

Министерство образования Республики Беларусь
Учреждение образования
«Белорусский государственный университет
информатики и радиоэлектроники»

Кафедра иностранных языков №2

БИЗНЕС-ИДЕНТИЧНОСТЬ

*ПОСОБИЕ ПО РАЗВИТИЮ НАВЫКОВ
И УМЕНИЙ ЧТЕНИЯ И ГОВОРЕНИЯ НА АНГЛИЙСКОМ ЯЗЫКЕ
ДЛЯ СТУДЕНТОВ ИЭФ
ВСЕХ ФОРМ ОБУЧЕНИЯ*

BUSINESS IDENTITY

*ENGLISH COURSE BOOK
ON READING AND SPEAKING SKILLS DEVELOPMENT
FOR FULL AND PART TIME STUDENTS
OF THE ENGINEER AND ECONOMICS FACULTY*

Минск БГУИР 2011

УДК 811.111(076)

ББК 81.2Англя73

Б59

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Б59

Бизнес-идентичность : пособие по развитию навыков и умений
чтения и говорения на англ. языке для студентов ИЭФ всех форм обуч. =
Business Identity: English course book on reading and speaking skills
development for full and part time students of the Engineer and Economics
Faculty / М. В. Кравченко [и др.]. Минск : БГУИР, 2011. – 76 с.

ISBN 978-985-488-723-4.

В пособие вошли 8 разделов: Companies, Recruitment, Advertising, Globalization, Business and the Environment, Marketing, Enterprise Management, IT and Business Media. Авторами разработки представлен единый комплекс упражнений и заданий репродуктивно-продуктивного и продуктивного характера, а также работа по технологиям Case Study, Interview и Role Play. Цель пособия – развитие навыков и умений чтения и говорения студентов на английском языке по специальности, а также умений делового взаимодействия в ходе собеседования при приеме на работу.

Предназначено для студентов первой и второй ступеней всех форм обучения, а также широкого круга лиц, изучающих английский язык.

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ISBN 978-985-488-723-4

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информатики и радиоэлектроники», 2011

UNIT I: COMPANIES

There are a number of different forms that a business can take and there is no prescriptive method by which you can decide which one is right for you.

A company is a form of business organization. It is a collection of individuals and physical assets with a common focus and an aim of gaining profits. This collection exists in Law and therefore a company is considered a «Legal Person».

In the United States, a company is a corporation – or, less commonly, an association, partnership, or union – that carries on an industrial enterprise. Generally, a company may be a «corporation, partnership, association, joint-stock company, trust, fund or organized group of persons».

In English law, and therefore in the Commonwealth realms, a company is a form of body corporate or corporation, generally registered under the Companies Acts or similar legislation. It does not include a partnership or any other unincorporated group of persons.

VOCABULARY PRACTICE

1. Agreement (n) – соглашение, договор
2. Anticipate (v) – предвидеть, предчувствовать, ожидать
3. Assets (n) – активы, средства, капитал, фонды
4. Audit (n) – проверка счетов, ревизия отчетности
5. Board of Directors (n) – совет директоров, правление директоров
6. Borrow (v) – брать займы, занимать
7. Bylaw – установленные нормы, правила внутреннего распорядка
8. Charter (n) – устав
9. Contribution (n) – содействие, вклад, взнос, сотрудничество
10. Debt (n) – долг, задолженность
11. Employee (n) – рабочий, служащий, работающий по найму
12. Entity (n) – самостоятельная компания, хозяйственная организация
13. Expand (v) – расширять, увеличивать, развивать
14. Income (n) – доход, заработок, прибыль (амер.)
15. Liability (n) – ответственность, обязательство, задолженность
16. Meet liabilities – покрыть задолженность
17. Obligation (n) – обязательство, обязанность
18. Owner (n) – владелец, собственник
19. Ownership (n) – владение, собственность
20. Partnership (n) – партнерство, товарищество, компания
21. Profit (n) – польза, выгода, pl. прибыль, доход
22. Proprietorship (n) – право собственности, собственность, sole proprietorship – единоличное владение, индивидуальное частное предприятие
23. Regulations (n) – правила, инструкции, распоряжения
24. Stock (n) – запас, резерв, капитал, ценные бумаги

25. Stockholder (n) – акционер, владелец, держатель акций
 26. Tax (n) – налог, сбор, пошлина
 27. Tax Burden (n) – налоговое бремя
 28. Terminate (v) – положить конец, кончатся, ограничивать

1. Match the terms with their definitions.

- | | |
|-----------------|---|
| 1. Proprietor | a) people who work inside a company |
| 2. Employees | b) an owner of a business |
| 3. Regulation | c) the money or other assets received periodically or in a year from one's business, land, work |
| 4. Income | d) prescribed rules, authoritative directions |
| 5. Partner | e) something that is owed, esp. money |
| 6. Debt | f) a person who shares or takes part with another or others esp. in a business firm with shared risks and profits |
| 7. Stockholder | g) a written constitution or description of an organization's functions |
| 8. Charter | h) an official examination of accounts |
| 9. Audit | i) an owner of stocks or shares |
| 10. Corporation | j) a group of people authorized to act as an individual and recognized in law as a single entity esp. in business |

2. Insert the words from the box below.

sole proprietorship, charter, assets, corporation, entity, obligation, partnership, owner, regulations, terminate

1. The is the simplest type of business organization that can be formed.
2. The owner of a sole proprietorship can ... the business at any time.
3. The sole proprietorship has the fewest government ... to follow.
4. The life of a sole proprietorship is ended by the death or physical disability of the
5. Without a written agreement, the ... does not really exist.
6. Each partner is responsible for the acts of the other partners, since those actions create an ... for the business.
7. A corporation is a single ... in the eyes of the law.
8. A public or open ... offers its stock to the public.
9. This means that only the ... of corporation can be taken to pay debts.
10. A corporation can only perform those activities which are stated in its

3. In each of the following sentences select the word or phrase that completes the statement best.

1. One advantage of the sole proprietorship form of business organization is that:
 - a) it is easy to raise capital
 - b) there is limited life of the business
 - c) there is no sharing of profits
2. The legal form of business organization that has only one owner is known as:
 - a) a stock company
 - b) a sole proprietorship
 - c) a partnership
3. The most common form of business organization for a small business is:
 - a) the corporation
 - b) the sole proprietorship
 - c) the partnership
4. One advantage of the corporate form of business organization is that:
 - a) there is unlimited liability
 - b) taxes are low
 - c) there is transfer of ownership
5. A corporation that sells stock to the public is known as:
 - a) private corporation
 - b) government corporation
 - c) public corporation
6. One disadvantage of the sole proprietorship form of business organization is that:
 - a) it is easy to raise capital
 - b) there is no sharing profits
 - c) there is unlimited liability
7. One advantage of the partnership form of business organization is that:
 - a) there is a sharing of responsibilities
 - b) there is unlimited liability
 - c) there is a sharing of profits
8. One disadvantage of the partnership form of business organization is that:
 - a) there is a sharing of responsibilities
 - b) unlimited liability
 - c) ease of obtaining credit
9. A law firm might easily be organized as a ... :
 - a) partnership, b) sole proprietorship, c) corporation
10. Two partners operating a small amusement park with high-risk should consider changing their current partnership to a ... :
 - a) sole proprietorship
 - b) private corporation
 - c) limited partnership

4. Look through the text on the power exercised by the board in different companies and fill in the gaps with the following word combinations from the box below.

On the contrary, as usual, for the most part, focus on, no problem, as a rule, in practice, on paper.

... .. the control of a company is divided between two bodies: the board of directors and the shareholders in general meeting., the amount of power exercised by the board varies with the type of company. In small private companies the directors and the shareholders are normally the same people

Thus there is in division of power. In large public companies, the board tends to exercise more of a supervisory role. And individual responsibility and management are delegated downward to individual professional executive directors who particular areas of the company.

... .. the board members often receive remunerations per year since they sit on the boards of several companies. Inside directors are not paid for sitting on a board. Outside directors, are usually paid for their services. These remunerations vary between corporations, but usually consist of a yearly or monthly salary.

5. Explain the meanings of the underlined words and phrases in the following text.

Wal-Mart an American retailer has grown at an incredible rate since it was founded by Sam Walton. Walton built an empire that turned him into the wealthiest man in America. Wal-Mart has over 1.000 stores outside America. In 2002 its profits were an astonishing \$ 6 billion and the company's market value was over \$ 260 billion. Wal-Mart became the biggest company in terms of sales.

The key to Walton's success seems to lie in building a culture that is focused on providing better value for customers than the competition. Everyone in the company is liable for upholding the core beliefs that help keep their culture alive and well. It is the cornerstone of what the company was founded on, it is its main focus. It was true many years ago and is still true.

From the very beginning Walton had three basic beliefs which continue to dominate company thinking: respect for the individual (both Associates and Customers), the highest standard of service to the Customers, a constant drive for excellence.

PRACTICE IN READING

6. Scan the title of the following text and try to figure out the contents.

Sam's Rules for Building a Business

1. Commit to your business. Believe in it more than anybody else.

2. Share your profits with all your Associates and treat them as partners. In return they will treat you as a partner and together you will perform beyond your widest expectations.
3. Motivate your partner. Money and ownership aren't enough. Constantly day by day, think of new and more interesting ways to motivate and challenge your partners.
4. Communicate everything you possibly can to your partners. The more they know the more they'll understand.
5. Celebrate your success. Find some humour in your failures. Have fun. Show enthusiasm always.
6. Exceed your customers expectations. If you do, they'll come back over and over. Give them what they want – and a little more
7. Control you expenses better than your competitors. This is where you can always find competitive advantage.

Notes:

commit – брать на себя обязательство, competitor – конкурент, challenge – вызов на соревнование, expenses – расходы, over and over – опять, повторно.

7. Read the first sentences of the paragraphs and say what questions are going to be discussed in the text.

Board of Directors

A board of directors is a body of elected or appointed members who jointly oversee the activities of a company or organization. The body sometimes has a different name, such as board of trustees, board of governors, board of managers, or executive board. It is often simply referred to as “the board”.

A board's activities are determined by the powers, duties, and responsibilities delegated to it or conferred on it by authority outside itself. These matters are typically detailed in the organization's bylaw. The bylaw commonly also specifies the number of members of the board, how they are to be chosen, and when they are to meet.

In an organization with voting members, e.g., a professional society, the board acts on behalf of, and is subordinate to, the organization's full assembly, which usually chooses the members of the board. In a stock corporation, the board is elected by the stockholders and is the highest authority in the management of the corporation. In a non-stock corporation with no general voting membership, e.g., a university, the board is the supreme governing body of the institution.

Typical duties of the board of directors include:

- governing the organization by establishing board policies and objectives;
- selecting, appointing, supporting and reviewing the performance of the chief executive;
- ensuring the availability of adequate financial resources;

- approving annual budgets;
- accounting to the stockholders for the organization's performance.

The legal responsibilities of the board and board members vary with the nature of the organization, and with the jurisdiction within which it operates. For public corporations, these responsibilities are typically much more rigorous and complex than for those of other types.

8. Read the text and put the following points into the order while looking through the text.

- 1) duties of the board;
- 2) legal responsibilities of the board;
- 3) the origin of the name of the board;
- 4) the importance of the organization's bylaw.

9. Spot the key words of each paragraph that may be used in its further retelling.

10. Make up a list of verbs which reflect the dynamics of the text.

11. Choose from paragraphs 1 and 2 adverbs which serve to describe the way a board of directors acts.

12. Make a commentary of the part of the text concerning the duties of the board.

13. Make an annotation of the text.

FORMS OF BUSINESS ORGANIZATION

There are three legal forms of business organization: a sole proprietorship, a partnership and a corporation.

The sole proprietorship form of business organization has only one owner. The sole proprietorship is the most common form of small business. The owner of a sole proprietorship can terminate the business at any time. All of the profits of a sole proprietorship belong to the owner. The sole proprietorship has the fewest government regulations to follow.

Generally, it is harder for a sole proprietorship to borrow money than it is for partners or corporations. The life of a sole proprietorship is ended by the death or mental or physical disability of the owner.

A partnership is a business consisting of two or more co-owners. Without a written agreement, the partnership does not really exist. Many circumstances arise which cannot be foreseen and therefore must be anticipated in a written agreement.

The owners of a business have numerous duties that must be performed successfully. One of the reasons for forming a partnership is to increase the amount of capital, which is needed to start or expand a business. A partnership can obtain credit more easily than a sole proprietorship.

