and those just starting up, in the South West and South Wales.

Since then, the shops' turnover and range of items carried have grown steadily. For many years their main objective was to consolidate their existing business. This has not prevented their moving premises twice in the last

three years as superior sites in Bristol and Bath became available. Although individual local craftsmen, potters, jewellers, brass-workers etc. continue to provide a large part of their range the business has expanded in a number of other directions: cottage industries, primarily knitwear. Graham has encouraged a few of their better 'designer/craftsmen' to expand in this direction, recruiting knitting or dressmaking outworkers.

A problem of obtaining good-quality stock led to a more widespread search for stock, and they now have goods coming from all parts of the UK. So they established links with craft guilds in other regions, as well as with local groups. A few years ago the stock problem was so serious that quite large quantities of goods were being imported from Europe and North Africa. This led to some adverse comment from some craftsmen and arguments between John and Graham, as Graham was very worried about losing their high-quality craft position in the market. However, the problems have eased as their supplies of UK crafts have increased. Imported items are now less than 15 per cent of turnover (by volume) and are concentrated in the low-price end of their range.

Over the last year they have had a number of approaches from Central European countries, notably Poland and Hungary, asking them to stock their traditional crafts. Prices are very good but quality is not reliable.

The current situation

The financial period 1987-88 was the best year Pandora has ever had. Profits were good while the range and quality of the items carried were probably better than ever before. Pandora held a number of exhibitions for well-known artist-craftsmen, which gained excellent publicity both locally, and nationally, in a number of craft magazines.

John as a full-time lecturer in computer science at Portsmouth Polytechnic would like to open a new outlet in this area. Although an equal partner Graham, who works full-time in the business, is uncertain about this. This is perhaps the most critical problem facing them at the start of the 1990s. So they have the following choices:

- 1) Continual consolidation with a progressive improvement in range: Graham greatly prefers this as it would probably free him to develop his own craft interest as a carpenter/toymaker.
- 2) Open a new outlet in the same general South West region, in Cheltenham, Exeter or Plymouth.

- 3) Use their links with the craft community to develop a wholesale side to their business, perhaps even involving them in exports or imports, e.g. from Central Europe.
- 4) Hold back on developments until the economic situation improves.
- 5) Open the outlet in Portsmouth suggested by John, but bearing in mind that he will still work only part-time in the business.

WRITING

1. Study the following.

Writing Proposals

What is a proposal?	A proposal is a document sent to a person or organization to persuade them to buy or use a product or service.
How presented?	A proposal will follow the same logical structure as other documents.
What does it include?	Language should be simple and precise.
It may also require:	<p>Normally a proposal will include these blocks:</p> <ul style="list-style-type: none"> · Your understanding of the clients needs · Objectives · End products · Benefits · Organization and personnel · Time frame · Costs · Qualifications <p>It may also require: An executive summary</p>
An informative title:	The title should state exactly what it is for.

2. *Read the following summary of Jyske Bank's proposal as for offshore investment account. Using the summary, write a full proposal.*

<p>The proposition Send your money offshore and put it in our flexible No. 1 Account. We will help you to take care of it.</p> <p>The benefits Our accounts are flexible. For example, you can open an interest-bearing account in more than 25 currencies. There are other benefits too: you can switch between currencies free of charge, and you can have a VISA card.</p> <p>The leading bank account The account has so many advantages that No. 1 is the only proper name for it, in other words it is really a leader. We are also leaders in other areas, such as account management. Our account managers are well-informed about the market and can draw up proposals for you.</p> <p>The service It is possible to open an account in two countries; Copenhagen or Gibraltar. That means you can choose the location that suits you. We'll always offer you a friendly service. We recommend a minimum deposit to get the maximum benefits from the account. i.e. J 10.000</p> <p>The next step Contact Jyske Bank now for further information.</p>	
Jyske Bank	
<p>London branch Address: FREEPOST LON, 10/12 Alie Street London EI 8 BR</p>	<p>Telephone:01712647700 Fax 01712647717 E-mail:jyskebank@jyskebank.co.uk Internet: www.jyske-bank.dk/pb</p>

UNIT 8

MARKETING MIX

PRE-READING

1. Read the text and answer the questions below.

Some product disasters	Word bank
<p>With much fanfare, a decade ago, Coca-Cola replaced its 98-year-old Coke with a better-tasting cola called New Coke. Polaroid, flushed with the success of its instant still-photography business, introduced Polavision first instant home movie camera. Similarly, after investing \$40 million, IBM introduced a personal computer called the PCjr.</p> <p>While Coca-Cola reintroduced its original formula only 79 days after New Coke's launch, Polaroid withdrew its product, and IBM redirected its efforts to a replacement product only a short time after the products were introduced. All three firms lost millions in their failed attempts to introduce new products.</p> <p>These are three of the best-known product disasters in recent U.S. history, but thousands of lesser-known products fail in the marketplace every year.</p>	<p><i>to be flushed with success</i> – to be very pleased and excited as a result of achieving something</p> <p><i>still-photography</i> – the process of taking single or static photographs not presented so as to create the illusion of motion; or representing objects not capable of motion;</p> <p><i>movie camera</i> – a camera that takes a sequence of photographs that can give the illusion of motion when viewed in rapid succession</p> <p><i>to withdraw a product</i> – to stop producing it</p> <p><i>replacement product</i> – a product that takes the place of another</p>

2. Answer the following questions.

- a) Why did companies decide to launch new products?
- b) What was the reason of new products' failure?

READING

Read the text and check your answers.

MARKETING OBJECTIVES

The first objective in marketing is discovering the needs of prospective consumers. Sound simple? Well, it's not.

Thousands of products fail in the marketplace every year. One major reason is that the firms miscalculate consumers' wants and needs for these products.

The solution to preventing such product failures seems embarrassingly obvious.

- First, find out what consumers need and want.
- Second, produce what they do need and want and don't produce what they don't need and want.

This is much more difficult than it sounds. It's frequently very difficult to get a precise reading on what consumers want and need when they are confronted with revolutionary ideas for new products. Right after World War II, IBM asked one of the most prestigious management consulting firms in the United States to estimate the total future market for all electronic computers for all business, scientific, engineering, and government uses. The answer was less than 10! Fortunately, key IBM executives disagreed, so IBM started building electronic computers anyway. Where would IBM be today if it had assumed the market estimate was correct?

So discovering needs involves looking carefully at prospective customers, whether they are children buying M&M's candy, college students buying Rollerblade in-line skates, or firms buying Xerox photocopying machines. A principal activity of a firm's marketing department is to carefully scrutinize its consumers to understand what they need, to study industry trends, to examine competitors' products, and to even analyze the needs of a customer's customer.

Potential consumers make up a market, which is (1) people (2) with the desire and (3) with the ability to buy a specific product. All markets ultimately are people. Even when we say a firm bought a Xerox copier,

we mean one or several people in the firm decided to buy it. People who are aware of their unmet needs may have the desire to buy the product, but that alone isn't sufficient. People must also have the ability to buy, such as the authority, time, and money.

Marketing doesn't stop with the discovery of consumer needs. Since the organization obviously can't satisfy all consumer needs, it must concentrate its efforts on certain needs of a specific group of potential consumers. This is the target market, one or more specific groups of potential consumers toward which an organization directs its marketing program.

Having selected the target market consumers, the firm must take steps to satisfy their needs. Someone in the organization's marketing department, often the marketing manager, must take action and develop a complete marketing program to reach consumers by using a combination of four tools, often called the *four Ps*—a useful shorthand reference to them first published by Professor E. Jerome McCarthy:

- Product. A good, service, or idea to satisfy the consumer's needs.
- Price. What is exchanged for the product.
- Promotion. A means of communication between the seller and buyer.
- Place. A means of getting the product into the consumer's hands.

It's important to remember that they are the elements of the marketing mix, or simply the marketing mix. These are the marketing manager's controllable factors, the marketing actions of product, price, promotion, and place that he or she can take to solve a marketing problem. The marketing mix elements are called *controllable factors* because they are under the control of the marketing department in an organization.

There are a host of factors largely beyond the control of the marketing department and its organization. These factors can be placed into five groups: social, technological, economic, competitive, and regulatory forces. They are called uncontrollable, environmental factors

VOCABULARY

Assume (v) – 1) приймати, брати на себе (відповідальність, керування і т. п.); 2) допускати, припускати; let us assume that... – припустимо, що...; The entire length of our farm is assumed to be about thirty-two miles. – Загальна довжина нашої ферми близько тридцяти двох миль; Syn: suppose.

- Confront** (v) – 1) протистояти, дивитися в обличчя (небезпеці і т.п.); Syn: oppose; 2) а) стояти проти; стояти віч-на-віч; зіштовхуватися віч-на-віч; They confronted the possibility of failure. – Вони стояли перед можливим банкрутством; б) зіштовхувати (кого-н. з чим-н.); to confront a reader with statistics – знайомити читача зі статистичними даними; в) to be confronted with smth – постати перед чимось, зіштовхнутись з чимось.
- Concentrate** (v) – зосереджувати(ся); фокусувати(ся); We must concentrate our efforts on finding ways to reduce costs. – Ми повинні зосередити всі зусилля на пошуку способу знизити ціни; Please be quiet, I'm trying to concentrate on my work. – Тихіше, я намагаюся зосередитися, у мене робота; Syn: focus.
- Estimate** (n) – 1) оцінка; by smb.'s estimate – по чийсь оцінці; to give, make estimate – оцінювати; an approximate, rough estimate – груба оцінка; preliminary estimate – попередня оцінка; market estimate – оцінка ринку; Syn: opinion; 2) кошторис; калькуляція, визначення вартості; Supplementary Estimate, Supplementary Estimates – додаткові бюджетні асигнування; budgetary estimate – бюджетний кошторис; estimate of expenditures – кошторис витрат; approved estimate – затверджений кошторис; detailed estimate – докладний кошторис.
- Estimate** (v) – оцінювати, робити оцінку, установлювати ціну, вартість; калькулювати; The builder estimates the cost of repairing the roof at \$600. – Будівельники оцінюють вартість лагодження даху в 600 доларів; Syn: value.
- Executive** (n) – 1) виконавча влада; 2) особа, що займає керівну посаду в структурах виконавчої влади; а) глава виконавчої влади; б) посадова особа, керівник; key executive – головний виконавчий директор.
- Fail** (n) – невдача, провал; Syn: failure.
- Fail** (v) – 1) бракувати, не вистачати, мати недолік у чому-н.; виснажуватися; My project failed. – Мій проект не вдавсь; 2) зазнати невдачі; не мати успіху; (in) fail dismally, miserably – зазнати невдачі; to fail in business – потерпіти крах у бізнесі; We shall not fail to send our reply. – Ми не сповільнимо послати нашу відповідь; Syn: disappoint, default; 3) збанкрутувати, стати неплатоспроможним.
- (A) host of** (n) – юрба; маса, купа; сукупність (of); Syn: throng, multitude, great number.
- Launch** (v) – 1) пускати в хід; 2) викидати нові товари на ринок; Marks and Spencer hired model Linda Evangelista to launch its new range. – Мережа супермаркетів Mark and Spencer запросила модель Лінду

Євангелісту представити нову лінію одягу; 3) випускати; launch a campaign – почати / відкрити кампанію; launch an export drive – почати кампанію по збільшенню експорту; Syn: to initiate, issue, produce.

Miscalculate (v) – помилятися в розрахунку, обчислювати, підраховувати невірною; прораховуватися.

Prevent (v) – 1) запобігати, попереджати; to prevent crime – попереджати злочинність; Syn: guard, stave off, avert, forestall, obviate, preclude; Ant: effect, facilitate, permit; 2) заважати, не допускати; обєригати (from – від); Nothing shall prevent us from reaching our aim! – Ніщо не зможе перешкодити нам досягти мети!

Reading (gerund) – тлумачення, розуміння (чого-небудь); She gave him her reading of the matter. – Вона виклала йому своє бачення проблеми.

Replacement product – 1) замітник, заступник (напр., перука – заступник натурального волосся); hair replacement product – заступник волосся; 2) товар-заміна (запропонований споживачеві замість повернутого ним бракованого (пошкодженого) товару).

Scrutinize (v) – 1) ретельно розглядати; 2) досліджувати, вивчати; 3) перевіряти; to scrutinize closely, thoroughly – досконально досліджувати, вивчати що-н.; Syn: examine.

Solution (to) (n) – 1) рішення, дозвіл (питання і т. п.); роз'яснення; to apply a solution – застосовувати рішення; to find a solution – знайти рішення; solution of a difficulty – рішення важкого питання; easy solution – просте рішення; 2) метод рішення (проблеми).

Take (action) (v) – to take action – ужити заходів; prompt action – термінові заходи.

To be flushed with success – збуджувати, надихати, підбадьорювати; Armies flushed with conquest. – Завоювання надихнули військових; Syn: animate, encourage.

Tool (n) – 1) (робітник) інструмент; знаряддя; 2) знаряддя, засіб; Money is a pure tool – nothing more. – Гроші – це просто засіб, і більше нічого; Syn: instrument; б) захід; механізм, спосіб; fiscal tools – засоби податкової політики; policy tool – механізм проведення політики; Syn: instrument.

Ultimately (adv) – 1) у кінцевому рахунку, зрештою; Syn: eventually; 2) звичайно, ясно, розуміється; These questions, however, cannot be decided, ultimately, at this day. – Ці питання, однак же, не можуть бути, звичайно, вирішені в даний час.

PRACTICE

1. Fill in the gaps with your active words, mind that some of them are extra.

Product failure Precise reading Market estimate Industry trends Discovery of needs Target market Marketing program To concentrate on To direct efforts to To be flushed with	Marketing mix Controllable factors Environmental factors To miscalculate wants Marketing department Key executives Combination of tools To be confronted with Replacement product To withdraw a product
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1. _____ should have a customer profile in mind, that is the sort of person who will buy the product.
2. Among _____ affecting all business are availability of labour, labour costs and availability of raw materials.
3. The product is the most important element of the _____, since it holds together promotion, distribution and pricing policies.
4. We decided that we needed to change our _____ from the over-45s to the 35-45s.
5. The _____ for this product in the U.S. is 2 million units over 5 years (i.e. \$400,000,000).
6. He joined a bank and quickly rose to become one of the _____.
7. _____ is a vital but not the only objective of marketing.
8. We don't yet know the precise cause of our new _____.

2. Match the words from column A with the words from column B.

A	B
1 To discover	a) Wants
2 To miscalculate	b) Failures
3 To prevent	c) Needs
4 To be confronted with	d) Future market
5 To estimate	e) Prospective customers
6 To look at	f) Revolutionary ideas
7 To scrutinize	g) Competitor's products

8 To study	h) Unmet needs
9 To examine	i) Industry trends
10 To be aware of	j) Consumers
11 To concentrate on	k) Efforts
12 To develop	l) Target market
13 To select	m) Marketing plan

3. Use each word or word combination once to complete the paragraph.

Raw materials • salary • social interaction • labour • customer profile • status • features • labour costs • benefits • advertisement • taxes • styles of management
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1. A company's marketing department should decide what type of person will buy their product and have a _____ or description of the consumer in mind. Then they can design their advertisements. A good _____ should describe the _____ or characteristics of the product as well as the _____ or advantages of buying the product.
2. The price of a product depends on various factors. Production costs are affected by the availability of _____, or workers and the availability of _____, or the things needed to make the goods. How much the company has to pay the workers, or _____, is another factor, and also the amount the government charges the company in _____.
3. The people who work for a company, or the company's labour force are the company's most important asset. Many different things motivate people to work, such as _____, or money, _____ or the position they have in the company and society and the opportunity for _____ and the way managers treat employees, i.e. their _____ can be very important.

4. A) Give Ukrainian equivalents to the following words and word combinations from the unit.

To miscalculate, embarrassingly, total market, to assume, key executives, scrutinize, specific product, ultimately, to take steps to, shorthand, controllable factors, failed attempts, to be flushed with,

replacement product, to analyze the needs, sufficient, to get a precise reading on, customer profile, benefits, social interaction, regulatory forces.

B) Give English equivalents to the following words and word combinations from the unit.

Безліч чогось, вивчати нові напрямки в промисловості, направляти зусилля, зазнавати невдачі на ринку, запобігти, зіштовхнутися з вибором, оцінити, для користування в сфері бізнесу, незадоволені потреби, достатньо, сконцентрувати зусилля, цільовий ринок, розробити маркетингову програму, інструмент, пропозиція робочої сили, мотивувати, витрати на виробництво, зовнішні фактори.

5. Fill in the gaps with your active words or word combinations.

1. If you _____ to achieve a particular goal, you do the things that are necessary for its achievement.
2. The loan was only a temporary _____ to the country's financial problems.
3. The aim of this _____ is to find out workers' attitude towards new salary policy of our company.
4. If you are _____ with a problem you have to deal with it.
5. The talks _____ on the implementation of a bilateral economic agreement.
6. When new products are ready to _____, marketing campaign makes consumers aware of them.
7. Three thousand businesses in the London area _____ the first few months of this year.

6. Cross out an odd word.

1. product / price / promotion / advertisement
2. branch / affiliate / division / department
3. to discover / to unravel / to find out / to hide
4. exact / precise / complete / estimated
5. failure / loss / success / misfortune / rebuff
6. to launch / to introduce / to withdraw / to implement

7. Choose the right word for each gap to show the elements of the marketing mix: product, place, promotion or price.

a) _____	making sure that it satisfies customer needs
b) _____	making it affordable to the target market
c) _____	making sure it's available and convenient for the customer to find it
d) _____	making sure that the customer knows about it

8. Look at the four lists of examples of each of the 4 Ps in the table below and give each list one of the headings from the previous exercise. Then write two more examples of each element in the final column.

Element of the marketing mix	Examples	More examples
a	<i>coffee, cars, beer, clothes</i>	
b	<i>leaflets, TV advertisements, direct mail</i>	
c	<i>\$ 40, € 300</i>	
d	<i>High street stores, specialist retail outlets</i>	

9. Fill in the gaps in the following summary.

<p> <u>advertising</u> • <u>sustainable competitive advantage</u> • <u>branding</u> • <u>Pricing</u> • <u>price</u> • <u>Promotion</u> • <u>sales promotion</u> • <u>publicity</u> • <u>brand</u> • <u>retailing</u> • <u>distribution</u> • <u>marketing mix</u> • <u>target market</u> • <u>marketing research</u> • <u>marketing plan</u> • <u>end-user's</u> </p>
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In popular usage, the term “marketing” refers to the promotion of products, especially _____ and _____. However, in professional usage the term has a wider meaning. It can be divided into four sections, often called the “four Ps,” only one of which is promotion. They are:

- Product – The Product management aspect of marketing deals with the specifications of the actual good or service, and how it relates to the _____ needs and wants.
- _____ – This refers to the process of setting a _____ for a product, including discounts.

- _____ – This includes advertising, sales promotion, _____, and personal selling, and refers to the various methods of promoting the product, _____, or company.
 - Place or _____ refers to how the product gets to the customer; for example, point of sale placement or _____.
- These four elements are often referred to as the _____. A marketer will use these variables to craft a _____. For a marketing plan to be successful, the mix of the four “p’s” must reflect the wants and desires of the consumers in the _____. Trying to convince a market segment to buy something they don’t want is extremely expensive and seldom successful. Marketers depend on _____ to determine what consumers want and what they are willing to pay for. Marketers hope that this process will give them a _____.

10. Choose the best answer.

1. Key executives are:
 - a kind of managers in a company.
 - famous executives.
 - the best workers in a company.
 - the most important people in a company.
2. Trends are:
 - movements or directions.
 - goals that you try to reach.
 - events that are likely to happen.
 - events that happen often.
3. Target market is:
 - a number of people looking for work, and the number of jobs available.
 - a particular group of people you try to appeal to or affect.
 - a place, usually in the open air, where people sell various goods.
4. Promotion is:
 - the situation when you are paid more money.
 - the act of organizing and financing public events.
 - a way a firm tries to increase its sales or popularity, often by advertising.
5. Price is:
 - the amount of money that you must pay to buy something.

- money that is given to the winner of a game.
 - characteristic of smb/smith which is extremely useful.
6. Failure is:
- the fact of no longer having something or having less of it than before.
 - a lack of success in doing or achieving something.
 - the situation when an employer dismisses you.
7. Estimate is:
- exaggeration of something.
 - opinion of a person or situation.
 - an approximate calculation of something.

11. Translate into English.

- A) 1.** Обсяг продажу нового продукту відображає або повний провал продукту на ринку, або його повний успіх. У випадку невдачі керівництву компанії необхідно буде вжити такі радикальні заходи, як зняти його з виробництва, і знову направити зусилля на виробництво моделі, що замінили.
2. Розробляючи маркетинговий план, варто враховувати не тільки контрольовані, але і зовнішні фактори. Провідні маркетологи навіть прораховують, які заходи вжити за умови провалу продукту на ринку. Вибір цільового ринку також не є останнім при складанні маркетингового плану.
3. Співробітники маркетингового відділу виконують безліч задач. Вони повинні мати чітке уявлення про бажання і потреби потенційних клієнтів, правильно розробити ціну продукту з огляду на витрати на виробництво, наявність сировини і його вартість, а також витрати на зарплату робітникам.
- B)** Включаючи маркетинг електронної пошти, Інтернет-рекламу, що використовує банери як рекламні носії, вірусний маркетинг, комутатори ліній зв'язку та інше, Інтернет-маркетинг має досить широку сферу застосування, наприклад, його можуть використовувати для підвищення рівня поінформованості споживачів про торговельні марки. А от телемаркетинг – це, по суті, спосіб продажу, просування або пропагування товару за допомогою телефону. У США телемаркетинг є однією з найбільш розповсюджених форм маркетингу. Не дивлячись на те, що телемаркетологи ефективно

виконують свою роботу, їх, м'яко кажучи, недолюблюють, але ж відповідальний маркетолог завжди викреслить зі свого телефонного списку ваше ім'я, якщо ви попросите.

LISTENING

1. Before you listen match the word or phrase to the correct definition.

- | | |
|-----------------------|---|
| 1. Buying habits | a) the strength to do things |
| 2. energy | b) how to advertise and sell a product or service |
| 3. marketing campaign | c) what you buy and how often you buy |

2. Listen to the article from the Irish Times and say whether these statements are true or false.

- a) It's easy to change people's buying habits after the age of 35.
- b) The 18-30 age group spends more money.
- c) There isn't a big market for energy drinks.
- d) BPM was for women in the 18-21 age group.
- e) The project team had people from different departments.
- f) The product had a small marketing campaign.