Like the sole proprietorship, each partner has unlimited liability. Each partner is responsible for the acts of the other partners, since those actions create an obligation for the business. A partnership is terminated by the death or mental

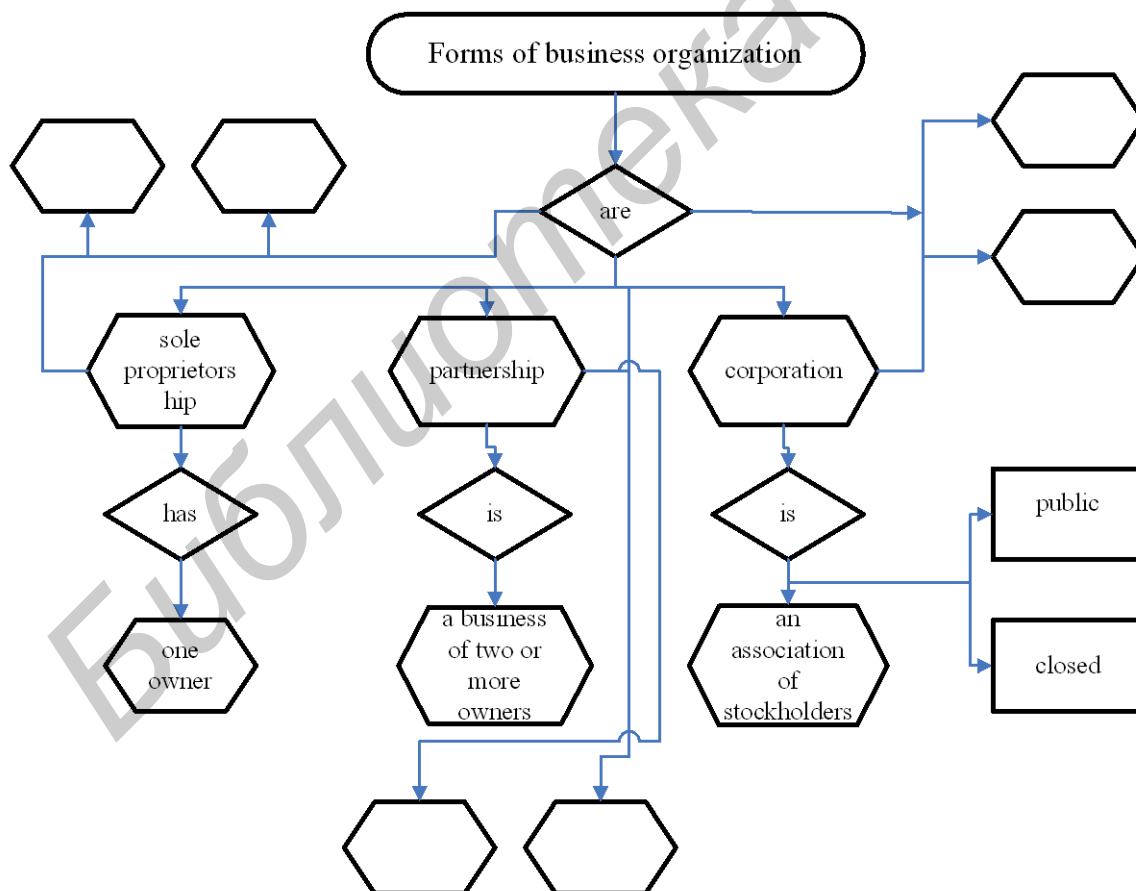
incompetency of any partner. A partnership can expand by raising additional money from partners or by adding new partners to the business.

A corporation is an association of stockholders, formed with government consent and having the power to transact business in the same manner as if it were one person.

A corporation is a single entity in the eyes of the law. When organizing a corporation, all initial stockholders elect a board of directors and draw up bylaws for the corporation. Corporations are either closed or public. A small business corporation is usually a closed corporation. This means that capital stock is not sold to the public. A public or open corporation offers its stock to the public. The principal owner of a public corporation is the majority stockholder.

A corporation is a limited business. This means that only the assets of the corporation can be taken to pay debts. The corporation can be easily expanded. When more capital is needed, additional stock is sold to the public. A corporation can only perform those activities which are stated in its charter. Corporations must be publicly audited each year. Corporations pay taxes on profits, and stockholders pay taxes on the dividends they received from those profits.

14. Read the text and examine the flow chart of the text.



15. Reread the text and fill in the blanks of the flow chart.

16. Look through the questions and say how many of these questions you can answer.

1. What are major legal forms of business organization?
2. What kind of business is a sole proprietorship?
3. Who can terminate the business at any time?
4. In what case is the life of the sole proprietorship ended?
5. How many co-owners does a partnership incorporate?
6. What is one of the reasons for forming a partnership?
7. Is a corporation an association of stockholders or partners?
8. Who is the principal owner of a public corporation?

17. Speak about advantages and disadvantages of different forms of business organization using the flow chart.

PRACTICE IN SPEAKING

18. Work in pairs. Examine possible questions of a business discussion and answer them.

1. What form of business organization would you prefer and why?
2. How much money will you need to start a new business?
3. What are your profit expectations?
4. Where will you find employees needed?
5. Where should you locate the business?

19. Make up your own list of the questions to be used in the discussion.

20. Work in pairs. Complete the missing replies to restore the dialogue using phrases from the list below.

A: Hi, Nick. How are you?

B:

A: I'm fine too. I thought if you could give me a piece of advice.

B:

A: Well, you know I want to start my own business.

B:

A: If you go into business alone you can start or stop it whenever you wish.
Besides you needn't share your profits with anyone.

B:

A: If you have a small number of employees your financial resources will be limited.

B:

A: I'll think it over again.

B:

Standard Phrases

| | |
|---|---|
| How are you? | – Как дела? |
| Fine, thanks. | – Хорошо, спасибо. |
| I'm fine too. | – Тоже хорошо. |
| I thought if you could give me a piece of advice. | – Интересно, не мог бы ты дать мне один совет? |
| Sure, if I can. Go ahead | – Конечно, если смогу. Говори в чем дело? |
| Well, you know, I want to start my own business | – Знаешь, я хочу открыть собственное дело. |
| Sounds great. | – Прекрасно! |
| If you go into business alone you can start or stop it whenever you wish. | – Если у тебя собственное дело, то ты можешь открыть его или закрыть, когда захочешь. |
| Besides, you needn't share your profits with anyone. | – Кроме того, тебе не надо ни с кем делиться прибылью. |
| But, there, certainly, must be some drawbacks and risks. | – Но, определенно, здесь должны быть и недостатки, и риск. |
| Definitely. | – Конечно. |
| If you have a small number of employees your financial resources will be limited. | – Если у тебя будет мало служащих, твои финансовые средства будут ограничены. |
| I see. | – Понятно. |
| I'll think it over again. | – Я еще раз все обдумую. |
| That's all right. | – Пожалуйста. |

21. Speak on the following situations using your active vocabulary and information from the text "Forms of business organization".

1. An international conference held at your university is devoted to the forms of business organization. Students of different countries participate in it. Interview your friend participating in the conference and ask him what theme he has chosen and why.
2. Your foreign partner has paid a visit to your country. He is the head of our corporation. He is planning to expand our business. What questions would you touch upon at your meeting?
3. Your friend is establishing a new business. He wants you to be his partner. What decision will you make?

UNIT II: RECRUITMENT

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. Recruitment and selection is a step by step process involving both, the employer and the employee, in a way that both of them are mutually benefited.

The Human Resource Department (HRD) plays a significant role in the recruitment process of every organization. Whenever a vacancy arises in an organization, it is the responsibility of the HRD to place the information about a job opening in the public domain through the various media such as on job sites, want-ads, job fliers, job centers, job fairs etc. For an employer it is the process of selecting the most suitable candidate for a specific job requirement. For an employee or an applicant job seeking process involves the following steps:

- do job market research and get acquainted with the available job openings in the area of interest to you;
- have a clear idea of how to compose a résumé or a CV;
- be aware of the main requirements for references;
- study the rules of writing a cover letter or a letter of application;
- and finally, if the submitted package of job profile documents attracts the employer or the head of the Personnel Department you will be invited for an interview.

Please remember: you have a great product to sell – yourself. Be persistent (not pushy). Try to position yourself as a valuable person, as someone who will contribute to the company you have chosen (not so much as someone who will benefit from it).

VOCABULARY PRACTICE

| | |
|---|-------------------------------------|
| recruit/ employ/ hire (v) | проводить набор сотрудников |
| apply for a job (v) | подать заявление о приеме на работу |
| a letter of application/ covering/ cover letter (n) | сопроводительное письмо |
| a career/ job fair (n) | ярмарка рабочих мест |
| a résumé , curriculum vitae (a CV) (n) | резюме, анкета |
| a reference (n) | рекомендация |
| job hunting (n) | поиск работы |
| job market (n) | рынок рабочих мест |
| an applicant/ candidate/ employee (n) | претендент на должность; соискатель |
| an asset/ attribute (n) | ценное качество, плюс для кандидата |
| a job interview (n) | собеседование при приеме на работу |
| evaluate/ assess (v) | оценивать; давать оценку |
| job ads/ want-ads (n) | рекламные объявления в прессе |
| work experience (n) | опыт (стаж) работы |

| | |
|--------------------------------------|------------------------------|
| an employer (n) | работодатель |
| contribute to (v) | вносить вклад |
| Human Resource/ Personnel Department | отдел кадров |
| a vacancy/ job opening (n) | вакансия |
| rights and responsibilities (n) | права и обязанности |
| recruitment agency (n) | агентство по трудоустройству |

2. Match the terms with their definitions.

| | |
|-----------------------|--|
| benefit | something that is needed or that is demanded as necessary when applying for a job |
| application procedure | a person who has completed a university degree course |
| job profile | the ability of a group of people to work together effectively |
| decision making | a skill; smth in which one succeeded |
| salary | a special ability to do something well, esp. as gained by learning and practice |
| job requirement | anything that brings help, advantage, or profit |
| college graduate | a set of actions necessary for making a request, esp. officially and in writing |
| teamwork | a description of a job |
| accomplishment | a cognitive process of reaching a decision |
| skills | money, usu. paid once a month, that one receives as payment from the company one works for |
| position | an unfilled job in a factory, office |
| job opening/ vacancy | a job, a particular place or rank in an organization |

3. Insert the necessary word-form from the box into the text.

| Noun | Verb | Adjective | Adverb |
|---------------|---------------|------------------|---------------|
| knowledge | know | knowing | knowingly |
| market | market | marketable | – |
| specification | specify | specific | specifically |
| feature(s) | feature | featureless | – |
| employer | employ | employable | – |
| question | question | questionable | questionably |
| personality | personalize | personal | personally |
| attribute(s) | attribute | attributive | – |
| point | point | pointed | – |
| individual | individualize | individual | individually |
| application | apply | applied | – |

Selling points in job hunting process

Before applying for a job you should 1) ____ your selling features (= possibilities) and benefits (=advantages). In your case, these features are 2) ____ skills which will make you the best candidate. You must also determine 3) ____ benefits that result from those 4) ____; in other words – how your skills and qualification will interest your prospective 5) ____ and the company where you want to work. The key 6) ____ here is: What contributions will you make to the company if they hire you? To answer this question, you need to assess yourself both as a 7) ____ and a specialist. Only after you have done both, can you get to writing your resume, which is, as you understand, your selling 8) ____.

9) ____ agencies may also give computerized tests to assess an 10) ____ on basic and job-related skills, e.g. language skills, communication skills or typing skills, etc. At a more basic level written tests may be given to assess literacy. A candidate may also be assessed on the basis of an interview. Candidates will be requested to provide a résumé (also known as a CV) and to complete an 11) ____ form.

4. Read and fill in the following statements with the words and expressions from the box.

both, are more likely, in general, in theory, depend on, at ease, to some extent, with regard to, at first, at least, spent on, rely on, on average, to break the ice, on the one hand... on the other hand

1. When filling a mid- or senior-level leadership position, organizations ____ to hire an external candidate than an internal candidate.
2. It is an efficient method to assess the skills and knowledge of the candidate ____ the required skill set.
3. ____, external candidates were selected more often than internal candidates. ____, external candidates sometimes bring skills that cannot be found within the organization's current workforce.
4. Most organizations plan to increase the money ____ both recruiting and selecting candidates.
5. ____, 33 percent of organizations' HR budget is allocated specifically to recruitment and 18 percent is allocated specifically to selection.
6. The Internet and employee referrals are ____ the most popular and effective methods for recruiting.
7. Organizations ____ heavily ____ internal resources when recruiting candidates.
8. Many companies, ____ post job openings on the company's web site to attract candidates. These are relatively easy, yet very effective ways to identify candidates ____ in and outside of the company.
9. It is very important to put the candidate ____ during an interview, so as to eliminate initial nervousness and ____.

10. Almost all of the organizations surveyed use behavior-based interviews ___ as part of their selection process.

11. The selection practices an organization uses ___ the positions to be filled.

12. The recruitment industry is based on the goal of providing a candidate to a client for a price. ___ there are agencies that are paid only if they deliver a candidate that successfully stays with the client beyond the agreed probationary period. ___ there are agencies that are paid a retainer to focus on a client's needs and achieve milestones in the search for the right candidate, and then again are paid a percentage of the candidate's salary when a candidate is placed and stays with the organization beyond the probationary period.

5. Link the beginning and the ending of a sentence using the right adjective (adverb, participle II).

Strategies of job hunting

| | | |
|---|---------------|--|
| 1. The strategies summarized below are | great | to new college graduates to “surf” in the open job market. |
| 2. Reviewing the want-ads is one of | least | and most common strategies for finding a job. |
| 3. With Internet sites, you have | excellent | access to lots of current job listings. |
| 4. To include your resume in the database of the local career center is a(n) | more adjusted | idea too. Organizations review it online to determine whether your background and qualifications fit the hiring needs. |
| 5. Many universities hold at | the oldest | one job fair a year. |
| 6. Job fairs represent a | vaster | opportunity to meet potential employers. |
| 7. You have to be | main | prepared to ask all the relevant questions. |
| 8. You may submit your resume to the career center. The staff then send it to employers who are seeking | most | candidates with the required qualification for specific job openings. |
| 9. There are three | well | types of recruitment agencies. You can register with one of them. |
| 10. Remember: studies reveal that | appropriate | of the jobs are obtained through some type of networking. |

6. Explain the meaning of the words and word combinations in bold type.

Once you have sent your **covering letter** and **resume** to a company and **survived the weeding out process**, your resume typically **gets passed along** to the **hiring manager**.

So why do companies **conduct phone interviews**? Phone interviews give the company a chance to **get a feel** for your **skill-set**, interests, desired compensation etc., and see **if there is a match** between their needs and your **strengths**. If there is enough **common ground**, then the phone interviews are almost always **followed-up** by an **in-person interview**. Phone interviews are generally conducted in two steps. The first step is with a **recruiter** in **Human Resources**. The second step is a **technical interview**, usually with one of the people you would be working with. Technical phone interviews are usually only conducted for people living **outside the geographical region**. This is done because the company wants to have some **level of confidence** in your **technical abilities** before they decided to spend the money **to fly you in** for an in-person interview.

PRACTICE IN READING

7. Scan the title of the following text and try to figure out its contents.

8. Read the first sentences of paragraphs and say what questions (problems) are going to be discussed in the text.

Résumé writing rules

Résumé is a vital part of the employment process. Although a resume should give a lot of information about you, it is necessary to determine only the most important facts about you. The employer's task is to find suitable candidates with the background that meets the company's needs. Your task is to demonstrate in your resume that you have what they are looking for. The challenge is to directly address the concerns of the hiring authorities, to get into the hiring person's head. There are five primary resume sections:

- *Heading* – consists of your full name and mailing address with full postal code, phone number, fax number and E-mail address;

Introduction – sets the tone of your resume and connects your field of knowledge or work with the needs of your prospective employer. It answers the main questions: What do you want to do? How can you contribute to the company you want to work for?

- *Experience* – you begin with your most recent position and then move backwards. You should highlight your professional career and experience, qualifications and achievements. Mention the name of the organization, its location, dates of employment, positions you held.

- *Education* – is often the primary selling point. You may want to include: GPA, extracurricular activities, scholarships, awards, internships, special theses, research projects, publications and presentations.
- *Miscellaneous* – interests, hobbies, volunteer work, recognitions, licenses, languages, membership in professional associations.

References may be considered an additional section of your resume. References are a necessary instrument to help you to be promoted to the marketplace. The majority of employers check references. So you should treat this portion of the job search seriously.

When writing your résumé, remember: it is a self-advertisement! Words are power. Lighten up your resume and let it sing and dance a bit, and entertain the reader. By displaying a personality, you display emotion. Emotion sells more than anything else!

You must include a cover (= covering) letter when sending your résumé to anyone. A cover letter should do more than state «Here is my application and résumé». A well-written cover letter reveals important communication skills. Cover letter should be brief, energetic, and interesting. A good cover letter answers the following questions:

1. Why are you writing to me and why should I consider you as a candidate?
2. What qualifications do you have that I could benefit from?
3. What else are you prepared to do to sell yourself?

And remember: a cover letter is more informal than a résumé. Be motivating. Demonstrate specific problem-solving skills. Do not lie or exaggerate. Do not mention salary expectations.

9. Read the text again and put the following points into the correct order.

- Any additional subsections.
- The main purpose of writing a résumé.
- The section that has the most influence on a potential employer.
- The tips for reference writing.
- The general guidelines for résumé writing.
- The main function of a cover letter.
- The main four sections of a résumé.
- The reverse order of job titles.
- The function of references.
- The kind of information each job title must include.

10. Spot the key words of each paragraph which can be words for its further retelling.

11. Make a list of verbs which reflect the dynamics of the text.

12. Spot the international words and guess the meaning of each in the following text.

13. Choose from the text the adjectives which serve to describe rules for the functional résumé and covering letter.

14. Work in pairs. Make a commentary of the part of the text which concerns the main sections of résumé.

15. Choose and study a few examples of a résumé. Compare their forms and structures on the basis of the rules presented in the text.

16. Read the text and examine the flow chart of the text.

In-Person Interview

If you survived the initial phone interview, the next step is probably an in-person interview. Some prefer to have "panel-like" interviews, while others prefer one-to-one interviews. Expect to interview with three to four technical people (most likely the people you will end up working with) and maybe a group manager. The entire interviewing process can take anywhere between 2 to 6 hours.

Expect a wide variety of questions that range from common personal questions to very challenging technical questions relevant to the job you are applying for. Remember that the whole point of this exercise is for the interviewers to determine if you have the skills to do the job you are being interviewed for, and if you are someone they would like to work with.

Common type of job interview in the modern workplace is the behavioral interview also called a competency-based interview. This type of interview is based on the notion that a job candidate's previous behaviors are the best indicators of future performance. Typical behavioral interview questions:

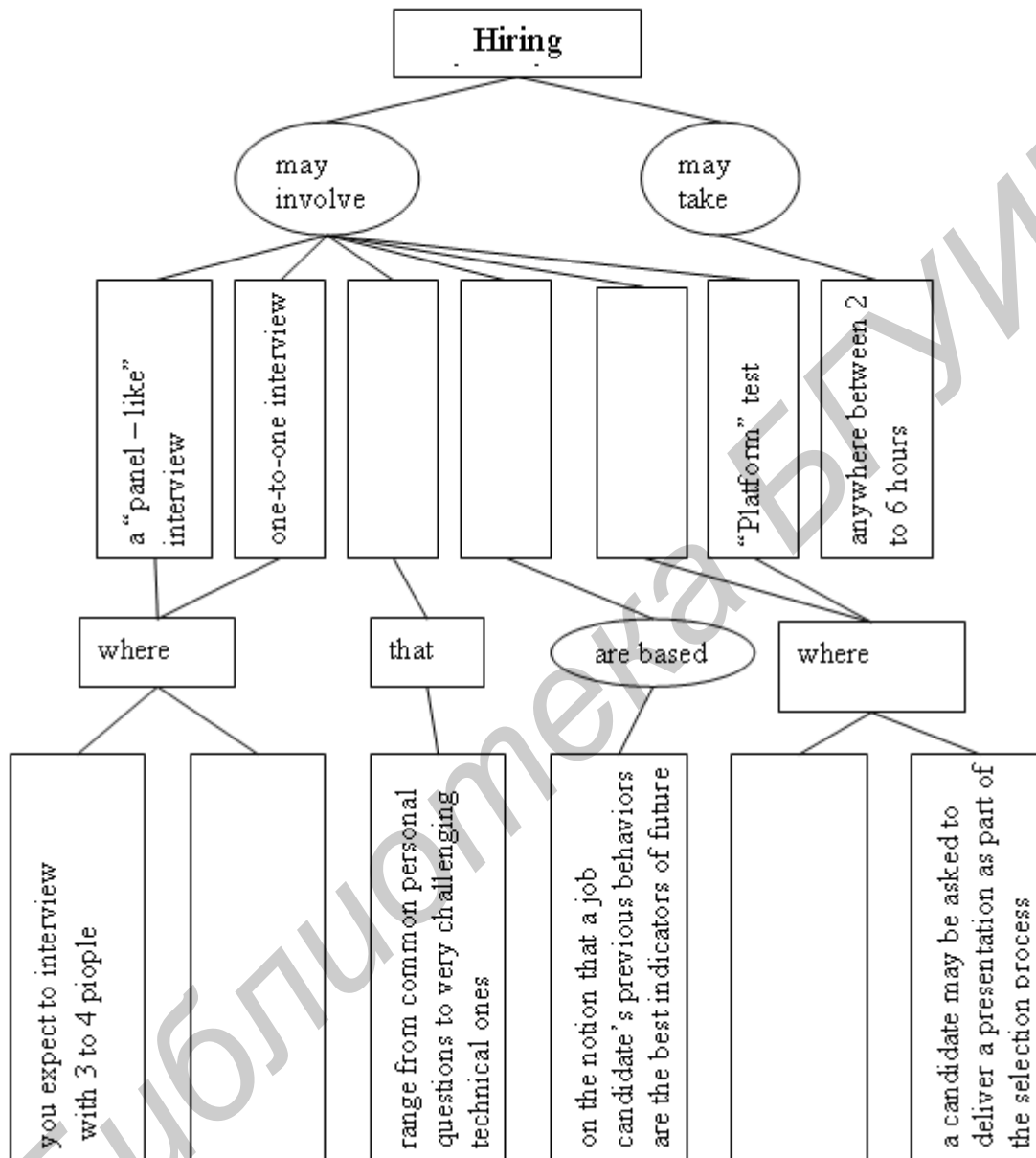
- Describe the worst project you worked on.
- Describe a time you had to work with someone you didn't like.
- Tell me about a time when you had to stick by a decision you had made, even though it made you very unpopular.

Stress interviews are still in common use. One type of stress interview is where the employer uses a succession of interviewers (one at a time) whose mission is to intimidate the candidate and keep him/her off-balance. The purpose of this interview is to find out how the candidate handles stress. Questions about handling work overload, dealing with multiple projects, and handling conflict are typical.

Another type of stress interview may involve only a single interviewer who behaves in an uninterested or hostile manner. For example, the interviewer may not make eye contact, may roll his eyes or sigh at the candidate's answers, interrupt, and turn his back, take phone calls during the interview. The goal is to assess how the interviewee handles pressure. Examples of sticky interview questions:

- Putting you on the spot: «How do you feel this interview is going?»
- Popping the balloon: (deep sigh) «Well, if that's the best answer you can give ...»
- Oddball question: «What would you change about the design of the hockey stick?».

Candidates may also be asked to deliver a presentation as part of the selection process. The "Platform Test" method involves having the candidate make a presentation to both the selection panel and other candidates for the same job. This is obviously highly stressful and is therefore useful as a predictor of how the candidate will perform under similar circumstances on the job.



17. Read the text once again and fill in the blanks of the scheme.

18. On the basis of the scheme speak about hiring interview.

Handling an interview

You have to be well prepared for the hiring interview. An interviewer wears three hats, i.e. he/ she has a threefold objective: information seeker, information giver, decision-maker.

You, as an applicant also have to speak and listen, provide information, and collect information. To accomplish these goals, you need to research the organization you are applying to. Your basic resources are what you say and how you say. You are selling yourself to the interviewer. Whether or not you are hired depends on how you communicate your assets, values, attitudes, and credibility. The interviewer wants to find out a lot about you in a short period of time, to evaluate your strengths as a communicator, your personality, social effectiveness and character. Try to have a positive attitude, be cooperative, enthusiastic, flexible and honest.

Let's explore the interview process and prepare to participate in it. There are three main aspects of the hiring interview:

1. The beginning, or opening – it is used to establish a rapport (= mutual understanding). The primary goal is to enable both sides to feel free by creating an atmosphere of trust and goodwill. Important role here is played by conversational icebreakers and orientation statements.
2. The body – here the interviewer and the interviewee may discuss work experiences, major accomplishments, the applicant's strong and weak points, career goals. Your educational background and activities and interests are appropriate to talk about at this stage.
3. The close – the main points covered above are summarized here. The leaving-taking should be comfortable for both sides. It's important to express appreciation for the time and efforts given.

Before the final «Good luck!» in finding a job, here are top 10 personal qualities that employers seek in job candidates: *communication skills, honesty/integrity, teamwork skills, interpersonal skills, motivation/initiative, strong work ethic, analytical skills, flexibility, computer skills and self-confidence.*

19. Work in pairs. Look through the questions on the text and say how many of these questions you can answer.

- Are you familiar with the types of interview given above?
- Can you add any other type to the list?
- What is the main purpose of a hiring interview?
- Who participates in it?
- Why is a hiring interview considered to be testing of the parties involved?
- What are the main stages of a hiring interview?
- What is the main idea of the opening stage?
- What is small talk? What could serve as conversation icebreakers?
- What does the body of the interview include?

- What is the goal of the close? How do you understand the expression “the door should be left open for future contacts”?

20. Work in pairs. Study the job ad and answer the possible questions of the job interview.

Itransition
is seeking a candidate for the position of Sales Manager

Core Responsibilities:

- lead generation
- initial client response and communication
- pre-production negotiations
- negotiating contracts and closing deals
- upsale

Professional qualities:

- awesome English is a must
- 2+ years relevant work experience
- communication skills, ability to communicate freely via phone

Personal qualities:

- Diligence, flexibility, persistence, quick learner
- Ability to handle pressure
- Dominant financial motivation

The following will be considered as advantages:

- work experience in IT
- higher education
- practical knowledge of communication etiquette and sales techniques

Please send your CV or résumé with a cover letter to: resume@itransition.ru or fax (017) 210-13-62

1. What happens when two priorities compete for your time?
2. What, in your opinion, are the key ingredients in building and maintaining successful business relationships?
3. What is your greatest weakness?
4. How do you plan your day, week?
5. What are your career goals? And how do you judge success?
6. What was the job’s biggest challenge?
7. Why are you leaving your present position?

21. Continue the list of possible questions (5-6 questions).

22. Work in pairs. Study the interview and restore it using the logic scheme.

The opening: hold a few minutes of neutral conversation.

The body: ask questions about candidate’s résumé,

make the candidate feel at ease.

The close: summarize the main points, explain what happens next.

- Would you like to make a decision now?

- Right, shall we make a start? How did you learn about us?

- What is your attitude towards overtime?

- How do you feel about a job that requires a lot of travel?

- Tell me about yourself

- Are there any questions you want to ask me?

- Tell me about your last job

- Well, I'd prefer you sending me a formal offer.