3. Put these product development and marketing steps in the same order that they appear in the article.

- a) advertise the product
- b) do consumer testing
- c) organize a project team
- d) do market research
- e) give free samples
- f) introduce the product

4. Give detailed written answers to these questions.

In your country what age group has the most money to spend? What products or services does this group usually buy? Can you think of any new products to introduce to this market?

CASE STUDY

BACKGROUND

1. Study the text and answer the questions.

ETHICS AS A MARKETING TOOL

Being ethical can be a clever marketing strategy. Increasingly, consumers are influenced by ‘noncommercial’ factors, such as whether a product harms the environment. Firms such as Ben & Jerry’s, an ice cream maker, and Body Shop International, a cosmetics retailer, have strengthened their brands by publicising their ethical standards. Cummins Engine, a maker of diesel engines, made its products greener while lobbying for stricter pollution laws.

But such ethical self-promotion can be dangerous. Body Shop was publicly forced to change a claim that its products were not tested on animals (some of the ingredients in its cosmetics had been tested on animals by other firms in the past). The error led many consumers to question Body Shop’s ethical standards.

Some think that the best way to persuade managers to think more ethically is to take more account of stakeholders. Laura Nash of Boston University’s Institute for the Study of Economic Culture argues that managers should see their role in terms of ‘covenants’ with employees, customers, suppliers and so on. Such covenants should have a single goal: to ensure that a business creates long-term value in a way that is acceptable to all of these “stakeholders”. A manager would view his business in terms of relationships rather than products; and see profit as a result of other goals rather than an objective in itself. But such ideas tend to go against shareholder capitalism.

The best answers may be simple ones. Ethics rules should be clear (for instance, should an employee pay bribes where this is accepted business practice?) and they should be regularly tested. Some companies are turning to ‘ethical audits’. In its annual report Ben & Jerry’s carries a ‘social performance report’ on the firm’s ethical, environmental and other failings. Carried out by Paul Hawken, a ‘green’ entrepreneur, the audit has sometimes frustrated Ben Cohen and Jerry Greenfield, the company’s founders. So far, however, they have always published it. That may be why Ben & Jerry’s reputation remains good where others fade.

2. Check your understanding.

1. Had Body Shop sold products which had been tested on animals? What was the result of its mistake?
2. Laura Nash says managers should see ethics in terms of covenants with stakeholders: employees, customers, suppliers and so on. Why do Nash's ideas 'go against shareholder capitalism'?
3. Should an employee pay bribes when they are an accepted business practice? What do you think?
4. Some companies like Ben & Jerry's are starting to use 'ethical audits'. What does the audit mentioned here cover? Does it only look at positive things?
5. The audit has sometimes 'frustrated' Ben Cohen and Jerry Greenfield. Do they always like what they find in the audit? Do they refuse to publish it if they don't like it?
6. Ben & Jerry's reputation remains good where others fade. This means that other companies' reputations
 - a) improve.
 - b) stay the same.
 - c) get worse.

3. Make lists of the ethical issues facing companies producing or providing the following things.

- cars
- clothes
- cosmetics
- financial services
- food
- language training
- market research
- oil

4. Work in groups. One person in the group is the head of a company in one of the industries above. The others are journalists. A press conference has been organised to launch the company's new ethical policies. The company head answers questions from journalists.

If you're working on your own, write five questions and answers from the press conference.

WRITING

1. Study the example of a letter rejecting an applicant for a job.

	COMPANY LOGO Address-Address-Address-Address Tel and Fax numbers
<i>Reference</i>	Ref: 24/654/9X
<i>Date</i>	2 February 200__
<i>Receiver Address</i>	Ms Francine Clarke Ave des Pins, 23 1215 Geneva
<i>Opening salutation</i>	Dear Ms Clarke,
<i>Opening statement</i>	Thank you for giving us the opportunity to review your qualifications for accountant.
<i>Background</i>	Although we do not currently have an opening in our accounting department, we are always
<i>Request</i>	looking for competent people. We would like to keep your file active for the next three months
<i>Action</i>	to keep your file active for the next three months notify you immediately if any position becomes notify you immediately if any position becomes
<i>Goodwill</i>	In the meantime, good luck with your job search. I am sure, with your background, you will find a suitable position soon.
<i>Complimentary close Sender's name Position</i>	Yours sincerely, Jeannette Cote Personnel manager

2. Using the letter to Ms Clarke as a guide, write your own letter of rejection. Think of as many reasons as you can why you had to reject an applicant.

UNIT 9

MARKET RESEARCH

PRE-READING

Answer the questions.

1. Do foreign markets have similar features?
2. What peculiarities should a company have in mind while entering foreign markets?
3. What is the next step after a company has decided that it's able to exporting?

READING

Read and translate the text.

BUILDING AN INTERNATIONAL BUSINESS

Building an international business takes time. It usually takes months, sometimes even several years, before an exporting company begins to see a return on its investment of time and money.

To be successful in exporting and not to waste your time and lose your money, you should examine foreign markets through research. The purpose is to identify marketing opportunities and constraints abroad, as well as to identify prospective buyers and customers.

Market research is obviously a necessary step to take as foreign markets differ greatly from each other. Some differences include climatic and environmental factors, local availability of raw materials or product alternatives, lower wage costs, the availability of foreign exchange, and government import controls. Market research encompasses all methods that a company can use to determine which foreign markets have the best potential for its products. Effectiveness in this area is built on the implementation of a series of relatively simple steps in a rigorous and systematic way. The approaches that can be used vary in complexity but virtually all are founded on:

- *Asking basic questions, especially the who, what, where, when, hows and whys of the markets the firm is in or seeks to enter.*
- Challenging assumptions, especially those which fit neatly into the way

the firm wishes the market to be operated.

- Never taking anything for granted.

Most techniques for marketing analysis are built on these fundamentals.

Results of this research inform the firm of: the largest markets for its product, the fastest growing markets, market trends and outlook, market conditions and practices, and competitive firms and products. A firm may begin to export without conducting any market research if it receives unsolicited orders from abroad. The company may discover even more promising markets by using an intermediary. Many intermediaries have strengths in certain markets; it is valuable to select the intermediary after deciding on markets to enter.

When researching a market a firm may use either primary or secondary data resources. In conducting primary market research, a company collects data directly from the foreign marketplace through interviews, surveys, and other direct contact with representatives and potential buyers. Market surveys provide a narrative description and assessment of particular markets along with relevant statistics. The sources fall into two broad categories: 1) general information resources, and 2) industry and country specific resources. Each category is also divided into several subgroups. One of the best sources of information is personal interviews with private and government officials and experts. A surprisingly large number of people in both the public and private sectors are available to assist exporters in any aspect of international market research. Either in face-to-face interviews or by telephone, these individuals can provide a wealth of market research information.

In the private sector, sources of market research expertise include local chambers of commerce, world trade centers or clubs, and trade associations.

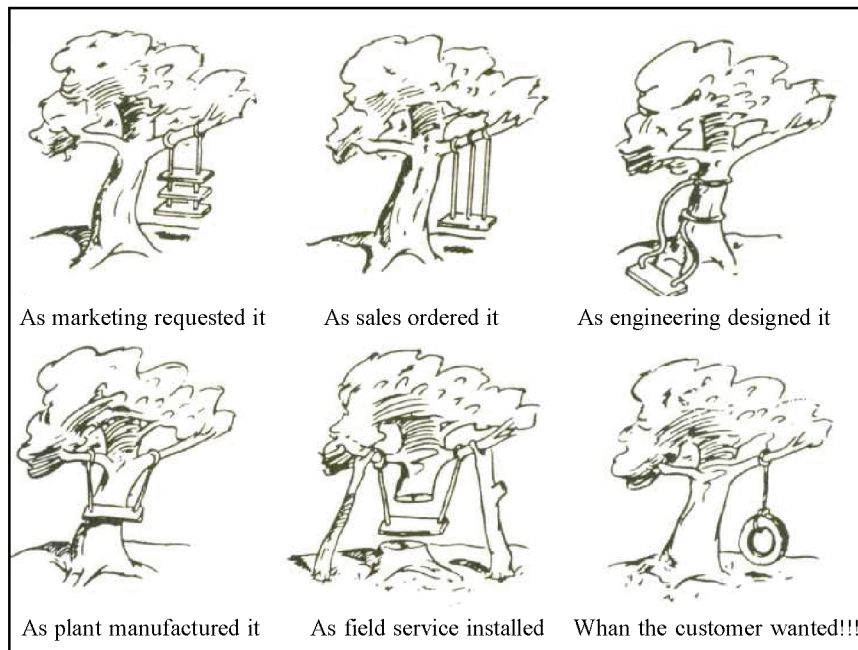
Primary market research provides answers to specific questions, but the collection of such data is time-consuming and expensive.

When conducting secondary market research, a company collects data from various sources, such as trade statistics for a country or a product. Trade statistics indicate total exports or imports by country and by product. They allow an exporter to compare the size of the market for a product in various countries. By looking at statistics over several years, an exporter can determine which markets are growing and those that are shrinking.

Working with secondary sources is less expensive and helps the company focus its marketing efforts. Although secondary data sources are critical to market research, they do have limitations. The data may be

too broad to be of much value to a company. Statistics may also be distorted by incomplete data-gathering techniques. Yet, even with these limitations, secondary research is a valuable and relatively easy first step for a company to take.

So marketing involves screening potential markets, assessing the targeted markets, and drawing conclusions.



Say whether the statements are true or false, if they are false say why.

1. After deciding to export a company has to examine potential markets through research.
2. An intermediary can help a company to enter any market it may wish to enter.
3. It's not necessary for a company to do market research if it receives unsolicited orders from abroad.
4. Primary market research is time-consuming and expensive.
5. Due to limitations of the secondary resources secondary market research provides too broad data.
6. While doing market research a company identifies a certain number (usually from 5 to 10) of large and fast-growing markets to enter.

7. The main objective of a market research is only to identify prospective buyers and sellers.
8. Market research approaches are founded on 4 principles.
9. When a company builds an international business it expects to see immediate return on its investments.
10. One of the best sources of information for market research is personal interviews with the competing companies.

VOCABULARY

Assess (v) – оцінювати; assess at market value – оцінювати по ринковій вартості; The value of this property was assessed at one million dollars. – Ця власність була оцінена в мільйон доларів.

Assist (v) – 1) сприяти, допомагати, брати участь (in); to assist in the preparation of a report – допомагати в підготовці доповіді; 2) брати участь, бути присутнім.

Business (n) – 1) торгівля, комерційна діяльність; бизнес branch of ~ – галузь торгівлі; recovery of ~ – поживлення торгівлі, His business is growing very fast. – Його бізнес швидко набирає обороти; 2) ділова діяльність; to build an international business – налагоджувати міжнародну комерційну діяльність; to be in ~ – займатися торгівлею; to be out of ~ – збанкрутувати.

Constraint (n) – обмеження, що стримує фактор; resource constraints – обмеження на ресурси; to impose constraints – вводити обмеження; to identify constraints – визначити обмеження.

Critical (adj) – важливий, насущний, необхідний; to be critical to – бути необхідним для; Syn: indispensable, vital.

Data n (pl), sing. Datum – 1) дані, факти; broad data – велика інформація; data-gathering techniques – методи збору інформації; primary or secondary data – первинні та вторинні дані; to collect data directly – самим збирати інформацію.