- What are your feelings about our industry?

- Give us an example of something particularly innovative that you have done that made a difference in the workplace.

- _____

23. ROLE PLAY. Study the cards and roleplay this job interview. Use the questions from your list.

Card A – company profile:

Belarusian Airlines is the flag carrier of the Republic of Belarus. IATA member, IOSA certified, member of ERAA. Belavia offers over 30 scheduled destinations from Minsk to major European airports. Scheduled flights from Minsk to major European airports, Russia, Ukraine, Kazakhstan, the Caucasus, The Middle East. The company is seeking a candidate for the position of Finance Assisstant for the Finance and Control Department.

Card B – professional profile:

Alexandr Levin / Ksenia Lagodina

Management professional attuned to ever-changing needs of business. Extremely service-oriented with a unique combination of initiative and analytical skills.

Consistently demonstrate exceptional knowledge and decision-making abilities in the following area: financial management, automated systems and procedures, promotional activities, strategic planning.

Education – a university degree

Achievements: conducted ongoing analyses to evaluate efficiency, quality, and productivity of all departments.

Work experience: 3 years in this position for another company.

UNIT III: ADVERTISING

Any form of nonpersonal presentation of ideas, goods, and services by an identified sponsor is called advertising. The goal of advertising is to make potential customers aware of the product's existence, then to inform those customers of product characteristics leading to a favourable purchase decision. The firm's goal is to have consumers insist on purchase of their brand. Sometimes sales are not the primary object of advertising. A company may simply be trying to increase awareness of its brands in a particular market or to build a positive company image. Most companies have advertising managers, or brand managers. These people help to coordinate the company's advertising program with its sales program and with the company's advertising agency.

VOCABULARY PRACTICE

1. Advertise (v) – помещать, дать объявление; рекламировать.
2. Advertiser (n) – рекламодатель.
3. Advertisement (n) – объявление, реклама.
4. Appeal (v) – обращаться, призывать; привлекать, притягивать.
5. Arrangement (n) – расположение, договоренность, соглашение.
6. Buzz (n) – слухи, молва.
7. Jumpstart (v) – дать толчок, спровоцировать.
8. Layout (n) – верстка, показ, планировка, goods layout – выкладка товара.
9. Promote (v) – способствовать, выдвигать, продвигать.
10. Trademark (n) – торговая марка, фабричная марка.
11. Trade name (n) – товарный знак, торговое наименование, наименование фирмы.

1. Match the terms with their definitions. Notice! There is a term that needs two definitions.

| | |
|--------------------|--|
| Advertising | a) the impression that a person, an organization or a product gives to the public. |
|--------------------|--|

| | |
|---------------------------|--|
| Logo | b) a name that is taken and used by a company for business purposes |
| Advertising agency | c) (1) the arrangement in a retail store of the counters, tables, and displays that customers can view them and select merchandise. There are two general types of layouts: self-service, which permits customers to help themselves to goods, and full-service, in which customers are served by salespeople. |
| | a printed design or symbol that a company or an organization uses as its special sign |
| Image | d) any paid form of nonpersonal presentation of promotion of ideas, goods, and services by an identified sponsor |
| Layout | e) a professional organization rendering advertising services to clients for a fee |
| Matrix | f) a name, symbol or design that a company uses for its products and that cannot be used by anyone else |
| Promote (v) | g) Help sell a product, service, etc. Or make it more popular by advertising it or offering it at a special price |
| Advertorial | h) (2) the arrangement of the elements of an advertisement on a page |
| Trademark | i) a mold of pulp paper that is made with movable type pressed into it; hot metals poured into the mold to form an impression of the original type, which can then be placed on a press for printing. The molded metal is called a <i>stereotype</i> |
| Trade name | j) an advertisement that is designed to look like an article in the newspaper or magazine in which it appears |

2. Insert the word-form you need from the box into the text. Speak to your groupmates about different types of advertising.

| Verb | Adverb | Noun | Adjective |
|-------------|---------------|------------------------|------------------|
| circulate | – | circulation | circulatory |
| specialize | especially | specialism | special |
| act | actively | action | active |
| define | definitely | definition | definite |
| recognize | – | recognition | recognizable |
| celebrate | – | celebration/ celebrity | celebratory |
| – | visibly | vision | visible |
| focus | – | focus | focused |
| dedicate | – | dedication | dedicated |
| vary | variously | variety | various |

Advertising Media

Virtually any medium can be used for advertising: traditional media such as newspapers, magazines, television, radio, outdoor or direct mail; or new media such as websites and text messages. Any place an "identified" sponsor pays to deliver their message through a medium is advertising. Advertising media can include:

| | |
|-----------------------------|--|
| National advertising | covers large areas. It is usually used by manufactures and chain stores making use of mass media such as television and large- 1) ___ magazines. |
| Mail-order advertising | centres around the catalog. Catalogs list the items offered for sale together with an illustration, a description, the price, and the catalog number of each item. Catalogs of 2) ___ products do not have to be large or expensive. |
| Sales promotions | are double purposed because they are used to gather information about what type of customers you draw in and where they are, and to jumpstart sales. Sales promotions include things like contests and games, sweepstakes, product giveaways, samples coupons, loyalty programs, and discounts. The ultimate goal of sales promotions is to stimulate potential customers to 3) ___ . |
| Covert advertising | (known as guerrilla advertising) is when a product or brand is embedded in entertainment and media. For example, in a film, the main character can use an item or other of a 4) ___ brand. Product placement for Omega Watches, Ford, BMW and Aston Martin cars are featured in recent James Bond films, most notably Casino Royale. |
| Celebrity branding | focuses upon using celebrity power, fame, money, popularity to gain 5)___for their products and promote specific stores or products. Advertisers often advertise their products, for example, when celebrities share their favourite products or wear clothes by specific brands or designers. 6) ___ are often involved in advertising campaigns such as television or print adverts to advertise specific or general products. But one mistake by a celebrity can be detrimental to the public relations of a brand. |
| In-store advertising | is any advertisement placed in a retail store. It includes placement of a product in 7) ___ locations in a store, such as at eye level, at the ends of aisles and near checkout counters, eye-catching displays promoting a specific product, and shopping carts. |
| Social network advertising. | is online advertising with a 8) ___ on social networking sites. This is a relatively immature market, but it has shown a lot of promises as advertisers are able to take advantage of the demographic information the user has provided to the social networking site. |

| | |
|-------------------|--|
| Mobile billboards | are generally vehicle mounted billboards or digital screens. These can be on 9) ___ vehicles built solely for carrying advertisements along routes reselected by clients, they can also be specially equipped cargo trucks or, in some cases, large banners strewn from planes. The billboards are often lighted; some being backlit, and others employing spotlights. Mobile displays are used for 10)___ situations in metropolitan areas throughout the world, including: Target advertising, One-day, and long-term campaigns, Sporting events, Store openings, etc. |
|-------------------|--|

3. Use the following (phrasal) verbs to restore the statements. Mind the tense form.

To raise the reputation, to gain recognition (for), to be exposed to, to stand out ,
to have downsides, to set in motion, to center around, to brag about,
to jumpstart, to spotlight

1. The private life of famous people used to endorse a brand may ___ some unexpected ___.
2. Your salary increases ___ your ability to succeed at your job.
3. The programme ___ financial problems in the health service.
4. Let's ___ your job hunt with a quality resume.
5. ___ as an expert, is the universal dream of every professional, as he/she individually wants to figure in the top-ten list in their respective specialist areas.
6. In the article the author does not hesitate ___ the company's high quality products.
7. These fun multi-sensory games should ___ pupil's enthusiasm for study.
8. The average European family ___ more than 1,500 ads per day on television, in newspapers and magazines, and on radio.
9. If you are looking for ways ___ from the crowd, to be noticed by your colleagues and clients, put pen to paper whenever you have any idea.
10. We continue to believe the company's production of fully integrated boats ___ of its brands, enabling long-term growth and pricing.

4. Link the beginning and the ending of a sentence using the relative pronouns.

| | | |
|--|---------|---|
| 1. Commercial advertisers often seek to generate increased consumption of their products or services through branding, | such as | a) spend money to advertise items other than a consumer product or service include political parties, interest groups, religious organizations and governmental agencies. |
| 2. Non-commercial advertisers | such | b) newspapers, magazines, television, radio, outdoor or direct mail; websites and text messages. |
| 3. Nonprofit organizations may rely on free modes of persuasion, | which | c) listeners soon relate to the product. |
| | who | |
| | that | |

| | | |
|---|--|--|
| <p>4. Different types of media can be used to deliver these messages, including traditional media</p> <p>5. All the products launched in the market don't necessarily go on to become brands, and one of the common trait of those</p> <p>6. The majority of television commercials feature a song or jingle</p> <p>7. Advertising is compared with</p> | | <p>d) long-lasting institutions as the school and the church in magnitude of its social influence.</p> <p>e) involves the repetition of an image or product name in an effort to associate related qualities with the brand in the minds of consumers.</p> <p>f) do is a good advertising slogan.</p> <p>g) a public service announcement.</p> |
|---|--|--|

5. Work in pairs. Choose the most appropriate response to each sentence.

| | |
|--|---|
| <p>1. We're looking for some fresh thinking in our advertising department. Are you good at thinking outside the box?</p> <p>A. Yes, I tend to think like everybody else.</p> <p>B. Yes, I enjoy approaching new projects in a traditional way.</p> <p>C. Yes, I'm great at coming up with new and creative ideas.</p> | <p>2. Big Ace Hardware store is opening up in town. Do you think they'll give our local hardware store a run for their money?</p> <p>A. Definitely. Their selection will be bigger and their prices may be lower.</p> <p>B. Yes, our local hardware store will definitely run out of money.</p> <p>C. No. Everybody in town will start shopping at Ace Hardware.</p> |
| <p>3. Our store had a very successful holiday season this year. Sales were through the roof!</p> <p>A. I'm sorry to hear that you need a new roof.</p> <p>B. That's great. Congratulations!</p> <p>C. Don't worry. Maybe next year will be better.</p> | <p>4. Since you need to drum up some new business, I suggest you exhibit at a trade show.</p> <p>A. We don't have any business right now.</p> <p>B. We've been thinking about going into the drum business.</p> <p>C. Great idea! I'm sure we could find some new clients there.</p> |
| <p>5. I'd like to share the credit with you. Without you, I wouldn't have been able to find this important new client.</p> <p>A. Thank you. I appreciate the recognition.</p> <p>B. Thanks, but I already have enough credit.</p> <p>C. I think I deserve some of the credit too.</p> | <p>6. You deserve a pat on the back for figuring out how to fix our computer network.</p> <p>A. Thanks. It was my pleasure.</p> <p>B. Thanks. Let me turn around so you can see my back.</p> <p>C. Sorry. I wish I could've done a better job.</p> |

| | |
|---|--|
| <p>7. Kudos to you and the rest of the manufacturing department for figuring out how to cut our production costs!</p> <p>A. We don't need any more kudos. We have enough in inventory.</p> <p>B. Thank you. We are proud of our results.</p> <p>C. We'll try our best, but we can't guarantee anything.</p> <p>D. Traditional ways of advertising are no longer working for our firm. Do you think we should try some guerrilla marketing?</p> <p>E. Absolutely. It's always better to use reliable old methods.</p> <p>F. Yes, new ways of marketing might help increase sales.</p> | <p>8. If you agree to fix it all up I'll meet you halfway with the cost.</p> <p>A. If you do that, we'll have to get our lawyers in.</p> <p>B. Perhaps I shall offer you half the sum.</p> <p>C. OK, I think it's a square deal.</p> <p>D. We can't do it owing to circumstances outside our control.</p> |
|---|--|

PRACTICE IN READING

6. Read the first sentences of paragraphs and say what questions (problems) are going to be discussed in the article.

The Six Rules about Ads and Buzz

1. The message needs to be simple in order for people to pass it on. Short, straightforward messages based on current beliefs have a better chance of replicating themselves in the networks. Networks have their own walls and fences, but instead of wire or bricks, people use dialect, jargon, and acronyms to keep strangers out. Jargon and acronyms prevent comments from spreading at the rate they might otherwise. When your advertising is trying to appeal to several areas in the networks, make sure all areas can understand your message.
2. Fluff doesn't travel well in the networks. A typical customer will not recommend a company because "they offer a tradition of excellence, the best value for your money, and a set of power features". For your ads, messages to be passed on, they need to be relevant and have news value. Nobody comes back from a lunch break and says, "Guess what I had at McDonald's? A hamburger!" but I have heard people talk about *a new offering* they tried at McDonald's (like a hamburger with cheese, bacon, and mushrooms). People have a good ability to distinguish between empty and meaningful comments.
3. Don't tell customers that you care about them unless you really mean it and can *consistently* demonstrate superb customer service. I recently called a company that

boasted about “great customer service” in their catalog. They also talked about three easy ways to order. I sent them an e-mail, which they ignored. When I called them on the phone, I was put on hold for twelve minutes. The fact that they bragged about their customer service made me twice as furious and more likely to spread negative word of mouth about that company.

4. You may be very proud of the quality of your product or the level of service you provide, but your pride won't help buzz spread. Your *customers* need to feel the difference. A very simple way to find out if they do is to talk to them. If they can't tell you what's unique about your product, they won't be able to explain it to their friends.

5. A good way to begin making your organization aware of the power of the invisible networks is to measure word of mouth. When you conduct customer satisfaction surveys, ask your customers whether they have recommended the product recently. If so, to how many people? Once you have data over a period of time, you'll be able to tell which of your strategies created the most positive buzz.

6. By listening to the networks, marketers can get answers to questions such as these: How is the product being used out in the field? What problems are encountered by users? What are the product's attributes being discussed? This, of course, is somewhat facilitated today by the large volume of communication being done on – line. Keep in mind, however, that on-line discussions may or may not represent the opinions of all your customers. Good old face-to-face interaction with customers (and noncustomers) is equally important.

7. Read the text and put the following points into the order while going through the text.

- A. Ask Your Customers to Articulate What's Special About Your product or Service
- B. Listen to the Buzz
- C. Start Measuring Buzz
- D. Don't Make Claims You Can't Support
- E. Keep It Simple
- F. Tell Us What's New

8. Spot the key words of each paragraph which can be words for its further retelling.

9. Make a list of verbs which reflect the dynamics of the article.

10. Choose from paragraphs 2 and 4 attributes to describe a product that deserves positive comments.

11. Make a commentary of the part of the article which concerns Listening to the Buzz.

12. Write an annotation of the article.

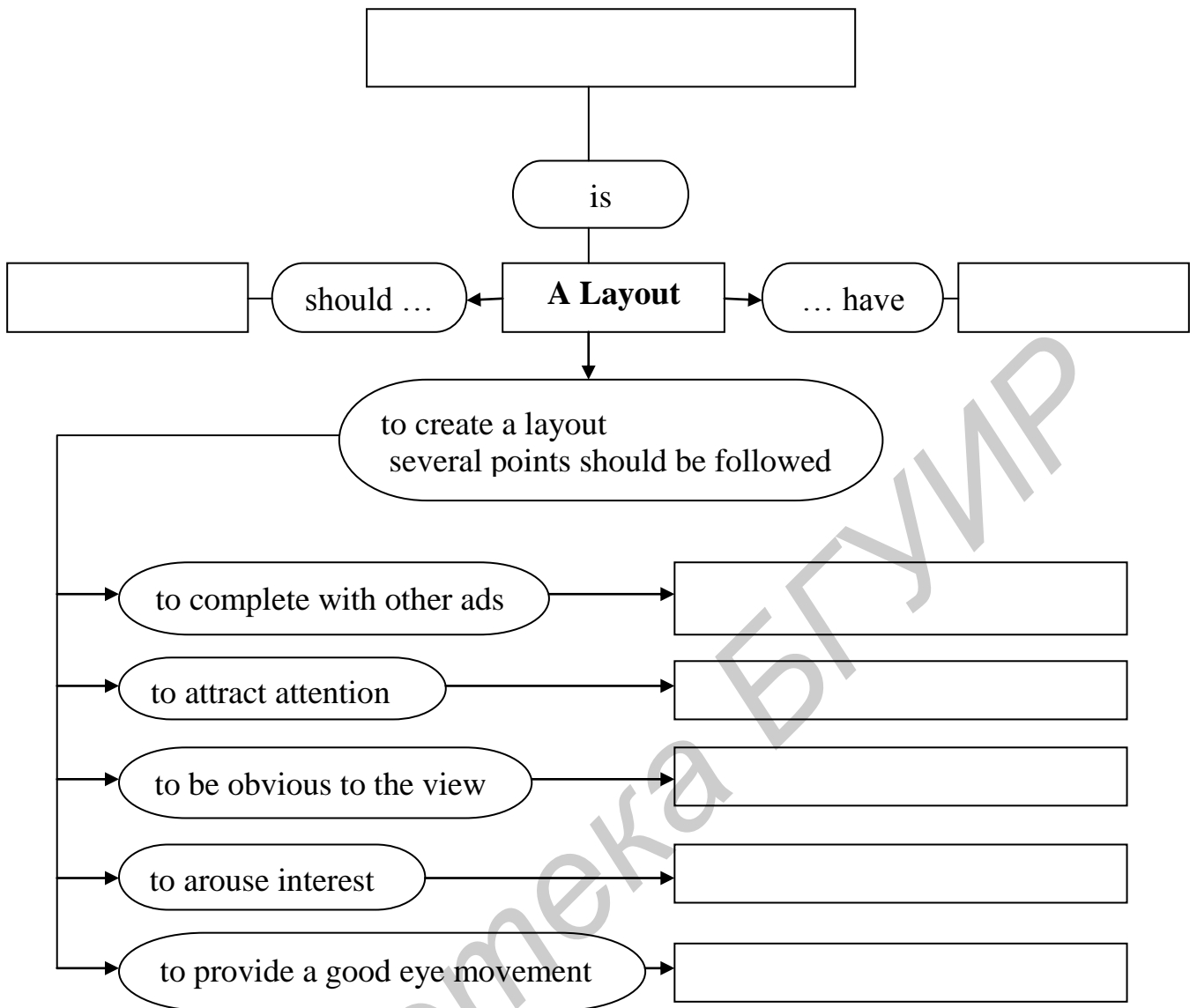
13. Read the text given below and fill in the blanks of the flow chart.

A Layout

Layout, typography, and visualization are essential for those in art, both for print advertising and for television commercials. A layout is the arrangement of the elements of an advertisement on a page. To the advertiser it is what a blueprint is to an architect.

Preparing a layout is not difficult. It is simply a guide for the newspaper for placing the elements in the finished advertisement. Owners who create layouts themselves should make them as simple as possible. You can also create your own layouts. No matter what specific idea you use, there are several points which should be followed:

- The headline should be big enough to compete with other advertising on the page.
- If prices are included in the ad, the figures and signs (\$,) should be large enough to attract attention.
- There should be at least one central idea in each ad and it should be obvious to the viewer.
- The product should be shown in sufficient detail to arouse interest and attract the customer.
- The layout should have a flowing design, not just a collection of unrelated elements thrown together. The elements should draw the eye along in a regular pattern. The letters S, C, and Z and their reversals provide good eye movement.
- Layouts should be planned for easy reading. Headlines should be prominent and brief. Copy should be short and in a typeface that is easy to read. One good-size illustration is usually better than many little ones.
- Layouts should have sensible proportions, such as three to five (five units deep to three units wide).
- If coupons are used, they should be noticeable and easy to use. There should be ample room for name and address on the coupon.



PRACTICE IN SPEAKING

14. Work in groups. Take some newspaper ads, discuss the layouts and choose the best one. While comparing the layouts use the questions:

- Does the ad stand from the other advertisements?
- Is the headline large enough?
- Does the logotype stand out?
- Does the advertisement need a border?
- Is the illustration big enough?

15. Examine the following advertising slogans and say what techniques are used to impress the potential consumers.

Techniques: wordplay, repetitions, idioms; witty, effective adjectives, others.

Moss Security: Alarmed? You should be.
Pioneer: Everything you hear is true.
The Economist: For top laps.
Range Rover: It's how the smooth take the rough.
Casio: Precisely what you're looking for.
Northern Telecom: Technology the world calls on.
Zanussi: The appliance of science.
McDonald's fast food: McDonalds. I'm lovin' it.
What you want is what you get.
It's a good time for the great taste of McDonalds.
Nothing can do it like McDonald's.
You deserve a break today...at McDonald's.
We love to see you smile.
General Electric: Imagination at work.
Energizer Batteries: It keeps going and going, and going.
Apple: The power to be your best.
Company: Challenge us – and get yourself a bigger slice of the cake.

PROBLEM SOLVING

Work in groups. The advertisement given below promotes a new selection of chocolate bars produced by *Thorntons*, the famous British chocolate company since 1911.

Guess what the advertiser intends to say, what meaning of the word «nut» the play on words is based on. Know about the specific cultural context that gives rise to an ad.

Thorntons new chocolates bars. Not everyone's a fruit and nut case. Thorntons bring you a new selection of chunky chocolate bars. Milk chocolate. Dark chocolate. Autumn Nuts. Toffee. Winter Nut and Fruit. And Ginger. You're spoilt for choice. So spoil yourself.

UNIT IV: GLOBALIZATION

The term 'globalization' is possibly the most over-used word of the last decade, which means a process of interaction and integration among people, companies, and governments of different nations as well as goods, services and ideas to share all over the world. In terms of business, globalization means integration of regional economies into global network of communication and execution moving investment

from a domestic environment to an international one. This process has positive and negative effects on the environment, culture, political systems, economic development and prosperity, and on human well-being in societies around the world.

Globalization is not new, though. For thousands of years, people have been trading and travelling in lands at great distances, such as through the famous Silk Road across Central Asia that connected China and Europe during the Middle Ages. But for the past few decades, cross-border trade, investment, and migration have increased so dramatically that many experts believe the world has entered a new phase in its economic development.

This current wave of globalization has been driven by policies implying free-market economic systems, dramatic reductions in trade barriers to commerce, international agreements to promote trade in goods, services, and investment.

Technology has been the other principal driver of globalization. Advances in information technology have given all economic participants – consumers, investors, businesses – new tools for faster and more profound analysis of economic trends throughout the world, easy transfers of assets, and collaboration with far-flung partners.

Distinguishing this current wave of globalization from earlier ones, economists claim it to be farther, faster, cheaper, and deeper.

VOCABULARY PRACTICE

| | | |
|-----|---------------------------|-----------------------------------|
| 1. | Acquisition (n) | Поглощение |
| 2. | Competitive advantage (n) | Конкурентное преимущество |
| 3. | Costs (n) | Издержки |
| 4. | Cross-border trade (n) | Международная торговля |
| 5. | Cross-cultural (adv.) | Межкультурный |
| 6. | Distinguish (v) | Находить отличия, различать |
| 7. | Diversify (v) | Дифференцировать |
| 8. | Domestic (adj.) | Внутренний (рынок) |
| 9. | Drive (v) | Стимулировать |
| 10. | Global (adj.) | Всемирный, мировой, глобальный |
| 11. | In terms of (idm) | С точки зрения чего-либо |
| 12. | Interest (n) | Доход, проценты |
| 13. | Joint venture (n) | Совместное предприятие |
| 14. | Market share (n) | Доля рынка |
| 15. | Multinational company (n) | Транснациональная компания |
| 16. | Overseas (adj.) | Внешний, зарубежный (рынок) |
| 17. | Profitability (n) | Прибыльность |
| 18. | Tailor to (v) | Адаптировать, приспособливать |
| 19. | Take advantage of (idm) | Использовать с выгодой, учитывать |
| 20. | Trade barriers (n) | Торговые ограничения |
| 21. | Transfer of assets | Перевод активов |

2. Match the terms with their definitions.

| | |
|-------------------------|--|
| 1) multinational | a) removal or reduction of restrictions or barriers on the free exchange of goods between nations |
| 2) franchising | b) a partnership between two or more participating companies that have joined forces to create a separate legal entity |
| 3) economy of scale | c) the movement of investments from one country to another |
| 4) agent | d) one who has taken up residence abroad through an overseas assignment |
| 5) trade liberalization | e) the situation in which the cost of producing an additional unit of product output decreases as the volume of output (the scale of production) increases |
| 6) expatriate | f) an individual or a firm operating in a foreign market, contracted by another company and paid a commission to obtain orders for the product |
| 7) flow of capital | g) practice of using outside firms to handle non-strategic functions normally performed within a company |
| 8) joint venture | h) business enterprise with manufacturing, sales, or service subsidiaries in one or more foreign countries |
| 9) outsourcing | i) establishing plants in foreign markets simply to put together components manufactured in the domestic market by the firm |
| 10) assembly | j) business system in which the franchisor grants the legal right to use branding, trademarks and products, and the method of operation is transferred to a third party – the franchisee – in return for a franchise fee and a royalty |

3. Insert the word-form you need from the box into the text.

| Verb | Noun | Adjective | Adverb |
|-------------|-----------------|------------------|---------------|
| confuse | confusion | confused | confusingly |
| compete | competition | competitive | competitively |
| succeed | success | successful | successfully |
| effect | effect | effective | effectively |
| centralize | centralization | centralized | centrally |
| standardize | standardization | standardized | – |

| | | | |
|-----------|-------------|------------|--------------|
| differ | difference | different | differently |
| rival | rivalry | rivalrous | – |
| economize | economy | economical | economically |
| produce | product | productive | productively |
| tailor | tailoring | tailored | – |
| decide | decision | decisive | decisively |
| duplicate | duplication | duplicated | – |

Global business develops a global strategy which should not be a) ___ with a multi-domestic one.

A global strategy means that the same firms b) ___ with each other everywhere. Companies such as Sony and Panasonic appreciate that c) ___ demands a presence in almost every part of the world in order to compete d) ___. Key factors are e) ___ control and product f) ___, i.e. making the product the same for each market. A global strategy is effective when g) ___ countries are small and h) ___ is global. It has advantages in terms of i) ___ of scale, lower costs, co-ordination of activities, faster j) ___ development. However, many regret the growing standardization across the world.

By contrast to a global strategy, multi-local or multi-domestic strategy involves products k) ___ to individual countries and decentralization of l) ___ making within the organization. Responding to local needs is desirable but there are side effects: for example, high costs due to tailored products and m) ___ across countries.

4. Read and fill in the following text. Use the phrasal verbs and idioms from the box.

To a certain extent, at least, a safe bet, put aside, in terms of, eventually, on your doorstep, take into account, above all, make up, moreover, firstly, in other words, the last but not the least, after all

Barriers to going global

Case studies show that there are 1) ___ three major practical barriers for any company thinking of going global.