Distort (v) – 1) спотворювати; викривляти, згинати; перекручувати; перекошувати; позбавляти форми; деформувати; Syn: disfigure, bend; 2) представляти у фальшивому світлі, спотворювати, псувати (висловлення, факти і т. п.); 3) спотворюватися; деформуватися; утрачати форму; distort the balance – порушувати рівновагу.

Encompass (v) – виконувати, здійснювати; Syn: bring about, accomplish; to encompass methods – включати методи.

Intermediary (adj) – посередницький; intermediary activity – посередницька діяльність; intermediary role of banks – посередницька роль банків.

- Intermediary** (n) – посередник; through intermediary of smb. – за посередництвом кого-небудь; Auction companies provide a service by acting as an intermediary between buyers and sellers. – Аукціонні компанії служать посередником між покупцями і продавцями; Syn: middleman.
- Interviews** (n) – бесіда, співбесіда, зустріч, інтерв'ю (напр., при прийомі на роботу); to conduct an interview – проводити інтерв'ю; an interview with the personnel director for a job – співбесіда з начальником відділу кадрів при прийомі на роботу; personal interview – особиста зустріч, бесіда; face-to-face interview – безпосереднє спілкування.
- Export** (n) – експорт, вивіз, експортування (вивіз за кордон товарів і послуг для реалізації на зовнішніх ринках); indirect export – непрямий експорт; to be engaged in export – займатися експортом; to go for export – йти на експорт (про товар); Balance of trade is the difference between a country's total imports and exports. – Сальдо торговельного балансу визначається як різниця між загальною сумою імпорту й експорту; Exporting company – компанія-експортер.
- Official** (n) – 1) службова особа; 2) посадова особа; 3) службовець; government officials – державні чиновники.
- Order** (n) – замовлення; order analysis – аналіз замовлень; order control – контроль за замовленнями; We expect the price to rise, once the government order occurs. – Ми очікуємо підвищення ціни, як тільки буде розмішений урядовий заказ; to complete / carry an order – виконати замовлення; to confirm out an order – підтвердити замовлення; to receive unsolicited orders from abroad – одержувати добровільні замовлення із закордону.
- Outlook** (n) – 1) вид, перспектива; 2) перспективи, плани на майбутнє (for); the outlook for steel demand in the U.S. – перспективи на попит сталі в США; Syn: expectation, prospect; 2) точка зору; світогляд; кругозір.
- Research** (n) – дослідження, наукове дослідження, вивчення; research work – дослідницька робота; be engaged in research – займатися науково-дослідною роботою; to conduct (do, pursue) research – проводити дослідження; research department – відділ досліджень; research worker – співробітник відділу досліджень; to examine through research – вивчати за допомогою дослідження.
- Research** (v) – досліджувати, займатися (науковими) дослідженнями; I'm researching marketing strategies in medicine. – Я займаюся дослідженням маркетингових стратегій у медицині; to research a market – провести дослідження ринку.

Screen (v) – сортувати; (ретельно) відбирати, відбракувати; The final stage is to screen ideas to select one idea. – Останній етап – відбракування ідей і вибір однієї з них; Screening – процес сортування.

Shrink (v) – 1) зменшувати(ся), скорочувати(ся) (про доходи); 2) уникати (чого-н.); ухилитися (from – від чого-н.); shrink from meeting smb. – уникати зустрічі з ким-н.; 2) віддалятися, зникати.

Statistics (n) – 1) статистика (наукова дисципліна); 2) статистичні дані; to collect / gather statistics – набирати статистику; cold, hard statistics – суворі статистика, голі факти; trade statistics (for) – торговельна статистика.

Strength (n) – 1) сила, міць; 2) міцність, стійкість (про ринок, про ціни); economic strength – економічна стабільність, потенціал; to have strengths in certain markets – мати зв'язки на деяких ринках.

Survey (n) – 1) огляд, дослідження; 2) обстеження; descriptive survey – описовий огляд; письмовий звіт про результати (якого-небудь дослідження); According to the survey, overall world trade has also slackened. – Відповідно до звіту у світовій торгівлі також спостерігається зниження активності; 3) опитування, анкетування; mass survey – масове опитування.

Survey (v) – 1) оцінювати, вивчати, досліджувати, інспектувати; 2) проводити опитування, анкетування; carry out a survey – проводити опитування.

Time-consuming (adj) – той, що віднімає багато часу, зв'язаний з витратою часу; трудомісткий (про роботу, заняття і т. п.).

Wealth (n) – достаток, надлишок; надзвичайна інтенсивність; wealth of experience – найбагатший досвід; Syn: plenty, a wealth of information – багато інформації.

RACTICE

1. Fill in the gaps with your active words.

Constraint	Distort
Encompass	Trade statistics
Outlook	Screen market
Unsolicited orders	Assess
Intermediary	Draw conclusions
Export indirectly	Surveys
Market research	Primary / secondary data

1. Saturn carried out extensive _____ to decide how to sell its cars.
2. It's vital for our firm to receive _____ _____ to avoid bankruptcy.
3. _____ sources were used to supplement the main body of information.
4. Information we got through indirect research contrast with a _____ carried out by our market experts.
5. An _____ is a person who passes messages between two people or groups.
6. This year's trade deficit _____ is better than last year's one.
7. The government is going to have to cut the defence budget because of financial _____.

2. Match the words from column A with the words from column B which mean the opposite.

A	B
1. Grow	a) Importer
2. To enter	b) To go out
3. Primary	c) Shrink
4. Strengths	d) Different
5. Similar	e) Weaknesses
6. Exporter	f) Secondary
7. Valuable	g) Worthless

3. Give synonyms to the following words and word combinations.

1. Sell abroad	a) Discover
2. Study	b) Conduct
3. Constantly developing	c) Growing
4. Tendency	d) Trend
5. Carry out	e) Research
6. Find out	f) Export

4. A) Give Ukrainian equivalents to following words and word combinations from the text.

To build an international business, to see a return on investment, constraint, unsolicited orders, to select an intermediary, primary data resources, time-consuming, trade statistics, incomplete, to screen smb/smith, to assess, target market, to compare the size, to shrink, assessment of market, world trade centers, trade associations, collection of data, to be critical to, to draw conclusions, face-to-face interviews, to provide narrative description, the fastest growing markets.

B) Give English equivalents to following words and word combinations from the text.

Перспективи, включаючи всі методи, наявність сировини на території, мати кращий потенціал для, успішно експортувати, точним і систематичним засобом, багатообіцяючі припущення, приймати на віру, провести маркетингове дослідження, знайти більш перспективні ринки, прямі контакти з представниками, за допомогою співбесід, державні службовці, збирати інформацію з різних джерел, представляти у фальшивому світлі, визначати можливості ринку, суспільний і приватний сектори, загальна сума експорту й імпорту, допомагати експортерам, переглядаючи статистику за кілька років, сконцентрувати ринкові зусилля.

5. Complete the following passage by choosing from the words in the box to fill in the gaps.

Imports • exporting • profit margin • market research • commission stock(s) • agents • invoices • foreign • customs • certificates • export
--

Importing and _____ are the two aspects of foreign trade: a country spends money on goods it _____ and gains money through its exports. Valuable though _____ trade is for keeping domestic prices down by creating competition at home and proving large markets abroad, governments may have to put restrictions on it, which they usually do by subjecting imports to _____ duties or by restricting some types of exports.

Customs authorities must make sure that imported goods are not sold at a lower price than that in their country of origin; to assess the domestic

price they require consular _____ or _____ of value and origin.

Large firms may have their own import and _____ departments, but both large and small firms deal with clearing and forwarding _____ who handle all the details of transporting cargo.

When goods are sold abroad, buyers who are stockists will have to pay for _____ for which they will not receive payment for some time: they must, therefore, work on a higher _____ to cover this. Many buyers prefer to become foreign agents who work on _____: they will not then have to pay for the goods but they must obtain the highest possible prices when the goods are sold.

So, after careful _____, a manufacturer can sell to a large export market if he has the right products, of the right quality, and sells them at the right prices.

6. Translate into English.

1. Маркетинговий посередник – це звичайно фірма або фірми, що допомагають компанії в просуванні, збуті і поширенні її товарів серед клієнтури; до них відносяться торговельні посередники, фірми-фахівці по організації руху товарів, агентства по наданню маркетингових послуг і кредитно-фінансові установи.
2. Великі компанії використовують послідовний метод у дослідженні потенційних ринків. Він містить у собі: добір потенційних ринків, оцінювання цільових ринків і висновок. При доборі ринків використовують експортні або торговельні статистичні дані, наступним кроком є аналіз факторів, що впливають на маркетинг і використання продукту на кожному з цільових ринків, такі як практика ведення справи, канали збуту і сектори кінцевого користувача. На цьому етапі також визначають можливі тарифні або нетарифні обмеження на імпорт продукту в країну. Нарешті, на етапі аналізу всіх отриманих даних компанія може прийти до висновку, що вона буде експортувати продукцію в одну або дві закордонні країни. Це дозволить компанії сконцентруватися на експорті без ризику скорочення внутрішнього продажу.
3. “Дослідження ринку” має широку сферу застосування у всіх аспектах області бізнесу. Він задає питання про конкурентів, ринкову структуру, урядове регулювання, економічні напрямки, технічний прогрес і багато інших факторів, що складають цю саму область бізнесу. Іноді даний термін відноситься, зокрема, до фінансового

аналізу компаній, промисловості або секторів ринку. У цьому випадку фінансові аналітики проводять дослідження і надають результати досліджень консультантам з інвестицій і потенційним інвесторам.

LISTENING

1. Before you listen answer the question.

If a company wants to export to a particular country, is it necessary for the salesperson to speak the language of the country, or is it OK to do business in English?

2. Listen to the article from the Irish Times and say whether these statements are true or false.

1. If you have a Eureka moment, you suddenly have a very good, original idea.
2. Mr Biss's Eureka moment came when he was queuing at a railway station.
3. Biss had no experience in the technology of weighing things when he had the idea for Tellermate.
4. Tellermate can be used to count both coins and banknotes.
5. Percell is based in England.
6. Percell has never won a Queen's Award for Exports before.

3. Choose the correct alternative.

- 1) How much of Percell's production does it export?
 - a. 25%
 - b. 50%
 - c. more than 75%
- 2) Its main customers are:
 - a. banks
 - b. shops and restaurants
 - c. exchange bureaus
- 3) The main reasons why Tellermate has been successful are:
 - a. precision, rapidity and the ease of use
 - b. price
 - c. advertising

- 4) The cheapest model costs
 - a. more than J800
 - b. between J500 and J800
 - c. less than J500
- 5) Weighing coins is
 - a. impossible
 - b. quite difficult
 - c. easy
- 6) Weighing banknotes is difficult because
 - a. banknotes of different values may all weigh the same
 - b. sometimes banknotes are damaged
 - c. the machine is not sensitive enough

4. Use words from the article to complete the definitions.

- a) A citizen of a particular country is a of that country.
- b) If a company and its sales grow, they
- c) If you on something, you concentrate on it.
- d) If you give someone a job, you
- e) If you increase an amount by 100%, you ... it ... them.
- f) If you start selling in a particular place, hoping to sell more there and in nearby places, you a there.
- g) Your level of with something is how well you know it.