2) ___, cultural differences. When trying to work in any new market it is essential to 3) ___ the culture of the people who 4) ___ global companies. Understanding what differentiates people and what unites them, is crucial to building a successful operation. 5) ___ customer satisfaction, remember: what may work in one market may be totally inappropriate for another. One product can't satisfy the whole world. Even companies, such as McDonald's, the flagship of a certain kind of globalization, now diversify in different markets.

Secondly, trade restrictions. While the EU, 6) ___, has opened up the opportunities for international trade, many complex restrictions still remain. For

instance, a UK producer of the traditional Blue Stilton variety of cheese said «I wanted to export unpasteurised cheese. I had no problem in Europe, but I wasn't able to ship a load to the USA, as it didn't accept unpasteurised cheese. 7) ___ I was left with a warehouse full of cheese going mouldy».

8) ___, technology. Developments in communication technology, the Internet 9) ___, seem to have given rise to the widespread assumption that going global is an easy thing to do. All you need to do, 10) ___, is to set up a website with an online ordering facility, and then your success is 11) ___, isn't it?

Not exactly. Even though people in Tasmania or Patagonia may be able to order your products with just one click, it doesn't mean they will necessarily arrive. 12) ___, don't assume that everyone has the same internet habits as you. Although online shopping is huge in North America, and growing rapidly in Europe, in other parts of the world many people still prefer to make real-time acquisitions – 13) ___, they prefer to buy things in shops.

14) ___ the philosophical or political problems of globalization for one moment, and before you try to go global, think very carefully about the practical issues. The advice, then, is to find the market that suits your company – whether it's 15) ___, or the other side of the planet.

5. Review the Infinitive and the Gerund usage. Link the appropriate parts of a sentence.

| | | |
|--|---|--|
| <p>1. The strategies to cope with the globalization are not sufficient enough</p> <p>2. Many companies successfully operate in a niche market without</p> <p>3. A person has to distance himself from his own national heritage and culture in order</p> <p>4. In host countries immigrants are accused of</p> <p>5. As a functional global manager, you will be accountable for</p> <p>6. Due to the high cost and risk involved in direct exporting, experts suggest</p> <p>7. International institutions are supposed</p> | <p>to be</p> <p>to solve</p> <p>expanding</p> <p>to revolutionize</p> <p>lowering</p> <p>moving</p> <p>implementing</p> | <p>a) wages and causing crime.</p> <p>b) from an indirect approach gradually.</p> <p>c) all initiatives, programs and changes.</p> <p>d) a variety of problems, such as terrorism, environmental degradation, inadequate labour standards and human rights violations.</p> <p>e) a successful global manager.</p> <p>f) anti-globalization approach.</p> <p>g) into new markets.</p> |
|--|---|--|

6. Explain the meaning of the words in bold type.

What is a global manager?

Multinational businesses such as General Electric, Cisco Systems, HP, Microsoft, McKinsey, P&G, etc. have established local operations in diverse markets, **built market share**, and integrated their **competitive advantages** to leverage their strengths. They value and need executives and managers who understand cross-cultural customs and **business practices** and how to promote efficiency and **optimize profitability** in a global environment. To compete around the world, a company needs three strategic capabilities: **global-scale efficiency**, **local responsiveness**, and the ability to leverage learning worldwide. No single "global" manager can build these capabilities. Rather, groups of specialized managers must integrate assets, resources, and people in diverse operating units. Such managers are made, not born. And how to make them is **the foremost question** for corporate managers. Let's identify three types of global managers and illustrate the responsibilities each position involves.

The first type is the global business or product-division manager who must build worldwide efficiency and **competitiveness**. These managers recognize cross-border opportunities and risks as well as link activities and capabilities around the world.

The second is **the country manager** whose unit is the building block for worldwide operations. These managers are responsible for understanding and interpreting local markets, building local resources and capabilities, and contributing to – and participating in – the development of global strategy.

Finally, there are worldwide **functional specialists** – the managers whose potential is the least appreciated in many traditional multinational companies. To transfer **expertise** from one unit to another and **leverage** learning, these managers must scan the company for good ideas and best practices, **cross-pollinate** among units, and **champion innovations** with worldwide applications.

PRACTICE IN READING

7. Scan the title of the following text and try to figure out its contents.

8. Read the first sentences of paragraphs and say what problems are going to be discussed in the text.

For or Against?

1. Globalization is a complex phenomenon, containing good and bad aspects. Here are some arguments from both sides.
2. Proponents of globalization believe that it helps to lift the poorest in society out of absolute poverty and results in an increase in the living standard of people around the world. It enhances the flow of capital, permitting wealthy nations to concentrate more

on investing into falling-behind countries to gain more profits what, in turn, gives more strength to economies of developing countries. International trade liberalization has spurred tremendous economic growth across the globe – raising incomes, creating jobs, increasing competition, reducing prices, improving quality of goods and services.

3. Due to globalization we are increasingly free to choose our cultural experiences. The Internet, fax machines and satellites have swept away the old national cultural boundaries. Globalization leads to better cultural understanding and tolerance. Because of improvements in travel, more and more people are visiting different countries, thereby transferring their culture to other parts of the world. Cross-cultural exchange can spread greater diversity as well as greater similarity: more gourmet restaurants as well as more McDonald's!

4. International migrants would now constitute the world's fifth most populous country if they all lived in the same place. The beneficial impact of migration is evident. Immigration is a source of low cost labor for host countries and an opportunity of foreign exchange for sending countries.

5. Outsourcing gives a company more flexibility and allows it to supply differentiated products into different regional markets. Quicker response to changing costs and lower capital employed are also important aspects.

6. Now let's move on to some of the negative effects of globalization. One of the most common claims made against globalization is that it increases poverty and uneven distribution of wealth. Research shows that wealth is still concentrated in the hands of powerful nations and continues to grow there twice as fast as in the developing world.

7. When foreign goods flood the market and people begin to buy them, it is done at the cost of the local goods, especially in developing countries. For example small businesses who do not have the resources to export their goods and only depend on the locals to buy them, go through varied degrees of losses because their goods are not sold.

8. A big worry of anti-globalization groups is that greater individual freedom may come at the expense of national identity. With so much emphasis on being global, people are forgetting what is local. They are disregarding their culture, ethnicity, and local traits in preference for foreign practices. As people travel around the world more frequently after globalization there is a higher chance of risk in importing diseases.

9. For the economies of sending countries migration leads to a loss of well-educated and highly productive citizens.

10. Globalization causes unemployment in the Western world. Doing their best to increase profitability, countries are looking for low-cost, low-wage workforce. It results in a dramatic flow of capital from the West.

11. Globalization also worsens ecological problems. A company may want to build factories in other countries because environmental laws are not as strict as they are at home. Poor countries in the Third World may have to cut down more trees so that they can sell wood to richer countries to survive. Other processes accompanying

globalization are terrorism, smuggling drugs, proliferation of nuclear weapon, which are common throughout the world.

12. Despite heated debates, we should get the right balance between benefits and costs associated with globalization. “World-changing” processes are not going to be perfect and globalization is not an exception. Globalization is an unstoppable process but it is one that we have control over. This means that we should stop wasting our time and resources attacking globalization and should give our all to combat the negative effects of globalization and to enhance advantages.

9. Work in pairs. Read the text and put the following points into the order while going through the text.

- A. Globalization destroys ethnic cultures.
- B. Globalization encourages migration.
- C. Globalization leads to unemployment.
- D. We can't avoid globalization.
- E. Our cultural life is significantly enriched.
- F. Globalization affects local markets in a negative way.
- G. Businesses benefit from outsourcing.
- H. Environmental and other problems associated with globalizing.
- I. Globalization is a controversial process.
- J. Massive immigration has some bad sides.
- K. The poor are exploited by the rich.
- L. Increased trade and investment reduce poverty and boosts economies worldwide.

10. Spot the key words of each paragraph which can be used for its further retelling.

11. Make a list of verbs which reflect the dynamics of the text.

12. Spot the international words and guess the meaning of each.

13. Choose from paragraph 2 verbs which serve to describe positive effects of globalization in investment and trade.

14. Work in pairs. Make a commentary of the part of the text which concerns globalization as a threat to traditional cultures.

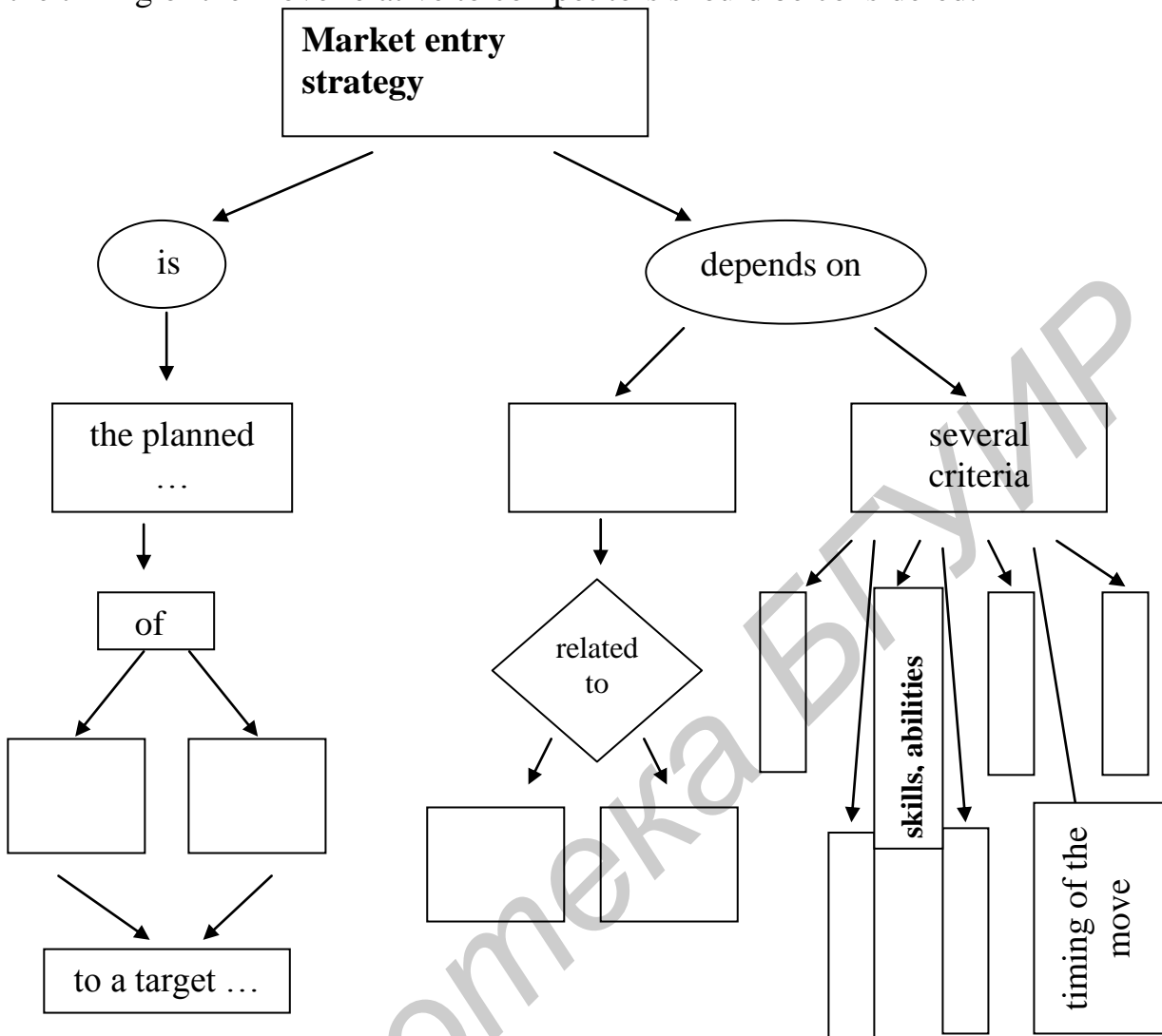
15. Write an annotation of the text.

16. Read the text given below and examine the flow chart of the first paragraph.

Market entry strategy

A market entry strategy is the planned method of delivering goods or services to a target market and distributing them there. When a company decides to enter foreign markets, it must choose an entry strategy. It depends on different levels of company involvement, which is related to the level of risk and control a company wishes to undertake. Before selecting the appropriate market entry method several criteria such as company objectives and expectations, size and financial resources, existing foreign market involvement, skills, abilities and attitudes of management, the

nature and power of the competition, the nature of the product or service itself and the timing of the move relative to competitors should be considered.



Entry methods are classified into four main groups including indirect exporting, direct exporting, manufacturing strategies and cooperative strategies.

Indirect exporting can be subdivided into export agents and export merchants. Export agents receive a commission for exporting goods produced by firms, but do not have ownership over the goods. Export merchants buy the goods off the manufacturer and then export them.

Direct exporting allows firms more control over activities such as market selection, marketing mix variables, adaptation to local markets and monitoring competitor activity but involves a long-term investment, high costs and risk. This strategy may be implemented by agents, distributors, franchising and direct marketing. Distributors differ to agents in that they take ownership and responsibility for the goods. Franchising is less risky, less costly and the fastest-growing method of market entry for a firm wishing to expand geographically. Direct marketing involves database marketing tools such as mail order, telemarketing, media marketing, direct mail and the internet to expand abroad. It can be an effective method when there are

high barriers to entry in a foreign market or insufficient or underdeveloped distribution systems.

Many firms become involved in foreign manufacturing strategies. Assembly is attractive for certain companies as the importation of components is usually subject to lower tariff barriers. Wholly owned subsidiary is the most expensive method, but it can possess the additional advantage of avoiding communication and conflict of interest problems.

Acquisition often allows the acquiring company to enter new areas with more speed in comparison to internal development of the desired. Yet, it can take a considerable amount of time to search and appraise probable acquisition targets, engage in extended negotiations and then integrate the acquired company into the existing organisational culture. In addition, a company may acquire a company who possesses a de-motivated workforce, out of date products and processes and a poor image and reputation

A cooperative arrangement is a partnership based on a contractual agreement which is shaped by a mutual balance of interests. A joint venture offers a number of opportunities such as access to expertise and contacts in local market, reduction in market and political risks associated with the foreign country, economies of scale due to the pooling of resources and the sharing of knowledge. The problems encountered by international joint ventures can include cultural barriers, different negotiating styles, different pay systems and different business practices.

17. Look at the questions and say how many of them you can answer.

1. What is a market entry strategy?
2. What factors influence on the choice of an entry method?
3. What major groups of strategies do you know?
4. What is the difference between export agents and export merchants?
5. How is direct exporting subdivided?
6. When is direct marketing effective?
7. What strategy may help to avoid conflict of interest?
8. What are the strengths and weaknesses of acquisitions?
9. What does a cooperative strategy imply?

18. On the basis of the flow chart and your answers to questions from ex.17 speak about market entry strategies available.

PRACTICE IN SPEAKING

19. Imagine that you have sent your CV and a letter of application to apply for the post of a global manager in a multinational company. You have been selected as a successful candidate to attend an interview. Look at the questions and try to answer them.

1. How would you describe the responsibilities of the position?
2. What are your main strengths as a global manager?
3. Do you have an ability to communicate in both business and technical terms?
4. Have you been an expatriate manager? How long? What countries have you had your foreign assignments in?
5. What challenges are you expecting to encounter in a global workplace?
6. How do you manage to integrate and coordinate your subordinates who are separated by cultural, social, and language differences?
7. What market entry strategy would you offer to choose? Give reasons.

20. Continue the list of questions that may be asked in the job interview.

CASE STUDY

Belarus Attempts to Become Eastern European Bangalore

Background

For a long time outsourcing buyers have praised India as a source of low-priced but high-quality IT workforce. Inspired by India's success, Belarus is trying to establish its niche and coming into its own as an IT outsourcing location. MW2 Consulting's CEO, Uwe Weinkauff, said, "Initial client response has been extremely enthusiastic. We chose Belarus as our second offshore location because of its reputation as the Silicon Valley of the former Soviet Union. The human resources capacity is truly impressive. In addition, Belarus benefits from a world class university and advanced scientific and engineering labs." Limited domestic demand for the IT labor force, geographical and cultural proximity to the EU are also important.

There are two leading outsourcing companies in our country.

IBA Group is a software design outsourcing company founded on April 2, 1993 as a three-way partnership between IBM Corp. and the two leading Belarusian IT enterprises: the Computer Research Institute (NIIEVM) and the Minsk Computer Production Association (MPOVT).

EPAM Systems was founded in 1993. EPAM maintains North American headquarters in Princeton, NJ and European headquarters in Budapest, Hungary. EPAM offshore software development centers are located in Belarus, Russia and Hungary.

Despite the continuing expansion, outsourcing industry in Belarus confronts some important challenges.

Discussion document

- Belarusian business suffers from a hard taxation burden, excessive regulation, and bureaucracy.

- Belarusian IT outsourcing industry is by far less impressive in comparison to India, where the largest firms employ tens of thousands of programmers each and have hit the \$1 billion revenue level.
- Although IBA and EPAM are the largest outsourcers in the region, they are still too small to compete with larger Indian outsourcing providers. "Sometimes we cannot even get into a tender because the client wants the bidders to have at least 2000 employees," says EPAM's Karl Robb.

Therefore, the companies strive to increase their staff and establish development centers outside Belarus. In this regard IBA is hoping for its mainframe and Java expertise and considerable experience in SAP and Baan implementation, while EPAM, aside from building up competence in Java and .NET, targets the niche for software solutions for the US healthcare and insurance market.

TASK

1. Form two groups. Group A is a team of managers from IBA. Group B represents EPAM.
2. Each group studies DISCUSSION DOCUMENT and decides how to tackle the issues mentioned and to expand business in overseas market.
3. Meet as one group and present the results of your discussions to each other. Produce an action plan to solve the problems.

UNIT V: BUSINESS AND THE ENVIRONMENT

Green economy to take advantage

Environmental challenges are now the opportunity for companies to take advantage. They can join the «the green economy» by providing environmental services, technologies, and environment-friendly products. They can also increase their profits by applying environmental protection measures like cleaner production, environmental branding and environment-conscious export production. Products of these companies will definitely have higher competitiveness than those of other companies ignoring environmental protection. Notably, the Government should apply preferential policies for enterprises implementing sustainable development and environmental protection.

In spite of the fact that maintaining a green home aids environmental conservation efforts, it isn't enough. Corporations and small businesses alike must turn to green business policies and office waste recycling programs in addition to green technology before each can categorize itself as an environmentally friendly business.

VOCABULARY PRACTICE

| | |
|--|---|
| 1. Biodegradable (adj.) – разлагаемый микроэлементами. | 6. Environmental challenge (n) – проблема окружающей среды. |
| 2. Conservation effort (n) – борьба за рациональное природопользование. | 7. Externality (n) – внешняя сторона, объект чувственного восприятия. |
| 3. Cruelty free product (n) – продукция, созданная без нанесения вреда окружающей среде. | 8. Landfill (n) – свалка мусора. |
| 4. Deed (n) – поступок, факт, дело, действительность. | 9. Living roof (n) – крыша из натуральных материалов. |
| 5. Dump (v) – сваливать в кучу. | 10. Recycling program (n) – программа повторного использования отходов. |

2. Match the terms and their definitions.

| | |
|-------------------------|--|
| Profit | to become or make sth. more concerned with issues related to the environment. |
| Environmental challenge | a plan of action, statement of ideas (ideals), etc. proposed or adopted by a government business, etc. |
| "Green economy" | money gained in business, esp. the difference between the amount earned and the amount spent. |
| Branding | to mark smth. with or as if with a brand. |
| Policy | as good as or better than others. |
| Enterprise | business activity developed and managed by individual rather than the state environmental challenge. |
| Competitiveness | a difficult environmental task or problem that tests smb's ability. |

3. Insert the word-forms you need from the box into the text.

Obligation and benefit

Companies with good implementation of corporate social responsibility and environmental protection will certainly increase the 1) ___ for their products, strengthen their market prestige and upgrade their market profiles. This is a challenge but also an opportunity to improve their own business in the process of international economic integration.

Because of their impact on the environment, businesses have an obligation to try to mitigate the effects of their 2) ___ in an effort to 3) ___ land and water resources. Many businesses act 4) ___ to reduce their environmental impact. Industries that use or produce 5) ___ waste are managed by law to 6) ___ their business. In any case, reducing their environmental impact is a 7) ___ approach to business that can have many benefits.

First and foremost, businesses benefit by protecting the environment through cost savings. An 8) ___ run business that generates minimal waste saves money. Second, a business which follows green 9) ___ portray a good message to consumers who may be more likely to support a business that considers its role in the environment.

| verb | noun | adjective | adverb |
|-----------|-----------------|-------------|---------------|
| compete | competitiveness | competitive | competitively |
| act | activity | active | actively |
| protect | protection | protective | protectively |
| volunteer | voluntarism | voluntary | voluntarily |
| hazard | hazard | hazardous | hazardously |
| regulate | regulation | regulative | regularly |
| sense | sense | sensible | sensibly |
| – | efficiency | efficient | efficiently |
| practice | practice | practical | practically |

4. Read the text and fill in the gaps with the correct items after the text.

Be environment-conscious

There are many reasons why market failure occurs. One reason a) ___ the existence of externalities. An example would be a chemical plant may dump waste into a river b) ___ minimize its cost. c) ___ the river, a water company d) ___ the water to remove dangerous chemicals before e) ___ to its customer. The customers would have to pay higher prices because of the pollution problem.

The existence of externalities is claimed that the market will provide f) ___ of a particular good, and that the government g) ___ and use taxes, subsidies, restrictions on the provision of the good.

Environment-conscious consumers want to purchase goods and services from businesses that share their concern for environmental conservation. Instilling and enforcing an office waste recycling program allows business owners to h) ___ of green business marketing techniques to attract more customers and i) ___ while reducing the amount of waste material the economy expends.

too much or too little, supplying drinking water, is due to, to take advantage, must step in, in order to, has to treat, increase profits, further down

5. Link the beginning and the ending of a sentence.

| | | |
|---|----|---|
| 1. The customer would have to pay higher prices | so | a) of the pollution problem. b) minimize its cost. |
|---|----|---|

| | | |
|---|--------------------|--|
| 2. A chemical plant may dump waste into a river | in order to | c) business owners can facilitate cooperation. |
| 3. Company recycling program works best with cooperation of all employees | but | d) they can take up space in landfills for hundred years. |
| 4. Many computer components are not biodegradable | in spite of | e) their concern about human and animal exploitation. |
| 5. Many green business make an attempt to create cruelty free products | because | f) recycling office paper program allows for additional paper products to be produced. |
| 6. Paper is biodegradable | and | |

6. Study the title of the following text and try to figure out the content.

7. Read the first sentences of paragraphs and say what questions (problems) are going to be discussed in the text.

8. Scan the first paragraph of the text and try to guess about the contents of the text.

The trends of green business

1. The term «green business» is used in discussions of business and business practices which are viewed to be environmentally sound. In the early 21st century, many companies began capitalizing on growing consumer desire for sustainable business by «greening» their practices to make them more environmentally friendly, and a number of entrepreneurs sometimes known as ecopreneurs opened businesses with a green slant. Today, green business is an extremely profitable branch of the business world, and it hosts a range of companies, from prestigious multinational companies to small, locally based companies.

2. In order to be considered a green business, a company must use practices which are viewed as sustainable and environmentally friendly. These practices might include the use of organic and natural products to build its factories, tighter protections against emissions, and environmentally responsible sourcing of supplies. For example, a green clothing business would seek out organic, fair-trade cotton to promote an environmentally friendly image, and it might have a factory with a living roof, or power gained from solar panels. Many green businesses are also concerned about human and animal exploitation, and they make an attempt to create cruelty free products and to pay their workers well in addition to providing them with benefits.

3. The goal of green business is to keep its environmental footprint small, reducing waste and reusing materials as much as possible. The many use innovative building techniques for their facilities which are designed to promote energy efficiency, along with building materials which are environmentally friendly like panels fabricated from recycled materials. These companies also encourage their

workers to think about the environment when they generate printed material and think about new products.

4. A green business can sell all sorts of things. Many car manufacturers, for example, have green model factories and offices to convince their target consumers that they are concerned about the environment. Many green businesses also offer green products, ranging from composting toilets to green architecture. When a company offers environmentally safe products, many consumers also assume that the company itself is environmentally responsible, as its products reflect a concern about the environment.

5. The success of green business has shown that it is economically feasible and in fact very sensible to do business in a sustainable, environmentally friendly way. It has also encouraged the growth of initiatives which are designed to benefit the environment, from carbon trading to tax breaks for people who make energy-efficient modifications to their homes. However, it has also given rise to «greenwashing», a trend exhibited by companies which want to capitalize on the green revolution in business without actually doing the deed.

9. *Work in pairs. Read the text and put the following points in the right order while going through the text.*

1. An economic success of green business.
2. The aim of a green business.
3. New practices.
4. New, prestigious, profitable.
5. Environmentally friendly products.

10. *Spot the key words of each paragraph which can be words for its further retelling.*

12. *Spot the international words and guess the meaning of each in the following text.*

13. *Compare the meanings of the English and Russian words of the same root and say what's common or different in their form, meaning and use.*

14. *Choose from paragraphs 1, 2 and 5 the attributes which can be used to describe a green business.*

15. *Make a commentary of the part of the text which concerns green practices.*

16. *Make an annotation of the text.*

Green Business in Belarus

As a world “green business” brand is developing, Belarusian companies have been trying to participate in this trend. Some of them succeed in installing environmentally friendly equipment, next to recycling waste and sewage. Unfortunately, we can't speak about great changes in Belarusian business. But we have good projects for further development and are taking first steps in this direction.

Strabag is a leading European construction company that has been operating in Belarus since 2007. In 2008 the concern opened a representative office for environmental protection projects. At present Strabag is building a waste recycling enterprise in Brest. The mechanical and biological plant will be to process 100.000 tons of solid domestic waste and up to 370.000 cubic meters of silt and sewage sludge per year. The biogas facility will be able to generate electricity and provide heating services.

According to the Belarusian authorities, the problem of waste recycling has ecological and economic dimensions in Belarus.

The most important thing is that Belarusian companies will be involved in designing equipment for such waste recycling facilities and Belarus-made construction materials will be used to build similar facilities.