5. Use the words and phrases separated by slashes and add missing words to make complete sentences that rephrase the last paragraph of the article. Each slash indicates one missing word, and the words in brackets have to be put into their correct grammatical form.

- a) / reason / Tellermate / successful / that / respects each customer's way / (do) things
- b) Some / their customers / their notes / order / (increase) value, others / (decrease) order
- c) Some / want / total (indicate) / value; others / the quantity / notes
- d) All / customers / just as certain / their method / the / efficient

6. Work with another partner. Make a list of your country's main exports. Answer the questions in written form.

Who produces them: small firms or large? Where are they exported to? Don't forget services like tourism. Where do the tourists come from?

CASE STUDY

BACKGROUND

Sometimes companies realize that they are not achieving their goals or objectives effectively, that is, they are not getting the results they need. In this case they have to re-plan their strategy. It can be useful to get an outsider, e.g. a management consultant, to analyse the company's performance and recommend changes to make it more efficient. A SWOT analysis can be useful, that is, an analysis of the company's strengths (S) and weaknesses (W) and also of the opportunities (O) and threats (T) that face the company.

You are a management consultant. Use the information below to write a list of recommendations for IMG, fashion model agency. Say what the purpose is of each recommendation.

Company	IMG
History	In the past IMG was one of the best-known model agencies in the industry for many years with an excellent reputation as a fashionable, forward-looking company.
The problem	Now the company's reputation is in danger. The company loses its reputation as one of the best and needs a new strategy. Model agency business is very competitive. A lot of other agencies are looking for good models as only a famous model is a guarantee of a company's success. IMG, in its turn, has models who are not earning money for the company.

WRITING

1. Study the example of the Paradise Kitchens, Inc. SWOT analysis.

Internal Factors	Strengths	Weaknesses
Management	Experienced and entrepreneurial management and board	Small size can restrict options
Offerings	Unique, high-quality, high-price products	Many lower-quality, lower price competitors

Marketing	Distribution in 3 markets with excellent acceptance	No national awareness or distribution
Personnel	Good work force, Social small; little turnover	Big gap if key employee leaves
Finance	Excellent growth in sales revenues	Limited resources may restrict growth opportunities when compared to giant companies
Manufacturing	Sole supplier ensures high quality	Lack economies of scale of huge competitors
External Factors	Opportunities	Threats
Consumer/Social	Upscale market, likely to be stable; Southwestern / Mexican food category is fast – growing segment	Premium price may limit access to mass markets
Competitive	Distinctive name and packaging in its markets	Not patentable; competitors can attempt to duplicate product
Technological	Technical breakthroughs enable smaller food producers to achieve many economies available to large competitors	
Economic	Consumer income is high; convenience important to U.S. households	Not patentable; Not patentable; out into home
Legal/Regulatory	High U.S. Food & Drug Admin. Standards eliminate fly-by-night competitors	

2. Do a SWOT analysis for PANDORA company in Unit 1. Use the Paradise Kitchens, Inc. SWOT analysis as a guide.

UNIT 10
WHAT ARE CYBERNETICS
AND SYSTEMS SCIENCE?

PRE-READING

1. Answer the questions.

- a) Can new sciences emerge nowadays? What would they study?
- b) Which science is the most comprehensive, or studies most subjects?
- c) Which other sciences should you learn to be good at cybernetics?

2. Match the words with their definitions.

Technology	the arrangement of and relations between the parts of something complex
System	an area of activity or knowledge
Domain	the branch of knowledge concerned with applied sciences
Structure	an organized scheme or method

READING

3. Read the text and try to answer the questions

WHAT ARE CYBERNETICS AND SYSTEMS SCIENCE?

Cybernetics and Systems Science constitute a somewhat fuzzily defined academic domain, which touches virtually all traditional disciplines, from mathematics, technology and biology to philosophy and the social sciences. Its history dates back to the 1940's and 1950's
5 when thinkers such as Wiener, von Bertalanffy, Ashby and von Foerster founded the domain through a series of interdisciplinary meetings.

Systems theory or systems science argues that however complex or diverse the world that we experience may be, we will always find different types of organization in it, and such organization can be
10 described by concepts and principles which are independent from the specific domain at which we are looking. Hence, if we uncovered those general laws, we would be able to analyse and solve problems in any domain. The systems approach distinguishes itself from the more traditional analytic approach by emphasizing the interactions
15 and connectedness of the different components of a system.

Although the systems approach in principle considers all types of systems, it in practice focuses on the more complex, adaptive, self-regulating systems which we might call “cybernetic”.

What other sciences is cybernetics related to?

What kind of systems does the system approach focus on?

- 20 Many of the concepts used by system scientists come from the closely related approach of cybernetics: information, control, feedback, communication. Cybernetics was first introduced by the mathematician Wiener, as the science of communication and control in the animal and the machine. It grew out of Shannon’s information theory, which was designed to optimize the transmission of information through
- 25 communication channels, and the feedback concept used in engineering control systems. In its present form of “second-order cybernetics”, its emphasis is on how observers construct models of the systems with which they interact.

Who was cybernetics first introduced by?

What term is used today to describe cybernetics?

- 30 In fact, cybernetics and systems theory study essentially the same problem, that of organization independent of the place where it exists. However, as it is meaningful to make a distinction between the two approaches, we might say that systems theory has focused more on the structure of systems and their models, whereas cybernetics has focused more on how systems function, that is to say how they control their actions, how they communicate with other systems or with their own components. Since structure and function of a system cannot be viewed as two facets of a single approach.

Do cybernetics and systems theory have much in common?

Can scientists study structure and function separately?

VOCABULARY

Approach (v) – 1) наближуватися; Dawn approaches, so we have to return. – Скоро світанок, отже ми мусимо повертатися; The quantity x approaches zero. – Величина x наближується до нуля; 2) підійти, звернутися; to approach the subject – розглянути предмет; to approach the boss – підійти до керівника. A few of the workers have approached the director about their working conditions. – Декілька робітників звернулися до директора щодо умов праці.

Approach (n) – 1) підхід; scientific approach – науковий підхід, systems approach – системний підхід, analytic approach – аналітичний підхід, approach to sth., e. g. approach to management (policy making) – підхід до чого-небудь, напр., підхід до керівництва (прийняття політичних рішень). I like her approach to the problem. – Мені подобається її підхід до цієї проблеми; 2) наближення; the approach of sth – з наближенням чого-небудь. With the approach of spring, we began to feel better. – З наближенням весни ми почали почуватися краще.

Diverse (adj) – різний; diverse reasons – різні причини, diverse factors – різноманітні фактори; Syn: different, various.

Diversification (n). – диверсифікація, урізноманітнення.

Diversify (v) – диверсифікувати, урізноманітнити; to diversify production (actions etc.) – урізноманітнити виробництво (дії тощо). To reduce its risks, the company needed to diversify its production. – Щоб знизити ризики, компанії потрібно було урізноманітнити виробництво; Syn: vary.

Equip (v) – оснащувати, обладнувати; to equip for (with) sth. – обладнати для чого-небудь. This hotel room is not equipped for cooking. – Цей номер готеля не має обладнання для приготування їжі; The group was not equipped with electric torches for the job. – Група не була оснащена електричними ліхтариками для виконання цієї роботи; Syn: furnish.

Equipment (n) – оснащення, обладнання; office equipment – офісне обладнання, military equipment – військове обладнання, sports equipment – спортінвентар; equipment availability – наявність обладнання, equipment deterioration – вихід обладнання з ладу, equipment reliability – надійність обладнання.

Science (n) – наука; applied science – прикладна наука, exact science – точна наука, information science – наука про інформацію, systems science – системна наука, political science – політологія; He was one of the scholars who advanced greatly the information science. – Він був одним із тих вчених, хто зробив великий внесок у науку про інформацію; Also in phrases: science fiction, Science Museum, science student,

the sciences. – Також у фразях: наукова фантастика, Музей науки, студент, що вивчає науки, точні науки.

Scientific (adj) – науковий; scientific achievement – наукове досягнення, scientific adviser – науковий керівник, scientific concept – наукове поняття, scientific discovery – наукове відкриття, scientific methods – наукові методи, scientific-technical progress – науково-технічний прогрес. A prospective economist should learn to use scientific methods. – Майбутній економіст повинен навчитися використовувати наукові методи.

Separate (v) – відділяти; to separate sth. from sth – відділити що-небудь від чого-небудь. The garage is separated from the house by a path. – Гараж відділено доріжкою від дому; Syn: detach, disconnect.

Separate (adj) – окремий; separate rooms – окремі кімнати, separate funds – окремі фонди, separate estate – окремий маєток, separate contract – окремий контракт; Syn: detached, isolated.

Separation (n) – відокремлення, розподілення; separation of the races – відокремлення рас, separation of powers – розподілення повноважень. He believes in the separation of the races. – Він підтримує окреме існування рас. All children will tend to suffer from separation from their parents. – Всі діти страждають через відокремлення від батьків.

PRACTICE

1. Read the statements and decide if they are true or false or the information is not clear from the text.

	T	F	NC
1. The systems approach is not the same as the analytic approach.			
2. Wiener, von Bertalanffy, Ashby and von Foerster did not participate in the creation of cybernetics.			
3. Cybernetics states that you will always find different types of organization in the world that we experience.			
4. Shannon's information theory was designed to make the passage of information better.			
5. Cybernetics and Systems Science make up a strictly defined academic domain			
6. Cybernetics studies the functioning of systems.			
7. The concepts of information, control, feedback and communication are often used by system scientists.			

8. Wiener thought that cybernetics should deal with both animals and machines.			
9. The feedback concept is sometimes used in engineering control systems.			
10. Cybernetics and systems theory should be viewed in two different aspects.			

2. Find in the text equivalents to these words.

- a. territory
- b. difference
- c. to influence each other
- d. response
- e. stress
- f. to speak, to inform
- g. to make something relevant
- h. aspect
- i. part
- j. notion, idea

3. Cross out the odd word.

- a. separation, disconnection, divorce, establishment
- b. part, component, ingredient, independent
- c. single, common, particular, separate
- d. academic, tutorial, educational, mechanical
- e. transmission, driver, communicate, coincidence
- f. anger, temper, control, calm
- g. model, pattern, example, exercise
- h. self-regulating, self-conscious, self-confident, self-sufficient

4. Match the following words.

- | | | |
|-------------------|---|---------------|
| Interdisciplinary | → | domain |
| To emphasize | | transmission |
| Traditional | | systems |
| Specific | | models |
| Adaptive | | meetings |
| To solve | | problems |
| To construct | | approach |
| To optimize | | connectedness |

5. Fill in the gaps with words or word combinations from the text. Sometimes you will have to change the form of the words.

- a. These two theories being quite different, we must ... between them.
- b. Unfortunately, I can't finish assembling the machine because I don't have all the necessary
- c. Dickens' novels ... on the hard life of poor, ordinary people.
- d. England, Wales, Scotland and Northern Ireland ... the UK.
- e. "Though you both spoke for a while, I find your arguments ... the same", the judge said.
- f. The film "A Beautiful Mind" tells us about John Nash, a famous ... and Nobel Prize winner in economics.
- g. Cybernetics studies not only the system itself, but also its parts and ways in which they
- h. The child was too young when he was taken away from his mother and he was unhappy because of the
- i. The machine ... to make people's life much easier.
"... the situation may be, always try to be self-disciplined and polite", – Father said.

6. Translate into English.

Формувати сферу знань; мати відношення до всіх традиційних дисциплін; складний та різноманітний світ; військово-оснащення; описати за допомогою понять та принципів; бути незалежним від конкретної сфери знань; відрізнитися від; підкреслювати взаємодію та взаємопов'язаність; адаптивні автономні системи; незалежно від місця; єдиний підхід; кібернетика другого порядку; відокремити щось від чогось; стверджувати; оптимізувати передачу інформації; розуміти окремо; аналітичний підхід; знання обладнання; різноманітні фактори.

7. Choose the correct answer.

1. In line 4, the word "its" refers to ...
 - a) domain
 - b) mathematics
 - c) biology
 - d) philosophy

2. How is the analytic approach different from the systems approach?
 - a) we may also call it cybernetic
 - b) it is not traditional
 - c) it does not stress the relations between the components of a system
 - d) it focuses on more complex systems
3. In line 32, the word "it" refers to ...
 - a) cybernetics
 - b) problem
 - c) organization
 - d) place
4. In line 13, the word itself refers to ...
 - a) domain
 - b) systems approach
 - c) analytic approach
 - d) connectedness
5. Which of the following does NOT belong to traditional disciplines?
 - a) cybernetics
 - b) biology
 - c) mathematics
 - d) social sciences
6. In line 17, the word "it" refers to ...
 - a) system
 - b) systems approach
 - c) principle
 - d) cybernetics
7. Who was the author of the information theory mentioned in the text?
 - a) Wiener
 - b) Foerster
 - c) von Bertalanffy
 - d) Shannon
8. Which of these cybernetic terms are NOT mentioned as terms used by systems analysts?
 - a) feedback
 - b) communication
 - c) system
 - d) control
9. The systems theory assumes that the world may be quite ...
 - a) varied
 - b) self-regulating

- c) adaptive
 - d) meaningful
10. According to the text, which of the following is probably NOT true about “the original” cybernetics?
- a) it was introduced by Norbert Wiener
 - b) it grew out of Shannon’s information theory
 - c) it was designed to optimize transmission of information
 - d) it grew out of the feedback concept
11. In line 28, the word “they” refers to ...
- a) observers
 - b) models
 - c) systems
 - d) interactions
12. Which of the following is true about the systems approach?
- a) it is able to solve problems in any domain
 - b) it is related to all types of systems
 - c) it uncovers the general laws of the world
 - d) it is quite different from cybernetics

8. Translate into English.

1. У своїй роботі математик Вінер використовував теорію інформації, яка повинна була покращити канали комунікації.
2. Хоча ці дві теорії концентруються в основному на однакових поняттях, ми повинні відокремити їх одне від одного.
3. Незалежно від сфери знань, кожен з цих фахівців провів низку міждисциплінарних зборів.
4. Структура цього приладу може бути описана у загальних термінах, характерних для багатьох дисциплін. Він складний, автономний і такий, що швидко пристосовується.
5. Я хотів би підкреслити, що тип взаємодії між цими новими організаціями визначений якось нечітко.
6. Спостерігачі стверджують, що ці системи контролю та зворотнього зв'язку були введені в дію дуже успішно.
7. Системний підхід розглядає зв'язок між різними компонентами системи.
8. Мій науковий керівник вважає, що я повинен застосувати системний підхід до мого дослідження і урізноманітнити мої приклади.

LISTENING AND SPEAKING

1. Listen to Anthony STAFFORD BEER, a famous cyberneticist, and answer the questions:

1. When did cybernetics start?
2. What did Norbert Wiener originally do?
3. How much did he know about neuro-physiology when he met Arturo Rosenblueth?
4. Where did Rosenblueth work?
5. How long did Wiener stay in Massachusetts every year during his collaboration with Rosenblueth?
6. How complex was aeronautics in 1943?
7. Can you name any famous people who were successful in more than one field? What helped them to succeed?
8. Can new sciences emerge today? If yes, what are they and what kind of scientists can create them? If no, why not?

CASE STUDY

BACKGROUND

1. Read the about Interstate, Inc. and use the information to do the tasks.

Interstate, Inc. is a New York based company specialised in providing domestic insurance for private individuals and small corporations. Interstate is currently considering outsourcing all or part of its 150-person call centre to an overseas location in order to reduce its operating costs. The call centre currently processes calls from both insurance agents and enquiries from members of the public within the USA. Several groups of managers have been asked to research different host countries in order to evaluate their potential to host a pilot project which should be operational within the next six months. If successful, the centre would take over full responsibility for all call centre operations within twelve months. The management teams will be meeting later in the day to present their recommendations. The following countries have been selected as potential hosts.

Fact file	China	India	Philippines	Canada
Population	1,275m	1,009m	76m	31m%
under 15	25%	34%	38%	20%
% in tertiary education	6%	7%	28%	58%
GP per head	\$860	\$450	\$990	\$22,370
Cost of living (USA = 100)	96	39	42	73
Competitiveness (World rank)	31	42	40	8
Operating costs (Japan = 100)	9	8	n/a	46

2. Work in groups. Read the fact file and compare the advantages and disadvantages of each country as a call centre location.

3. Prepare the recommendations that your group will make at the meeting.

4. Present your findings to the group. Listen to the presentations made by the other groups. Discuss the recommendations together and reach a final decision about where to host the pilot project.

WRITING

Using the information from the tape, write a summary of about 150 words on the origins of cybernetics.

UNIT 11

“INTELLIGENT” MACHINES

PRE-READING

1. Answer the questions.

- a) Does machine have anything in common with human body?
- b) Can the same laws be applied to both people and machines?
- c) Do you think that some machines are more intelligent than people?

2. Match the words on the left with their definitions on the right.

Oscillation	surprising or impressing greatly
Interdisciplinary	relating to more than one branch of knowledge
Astonishing	a device measuring distance
Range finder	a movement back and forth at a regular rate

READING

Read the text and try to answer the questions.

“INTELLIGENT” MACHINES

Norbert Wiener, a famous mathematician, had been teaching mathematics at MIT since 1919. Soon after his arrival there he became acquainted with the neurophysiologist Arturo Rosenblueth. Out of this new friendship would be born, twenty years later, cybernetics.

- 5 With Wiener's help Rosenblueth set up small interdisciplinary teams to explore the no man's land between the established sciences.

What was Norbert Wiener's job?

Who did he make friends with?

In 1940 Wiener was trying to develop automatic range finders for antiaircraft guns. Such mechanisms are able to predict the trajectory of an airplane by taking into account the elements of past trajectories.

- 10 During the course of his work Wiener was struck by two astonishing facts: the “intelligent” behaviour of these machines and the “diseases” that could affect them. These machines' behaviour seemed to be

“intelligent” because they dealt with “experience” (the recording of past events) and predictions of the future. There was also a strange defect in performance: if one tried to reduce the friction, the system entered into a series of uncontrollable oscillations.

*What kind of machines was Wiener trying to develop in 1940?
Which two things struck Wiener in the course of his work?*

Impressed by this disease of the machine, Wiener asked Rosenblueth whether such behaviour was found in man. The response was affirmative: in the event of certain injuries to the cerebellum, the patient cannot lift a glass of water to his mouth; the movements are amplified until the contents of the glass spill on the ground. Wiener concluded therefore that in order to control a finalized action (an action with a purpose), the circulation of information needed for control, must form a closed loop allowing the evaluation of the effects of one’s actions and the adaptation of future conduct based on past performances. This is typical of the guidance system of the antiaircraft gun, and it is equally characteristic of the nervous system when it orders the muscles to make a movement whose effects are then detected by the senses and transferred back to the brain.

Wiener’s ideas became very popular. Other groups were formed in the United States and around the world, notably the Society for General Systems Research whose publications dealt with disciplines far removed from engineering such as sociology, political science, and psychiatry.

VOCABULARY

Acquainted (pp) – ознайомлений; be (get, become) acquainted – ознайомитися; closely, intimately, thoroughly acquainted – близько, тісно, ретельно ознайомлений. He got (became) acquainted with the situation. – Він ознайомився з ситуацією. Are you acquainted with him? – Ви знайомі з ним?

Act (v) – діяти; удавати; act correctly – діяти правильно, act up to a promise – виконати обіцянку. It is time to act. – Час діяти; This weather acts on my nerves. – Ця погода діє мені на нерви; John did not feel fear, he was just acting it. – Джон не відчував остраху, він просто удавав його.

Action (n) – дія; action with a purpose – дія з метою, take an action – виконати дію, decisive action – рішуча дія, immediate action – миттєва

дія. They learnt the lessons of business management and were able to put them into action. – Вони навчилися вести бізнес та змогли втілити ці знання.

Predict (v) – передбачати. How often an observer can predict man's actions better than the man himself. – Як же часто спостерігач може передбачити дії людини краще, ніж сама людина.

Prediction (n) – передбачення; predictions of the future – віщування майбутнього, prediction algorithm – алгоритм прогнозування, prediction by analogy – передбачення за аналогією, prediction error – помилка передбачення. The prediction proved correct. – Передбачення виявилось вірним; Syn: forecast, prophecy.

Set (n) – набір, низка; a set of three – набір з трьох предметів, a set of conditions – набір умов. After a set of failures he decided to change everything dramatically. – Після декількох невдач він вирішив все різко змінити.

Set (adj) – встановлений, сталий, напружений; a set phrase – усталена фраза, with a set smile – з вимушеною посмішкою. There's no set time limit on this. – Для цього ліміту часу не встановлено.

Set (set, set) (v) – встановлювати; set a date – призначити дату, set a fire – запалити багаття, set a limit – встановити ліміт, set a task – поставити завдання. We have to set a date for our next meeting. – Треба призначити дату нашого наступного засідання; With prep.: Tom set his new book aside for a year. – Том відклав написання своєї нової книги на рік; He set off for work an hour ago. – Він відправився на роботу годину тому; We must set the facts straight so that the committee could take a fair decision. – Ми повинні прояснити факти, щоб комітет міг прийняти справедливе рішення; The journal was set up in 1924. – Журнал було започатковано у 1924 році.

Transfer (n) – переказ, передача, пересадка; telegraphic transfer – телеграфний переказ, transfer of authority – передача влади, transfer into account – переказ на рахунок, transfer of ownership – передача прав власності. I am thinking again about a transfer to our London branch. – Я знов думаю про перевід до нашої лондонської філії; There's a transfer to another line at the next station. – На наступній зупинці є перехід до іншої лінії.

Transfer (v) – перевести(ся); The company is going to transfer some of its activities from New York to California. – Компанія збирається перевести деяку частину діяльності з Нью-Йорку до Каліфорнії; Students may transfer to another college. – Студенти можуть перевестися до іншого коледжу; Syn: move, transmit.

PRACTICE

1. Find in the text equivalents to these words.

- a. clever
- b. a subject
- c. a wound
- d. an answer
- e. an assessment
- f. conduct
- g. illness
- h. in particular
- i. machine-building
- j. to meet somebody

2. Cross out the odd word.

- a. heart, arm, cerebellum, muscles
- b. give away, transfer, send, receive
- c. science, psychiatry, engineering, sociology
- d. characteristic, feature, trait, difference
- e. reduce, go down, decrease, lowered
- f. doctor, nurse, hospital, patient
- g. trajectory, way, line, move
- h. friendship, mathematician, institute, cybernetics

3. Match the following words.

Affirmative	defects
Intelligent	finders
Past	response
Famous	behaviour
Astonishing	experience
Range	sciences
Strange	facts
Established	mathematician

4. Choose the correct preposition for these words.

1. Professor Brown has been teaching biology ... Oxford University for 12 years.

- a) in
 - b) for
 - c) at
 - d) of
2. In the course of his studies Norbert Wiener dealt a lot ... intelligent machines.
- a) on
 - b) about
 - c) with
 - d) from
3. Everybody was struck ... the young man's impolite behaviour.
- a) with
 - b) by
 - c) from
 - d) —
4. I don't have any idea what can affect ... the CEO's decision.
- a) on
 - b) at
 - c) –
 - d) over
5. Talking to Peter, you should take ... account that he is a foreigner.
- a) onto
 - b) into
 - c) in
 - d) on
6. His behaviour was typical ... someone who has never been in a big town.
- a) of
 - b) for
 - c) –
 - d) with
7. All these exercises are based ... the text at the beginning of the unit.
- a) at
 - b) from
 - c) at
 - d) on

5. Read the statements and decide if they are true or false or the information is not clear from the text.

	T	F	NC
1. Cybernetics was “born” in 1939			
2. Wiener and Rosenblueth created interdisciplinary teams to study undiscovered spaces in various sciences.			
3. In 1940 Wiener was developing a new kind of anti-aircraft guns.			
4. Norbert Wiener was born in 1919.			
5. Machines and people have some common characteristics.			
6. According to Wiener, any future performances of machines must be based on the past experiences.			
7. Arturo Rosenblueth was Wiener’s colleague at MIT			
8. Publications of the Society for General Systems Research dealt with engineering, sociology, political science, and psychiatry			
9. The guidance system of an anti-aircraft gun has “muscles” and “brain” which help it to make movements.			
10. Wiener considered behaviour of the anti-aircraft guns to be intelligent because they did not have any “diseases”.			

6. Translate into English.

Дисципліни, далекі від машинобудування; розумні машини; досліджувати “білі плями”; неконтрольовані коливання; кінцева дія; склянка води; позитивна відповідь; замкнута петля; надзвичайні факти; пристосування майбутньої поведінки; мати справу з досвідом; недолік у роботі; бути характерним для нервової системи; оцінка наслідків чіхось дій; розпізнаватися почуттями; передавати назад у мозок; посилені рухи; зокрема; перевестися до іншого коледжу; відкласти; вирішальний вчинок; з’ясувати факти.

7. Choose the correct answer.

1. Which ministry was Wiener working for during World War II?
 - a) Healthcare
 - b) Defence
 - c) Science
 - d) Foreign Affairs
2. In line 30, what kind of “groups” does the author mean?
 - a) groups of scientists
 - b) academic groups at MIT
 - c) military groups using antiaircraft guns
 - d) groups of engineers and sociologists
3. In line 6 the words “no man’s land” are closest in meaning to ...
 - a) blank space
 - b) undiscovered territory on other planets
 - c) plot of land which belongs to nobody
 - d) area where humans can never get
4. In line 28, the word “whose” refers to ...
 - a) the United States
 - b) Norbert Wiener
 - c) the Society for General Systems Research
 - d) the world
5. When was cybernetics created?
 - a) around 1919
 - b) around 1940
 - c) soon after Wiener’s arrival at MIT
 - d) after WWII
6. In line 15, the word “system” refers to ...
 - a) the nervous system of a human being
 - b) the educational system of the United States
 - c) the rangefinding system of an antiaircraft gun
 - d) the system of cooperation within the interdisciplinary groups
7. In line 12 the word “them” refers to ...
 - a) the facts
 - b) the “diseases”
 - c) the machines
 - d) past trajectories

8. Which of the following is NOT true about the anti-aircraft guns?
 - a) they work worse if friction is reduced
 - b) they can predict future trajectories
 - c) they make recordings of past events
 - d) they are usually installed in order to form a closed loop
9. In line 21, what is meant by “the contents”?
 - a) the contents of Wiener’s work
 - b) water
 - c) glass
 - d) information
10. In line 28, the word “whose” refers to ...
 - a) anti-aircraft gun
 - b) nervous system
 - c) muscles
 - d) movement

8. Translate into English.

1. Поведінка деяких машин здається розумною, тому що вони здатні записувати минулі події та робити передбачення майбутнього.
2. Якщо зменшити тертя у цій системі, це може призвести до неконтрольованих коливань.
3. Оцінка наслідків певних дій типова як для нервової системи людини, так і для систем наведення зенітних установок.
4. Відповідь цього математика була позитивною, він погодився викладати у Массачусетському технологічному інституті.
5. Доктори були вражені поведінкою хворого, але не знали, чи була вона пов’язана з ушкодженням мозочку.
6. Невдовзі після прибуття цього відомого нейрофізіолога до Сполучених Штатів Америки його ідеї стали дуже популярними, зокрема його статті про автоматичні датчики відстані.
7. Фахівці розглянули низку передбачень і прийняли рішення щодо своїх майбутніх дій.

LISTENING AND SPEAKING

1. Listen to Anthony STAFFORD BEER, a famous cyberneticist, and answer the questions.

1. What was the name of Wiener's book?
2. Why and when did he write it?
3. What word does Stafford Beer use as a synonym to the word "control"?
4. What does a steersman generally do?
5. Which Greek poet is mentioned? Why?
6. What was bad about the choice of the word "cybernetics" as the name of the new science?
7. What words can you name which are of the same root as the word "kybernetes"?
8. Stafford Beer says "Nobody could solve the problem". What kind of problem does he mean? Why can't it be solved even today?

CASE STUDY

BACKGROUND

1. Read the background and use the information to do the tasks.

Better Prices, a large UK supermarket chain, is in financial difficulties. The departing CEO, Mark Crawley, had promised that dramatic transformations would lead to higher returns and rising share price. However, he began by signing a disastrous merger deal and since then the share value has halved! In spite of this, he awarded himself several bonuses on top of his £790,000 a year salary and leaves with a golden parachute worth over £2m. The outraged shareholders have decided to work closely with the board in choosing his successor from the following short list of candidates.

Marjorie Sweetman, successful CEO of a chain of department stores that was losing money when she took over five years ago. She believes in people and steady progress. She would cut growth targets by half. She hasn't asked for a golden parachute and would agree to bonuses linked to performance. She does, however, expect generous share options and a salary of £650,000. Her strategy will mean a short-term fall in dividends.

John Creed, currently MD of a company famous for training Europe's top managers. If recruited, the share price would shoot up in the short-term. He is the most expensive candidate at £750,000 p.a. He wants a contract for a minimum of ten years and a guaranteed £2.4m pension deal

not linked to performance. He believes he can succeed in 100 days and plans dramatic changes in policy and staff.

David Preston, current Chief Operating Officer. His pay is J650,000 plus bonuses and share options. He would expect a big salary increase but proposes, however, not to replace himself as COO and do both jobs. He argues newcomers lack the knowledge of the company and its staff. He wants a generous pension when he leaves and plans to increase shareholder dividends at once.

2. Work in groups. You are the shareholders. Look at the candidates and discuss the advantages and disadvantages of each in terms of pay and potential performance.

3. Prepare to present your ideas to the class and make a final recommendation.

4. Present the arguments for your chosen candidate to the class.

WRITING

1. Is human body similar to a complicated mechanism? Which is more reliable? Write a composition of about 200 words to prove your answer. You can use these words and phrases.

I am sure..., I think..., In my opinion..., Frankly speaking..., On the one hand..., On the other hand..., To tell the truth..., I doubt..., However.

UNIT 12

CYBERNETICS AND THE ART OF LIVING

PRE-READING

1. Answer the questions.

- a) Do you think cybernetics is closely related to our everyday life? If yes, how? If no, why not?
- b) Are there any limitations to people's behaviour? What are they?
- c) Do you need a carefully made-up plan to achieve goals in your life?

2. Match the words from the text with their definitions.

Constraint	A person who studies a particular subject in detail
Scholar	A way of dealing with something
Cybernetics	Limitation or restriction
Approach	The science of communication and automatic control systems in both machines and living things

READING

Read the text and try to answer the questions

CYBERNETICS AND THE ART OF LIVING

by Ernst von Glasersfeld

Let me start by saying I sincerely hope that a knowledgeable scholar will collect and record the history of the first ten or fifteen years of cybernetics before too many of the fascinating personal and intellectual details of its inventors are completely forgotten. I, 5 unfortunately, am anything but a knowledgeable scholar. I only had by chance some opportunities to witness the development of this revolutionary discipline as an enthusiastic outsider who was profoundly influenced by it.

The point that struck me at the outset was that the founding fathers 10 of cybernetics thought of their enterprise not just as a technique but also as a new and powerful approach to philosophy. However, the two interests quickly separated, and the spectacular mathematical

and technological successes of cybernetics have until recently obscured the philosophical potential.

*Why is it important to record the history of cybernetics?
What are the two approaches to cybernetics?*

15 I want to begin my speech on cybernetics and the art of living by recalling a statement Warren McCulloch made in a lecture at the University of Virginia in 1948. “To have proved a hypothesis false,” he said, “is indeed the peak of knowledge.” The “real” world does not show us when we are right, but when we are wrong. All we
20 experience are the constraints that prevent us from acting in certain ways. The statement was a revelation. I can cite the theory of evolution as a prime example, because natural selection only eliminates what does not fit. The properties that allow an organism to survive are not created by selection but are the result of random variations.

25 The theory of evolution applies to species and to the heritable properties that characterize them. Species have no knowledge, they are what they are, and the organisms that compose the species either have the properties that enable them to survive, or they don’t.

*According to Warren McCulloch, what is the peak of knowledge?
How are the properties of an organism created?*

I spent the last ten days in France, in the mountains around
30 Montblanc. It was a nostalgic experience, because until forty years ago I often went skiing on the glaciers of the Alps. In those days there were no cable cars and other mechanical devices to bring thousands of skiers to the tops of mountains. You were alone there, and if you wanted to ski down a mountain, you first had to climb it.

35 It struck me as a good example of dealing with constraints. If you wanted to go up or down a mountain, you had to look at it rather carefully. You wanted to reach the summit – but it would have been a mistake simply to look for an easy way up. As an experienced mountaineer, you first of all figure out where you must not go. You
40 try to see possible avalanches, ice breaks, and other fatal constraints. Only when you have “blocked out” the dangerous parts of the mountain, you can begin to plan your way up. At this point, you do

45 make choices, but you make them within the space left between the mountain's constraints. To "know" a mountain means to know where, on its slopes, you are relatively safe; it means to have learned the viable paths.

If you want to ski down a mountain but there are no cable cars, what should you do?

What do you have to do before climbing a mountain?

VOCABULARY

Device (n) – 1) прилад; mechanical device – механічний прилад, listening device – прилад для прослуховування; Any technological process requires a number of mechanical devices – Для будь-якого технологічного процесу потрібні певні механічні прилади; Syn. machine, mechanism; 2) методика; labour-saving device – методика економії людської праці; He was a brilliant engineer who introduced several labour-saving devices. – Він був блискучим інженером, який ввів декілька методик економії людської праці.

Experience (n) – 1) досвід; to know by (from) experience – знати з власного досвіду, to learn by experience – переконатися на власному досвіді, to acquire, gain, experience from sth. – здобути досвід з чого-небудь, previous experience – попередній досвід. She has 10 years' experience in the job. – В неї 10 років досвіду у цій сфері; 2) переживання, враження; випадок; nostalgic, painful, unpleasant, unforgettable experience – ностальгічний, болячий, неприємний, незабутній випадок; It was a nostalgic experience when I travelled in the Alps. – Коли я подорожував в Альпах, то були переживання, що викликають ностальгію; Syn: adventure, event.

Experience (v) – відчувати, переживати *as in* to experience hardships, horror, grief, happiness – зазнавати труднощів, відчувати жах, лихо, щастя. He experienced great hardships as a child. – Він зазнав великих труднощів, коли був дитиною; Widows seem to experience more distress than do widowers. – Вдови, здається, відчують більше лиха, ніж вдовці.

Prevent (v) – 1) запобігти *as in* to prevent the spread of disease – запобігти розповсюдженню хвороби, to prevent crime – запобігти злочину; Compulsory vaccination prevented the spread of the flu in the area. – Обов'язкова вакцинація запобігла розповсюдженню грипу в регіоні;

Syn: forestall, preclude; Ant: facilitate; 2) не дати, зашкодити *as in* – to prevent sbd. from doing sth. – Не дати кому-небудь зробити що-небудь; Nothing will prevent us from reaching our aim! – Ніхто не зашкодить нам досягти нашої мети! Syn: keep sbd. from doing sth. Bad weather kept us from going for a walk. – Погана погода зашкодила нашій прогулянці.

Property (n) – 1) майно *as in* to buy, inherit, lease, rent, transfer property – купити, успадкувати, віддати в оренду, орендувати, передати майно; Being the only child of the family, Tim was to inherit all the property of the family. – Том, який був єдиною дитиною у сім'ї, повинен був успадкувати все майно; Syn: belongings; 2) властивість *as in* heritable properties – спадкові властивості. Heritable properties are usually found in children as well as in their parents. – Спадкові властивості зазвичай можна знайти у дітей, а також їхніх батьків; Syn: traits.

Record (n) – запис; репутація; рекорд *as in* a good (bad, poor etc.) record – гарна (погана, незадовільна репутація), to set (break) a record – встановити (побити) рекорд; a track record – ділова репутація. The boss decided to hire Jack taking into account his track record. – Керівник вирішив найняти Джека, враховуючи його ділову репутацію.

Record (v) – записувати *as in* to record the history of cybernetics – робити записи з історії кібернетики, to record music – записувати музику.

(Tape)-Recorder – магнітофон, (tape)-recording – магнітофон. Look, why don't you come over to my place to listen to some of recordings? – Послухай, а чому б тобі не прийти до мене послухати музику?

PRACTICE

1. Find in the text equivalents to these words.

- a. restriction
- b. to understand
- c. top
- d. deeply
- e. not true
- f. reliable
- g. to make up
- h. surprised
- i. removes
- j. beginning

2. Cross out the odd word.

- a. ugly, fascinating, outstanding, interesting
- b. well-educated, knowledgeable, ignorant, intelligent
- c. enable, let, forbid, allow
- d. deadly, promising, last, fatal
- e. tape-recorder, device, appliance, machine
- f. glacier, avalanche, ice-break, ice-cream
- g. profoundly, shortly, deeply, sincerely
- h. type, species, sort, slope

3. Match the following words.

- | | | |
|--------------|---|-------------|
| to ski down | → | mountaineer |
| to deal with | | selection |
| enthusiastic | | constraints |
| experienced | | a mountain |
| founding | | experience |
| nostalgic | | outsider |
| natural | | properties |
| heritable | | fathers |

4. Choose the correct preposition for these words.

- 1. I'd like to start ... naming the participants of this meeting.
 - a) from
 - b) by
 - c) at
 - d) on
- 2. They didn't think ... his plan as a viable one.
 - a) after
 - b) upon
 - c) of
 - d) in
- 3. The noise of the crowd didn't prevent him ... reading.
 - a) –
 - b) of
 - c) to
 - d) from

4. The scientists decided to apply this method ... the new phenomenon.
 - a) to
 - b) for
 - c) on
 - d) in
5. Can you keep an eye on my suitcase ... I come back.
 - a) before
 - b) while
 - c) as soon as
 - d) until
6. "Will you show ... me your homework, please?" – the teacher said.
 - a) to
 - b) –
 - c) at
 - d) for
7. The mountaineers spent the night ... the slope of the mountain.
 - a) at
 - b) over
 - c) on
 - d) in
8. I met Jack ... chance last week.
 - a) in
 - b) on
 - c) at
 - d) by
9. When we reached ... the summit, everyone was rather tired.
 - a) at
 - b) –
 - c) to
 - d) on
10. I can't find my wallet, though I have already looked ... it everywhere.
 - a) at
 - b) to
 - c) on
 - d) for

5. Read the statements and decide if they are true or false or the information is not clear from the text.

	T	F	NC
1. The author considers himself a knowledgeable scholar.			
2. The author created the theory of evolution.			
3. The founding fathers of cybernetics created a new approach to philosophy.			
4. Successes that cybernetics achieved in the fields of mathematics and technology are more important than philosophical potential of cybernetics.			
5. Warren McCulloch never gave lectures at the University of Virginia.			
6. The "real" world shows us when we are right.			
7. To learn a mountain means to learn its viable paths.			
8. The properties that allow an organism to survive are created by natural selection.			
9. All species have properties that enable them to survive.			
10. The author went to Virginia in 1948			

6. Translate into English.

Обізнаний науковець; захоплюючі особисті подробиці; бути повністю забутим; видатні успіхи в галузі математики та технологій; затьмарити філософський потенціал; ствердження, висловлене під час лекції; зашкодити кому-небудь зробити що-небудь; властивості, що передаються у спадщину; природний відбір, дозволити вижити; у горах біля Монблану; ностальгічне відчуття; механічні прилади; навести теорію еволюції як приклад; організми, які складають біологічний вид; вилучати те, що не підходить, піднятися на гору; зробити вибір; можлива лавина; бути у відносній безпеці; фатальні перешкоди; подивитися на що-небудь досить уважно; довести помилковість гіпотези; послужний список; зазнавати труднощів; погана репутація; побити рекорд; прилади, що зберігають працю; отримати позитивний досвід.

7. Choose the correct answer.

1. In line 4, the word “its” refers to ...
 - a) history
 - b) details
 - c) record
 - d) cybernetics
2. In line 5, what does the word combination “anything but” mean?
 - a) not only
 - b) one of the
 - c) not
 - d) simply
3. In line 13, the word “obscured” is closest in meaning to the word ...
 - a) hid
 - b) forgot
 - c) fell
 - d) diminished
4. In line 7, whom do the words “enthusiastic outsider” refer to?
 - a) Warren McCulloch
 - b) a knowledgeable scholar
 - c) the author
 - d) the inventor of cybernetics
5. In line 12, the words “the two interests” refer to ...
 - a) the founding fathers and cybernetics
 - b) a technique and an approach to philosophy
 - c) enterprise and technique
 - d) philosophy and cybernetics
6. In lines 18, what is meant by “is indeed the peak of knowledge”?
 - a) is the essence of knowledge
 - b) is very difficult to achieve
 - c) can't be very important for science
 - d) can be very dangerous
7. In line 21, the word “revelation” is closest in meaning to the word ...
 - a) surprise
 - b) revolution
 - c) possible answer
 - d) truth

8. In line 24, the word “random” does NOT contain the meaning of ...
 - a) taken by chance
 - b) hazardous
 - c) unpredictable
 - d) impossible
9. In line 28, the word “them” refers to ...
 - a) properties
 - b) organisms
 - c) composers
 - d) species
10. In line 31, what does the author mean by “in those days”?
 - a) during the last ten days
 - b) in 1948
 - c) forty years ago
 - d) a thousand years ago
11. In line 30, the word “it” refers to ...
 - a) Montblanc
 - b) the author’s stay in France
 - c) France
 - d) a mountain in the Alps
12. In line 38, the words “an experienced mountaineer” probably refer to ...
 - a) the reader
 - b) the author
 - c) Warren McCulloch
 - d) a knowledgeable scholar

8. Translate into English.

1. Теорія еволюції вразила мене як дуже добрий приклад того, як потрібно розглядати біологічні види та успадковані властивості.
2. Щоб довести неспроможність цієї теорії, я повинен буду процитувати одного з батьків-засновників кібернетики.
3. Він не був обізнаним науковцем, він був лише енергійним дилетантом і тому не міг знати всіх захоплюючих подробиць про досвідчених альпіністів, які провели останні два тижні на схилах Монблану.
4. За останні роки кібернетика досягла нечуваних успіхів у галузі технологій, проте її філософський потенціал залишався у затінку.

5. На жаль, вони повністю забули все, що знали про природній відбір, але вони такі, які є, і було б помилкою вважати, що вони можуть змінитися.
6. Те, що вразило мене на початку, це та кількість обмежень, яка заважала мені робити те, що я хотів.
7. Щоб запобігти поширенню хвороби, науковці вирішили використовувати нову схему; тепер вони записували усю інформацію про хворих і передавали її відразу ж до центральної лабораторії.

LISTENING AND SPEAKING

1. Listen to Anthony STAFFORD BEER, a famous cyberneticist, and answer the questions.

1. What did Warren McCulloch do? What did he say was his job?
2. Who was his neighbour?
3. In what field was he a leading expert?
4. Why did the Chicago Literary Society invite McCulloch? What did he do when he came?
5. What was the name of the meeting held by the New York Academy of Science? When was it held?
6. Why don't such meetings exist any more? Could such meetings help to develop science nowadays?
7. Have the most important inventions been made yet or will we see any of them in the future? Why? What else should or must be invented by people? Can cybernetics help?

CASE STUDY

BACKGROUND

1. Read the background and use the information to do the tasks.

A serious safety problem is threatening the future of Transal, a pipeline company. Hundreds of yearly accidents have led to high absenteeism, causing lost time, low morale, unsatisfactory efficiency levels, falling profits and a falling share price. Press articles about the company's lack of concern for its employees are having a very negative effect on customers, shareholders and staff. If the company is to survive it must develop a "safety conscious culture". The question is: how?

2. Look at the three options open to Transal and discuss the potential benefits and disadvantages of each one.

– The International School of Industrial Engineering

Send all technical staff members on an intensive “safety awareness” course run by a high-profile school of engineering. The course is very expensive but has an excellent reputation. This will be emphasised at a press conference organised to announce the new company plans. On their return, the managers will train their teams. The forecast is to have improved safety conditions by this time next year.

– Stanford, Traynor & Weldon Associates

Bring outside consultants into every subsidiary to organise training schemes for all employees over a period of six months. This would be more expensive but would give low-level workers an opportunity to speak to experts and to point out problems. The results should be almost immediate and the experts would be on hand to talk to the press.

– Safety Charity Challenge

Offer to give a sum of money to a community charity of the workers’ choice every time they eliminate a safety hazard. An untested idea suggested by the communications department. If successful, it could lead to a lot of positive publicity and be very cost-effective. However, it relies on the employees’ willingness to take part in such a scheme. There is no knowing how long it might take to improve conditions.

3. Choose the best option and present your arguments to the class.

WRITING

1. Do you agree with the statement “To have proved a hypothesis false is indeed the peak of knowledge”? Write a composition of about 200 words to prove your answer.

Для нотаток

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Навчальне видання

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За заг. ред. Шевченко І.С.

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