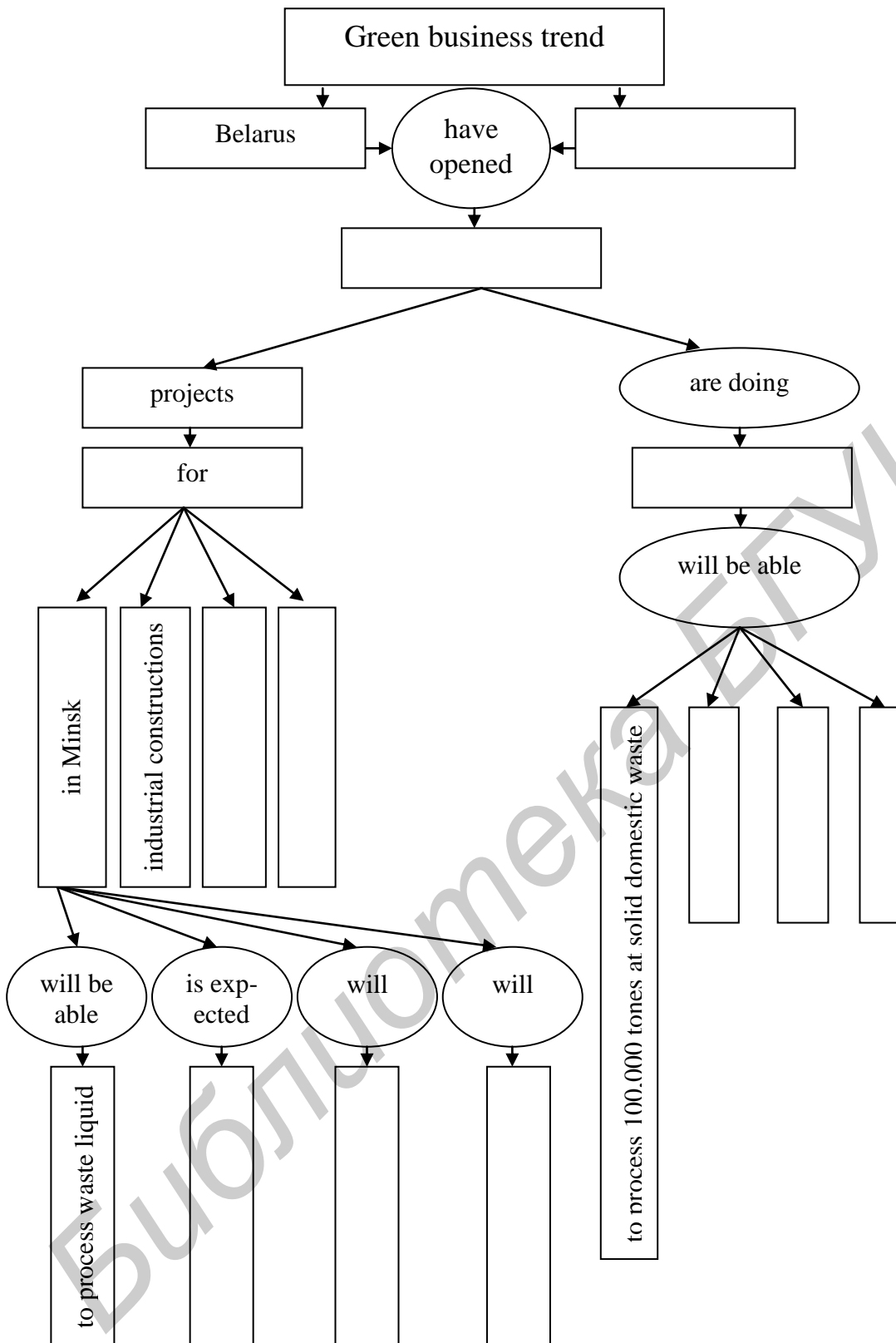
Strabag specialists suggest joint programs for industrial and road construction, for building waste recycling plants, renewable energy facilities and other installations. Peter Krammer also said that the first start up complex of the spilt and sewage sludge processing facility had been commissioned. Gas burning has been tested.

There are plans to invite Strabag to assist with building a biogas installation in Minsk. The facility will be able to process waste liquid of water treating facilities. The project is estimated at about 30 million euro, with the payback period close to 15 years. The project is expected to earn money by generating and selling heating energy. It will be environmentally friendly as it will reduce residual volume by 10-15%, reducing the area required to store residual and cutting down harmful air emissions. The facility is supposed to process around 40% of Minsk's waste liquids.

17. Study the questions to the text and say how many of these questions you can answer:

- A. What's the problem of green business in Belarus?
- B. What environmental protection projects does Strabag suggest?
- C. Does Strabag's project intend to involve Belarusian companies in designing equipment?
- D. Which projects are they going to apply in Minsk?
- E. Why will their programs be successful here?

18. Read the text and fill in the blanks of the flow chart.



20. Work in pairs. On the basis of the chart speak about the work done and projects of green business in Belarus?

21. Read the ad and be ready for the job-interview. Take into account the questions given after the ad.

Economists, engineers, programmers

If you are passionate about your work, and one of the above, Corporation C wants to speak with you. While we have kept things quiet, we are well-funded, recycling company that is developing technology that will revolutionize the world's ability to save the nature. Corporation C is a majority-owned subsidiary of Green World Corporation, a leading European construction company. If you are highly organized and have proven track record of developing instrumentation, programs, or analytical methods we would like to invite you to join our rapidly growing team.

Currently, we have richly rewarding positions available at various levels in the following areas:

>> Instrument Design, Tech Engineering

>>Software Design, Programming

>>Economy, Accountancy, Marketing

Applicants are encouraged to include a publication that demonstrates their participation in the development of methods or instrumentation.

Please send by fax or e-mail a cover letter, CV/resume, and 3 letters of recommendation to:

Corporation C

Human Resources Department

E-mail:C@greenworld.com

1. What do you know about our company?
2. Express your attitude to green policy.
3. How can you describe yourself?
4. Why have you chosen our company?
5. What's for you "an ideal director"?

23. Continue the list of possible questions for the job-interview.

24. Work in pairs. Restore the middle stage of the job-interview.

A: Describe the ideal job for you.

B: ...

A: Why are you interviewing with us?

B: ...

A: How do you plan your week?

B: ...

A: Describe the best manager you've ever had.

B: ...

A: For what have you been most frequently criticized?

B: ...

25. Role-play the job-interview using the role-cards.

| Interviewer | Interviewee |
|---|---|
| Imagine you are the personnel manager of Tech Engineering Department in Corporation C. You need a good specialist in developing instrumentation for a big recycling plant. Interview the applicant to get information about his/her education, work experience, hobbies, etc. | You'd like to take a post in Tech Engineering Department in Corporation C. You are a good engineer with some letters of recommendation and have participated in the development of instrumentation. Persuade the interviewer that you are a specialist they need. |

UNIT VI: MARKETING

It is impossible to speak about marketing without understanding what «needs and wants» mean. A need occurs when a person feels physiologically deprived necessities like food, clothing, and shelter. A want is a felt need that is shaped by a person's knowledge, culture, and personality.

All organizations face the problem of how to increase value for target markets that are undergoing continuously changing needs and wants. Organizations must thoughtfully define their products, services prices, communications, and distribution in a way that meets real buyer needs in a competitively viable way. That is a task of marketing. Although selling is a very old subject, marketing is a relatively new subject. It represents an integration of many separate functions – selling, advertising, marketing research, new-product development, customer service, distribution.

The American Marketing Association (AMA) 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 organization objectives".

To serve both buyers and sellers, marketing seeks to discover the needs and wants of prospective customers and 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). The key to achieving these two objectives is the idea of exchange, which is the trade of things of value between a buyer and a seller.

For marketing to occur, at least four factors are required: two or more parties (individuals and organizations) with unsatisfied needs, desire and ability to be satisfied, a way to communicate, and something to exchange.

VOCABULARY PRACTICE

| | |
|---|---|
| 1. Compete (v) – конкурировать | 11. Marketing research – маркетинговые исследования |
| 2. Confirm (v) – утверждать, подтверждать | 12. Market research – исследование рынка |
| 3. Consumer (n) – потребитель | 13. Merchandise (n)– товары |
| 4. Customer (n) – покупатель, клиент | 14. Possess (v) – владеть, обладать |
| 5. Data – информация, данные | 15. Proposition (n) – предприятие |
| 6. Deliver (v) – поставлять, доставлять | 16. Retail (n) – розничная торговля |
| 7. Distribution – распределение | 17. Satisfy (with) (v) – удовлетворять |
| 8. Execute (v) – выполнять, исполнять | 18. Target market – целевой рынок |
| 9. Flexibility (n) – гибкость | 19. Wholesale (n) – оптовая торговля |
| 10. Marketing mix – комплекс маркетинга | |

2. Match the terms with their definitions.

| | |
|------------------|---|
| 1) to advertise | a) product assortment; |
| 2) to promote | b) the art of planning; |
| 3) to distribute | c) to spread out (over a large area); |
| 4) strategy | d) the name given by a business to one or more of its products; |
| 5) brand | e) an formal discussion group used for market research; |
| 6) product range | f) to make known to people; |
| 7) a focus group | g) a description of the characteristics; |
| 8) a profile | h) to give higher position or rank; |
| 9) wholesale | i) selling of goods in large quantities; |

3. Insert the word-form you need from the box into the text.

| Noun | Verb | Adjective |
|---------------|-------------|----------------|
| perception | perceive | perceivable |
| value | value | valuable |
| direction | direct | directive |
| understanding | understand | understandable |
| difference | differ | different |
| system | systematize | systematic |
| variety | vary | various |
| analysis | analyze | analytic |

Marketing Research

Managers need information in order to introduce products and services that create value in the mind of the customer. But the ... of value is a subjective one, and what customers value this year may be quite different from what they value next year.

As such, attributes that create ... cannot simply be deduced from common knowledge. Rather, data must be collected and analyzed. The goal of marketing research is to provide the facts and ... that managers need to make their more important marketing decisions.

To maximize the benefit of marketing research, those who use it need to ... the research process and its limitations.

Marketing Research vs. Market Research These terms often are used interchangeably, but technically there is aMarket research deals specifically with the gathering of information about a market's size and trends. Marketing research covers a wider range of activities. While it may involve market research, marketing research is more general ... process that can be applied to a ... of marketing problems.

The Marketing Research Process Once the need for marketing research has been established, most marketing research projects involve these steps: define the problem; determine research design; identify data types and sources; design data collection forms and questionnaires; determine sample plan and size; collect the data; ... and interpret the data; prepare the research report.

4. Read and fill in the gaps.

be referred to as, as well as, therefore, in fact, in some cases, unlike, regardless of, broadly speaking, in short, however.

1. ..., in professional usage the term «marketing» has a wider meaning which recognizes that marketing is customer-centered.
2. Products are often developed to meet the desires of groups of customers or ever, ..., for specific customers.
3. Four Ps ... often ... the marketing mix.
4. ... the standard four Ps (product, pricing, promotion and place), services marketing calls upon an extra three (people, process, physical evidence).
5. ... a product, a service cannot be experienced before it is delivered, which makes it intangible. This, ..., means that potential customers could perceive greater risk when deciding whether to use a service.
6. ..., the marketing concept says «find wants and fill them» rather than «create products and sell them».
7. ..., activities such as sales promotion, advertising and market research are covered.
8. ..., small firms cannot avoid marketing, even if they would prefer to do so.
9. ... the level of marketing effort, a small enterprise will benefit from a marketing plan.

5. Link the beginnings and the endings of sentences.

| | | |
|---|------------|---|
| 1. The key task of the organization is to adapt to delivering the | new | tool for acquiring feedback. |
| 2. In the world of marketing, focus groups are seen as an | major | process through which companies create value for customers and build strong customer relationships. |
| 3. When a company starts to sell goods in a | complete | and more products. |
| 4. Marketing management is one of the | desired | goal for the marketer. |
| 5. Marketing is an | more | market, it often does some market research. |
| 6. Marketing success means selling | important | satisfactions more effectively and efficiently than its competitors. |
| 7. Consumer satisfaction, however, is not a | integrated | components of business management. |

6. Explain the meanings of the words in bold type.

**The Marketing Mix
(The 4 Ps of Marketing)**

Marketing decisions generally fall into following **controllable** categories: product, price, place (distribution), promotion. These four Ps are the parameters that the marketing manager can control, subject to the **internal** and **external** constraints of the marketing environment.

The term **product** refers to **tangible**, physical products as well as services. Here are some examples of the product decisions to be made: **brand name**, functionality, styling, quality, safety, packaging, **repairs** and **support**, warranty, accessories and services.

Some examples of pricing decisions to be made include: **pricing strategy**, suggested retail price, volume discounts and wholesale pricing, cash and early payment discounts, **seasonal pricing**, price flexibility.

Distribution is about getting the products to the customer. Some examples of distribution decisions include: distribution channels, market coverage (inclusive, selective or exclusive distribution), **inventory management**, distribution centers, transportation.

In the context of the marketing mix, promotion represents the various aspects of marketing communication, that is, the communication of information about the product with the goal of generating a positive customer response. Marketing communication decisions include: **promotional strategy**, advertising, personal selling and sales force, sales promotions, **public relations** and **publicity**, marketing communications budget.

Today some authors have attempted to propose a fifth P, such as packaging, people, process, etc. But the marketing mix most commonly remains based on the four Ps.

7. Scan the title of the following text and try to figure out its contents.

8. Scan the first paragraphs of the text and try to guess about the contents of the proper paragraphs.

How to Make a Marketing Plan for a New Product

Marketing is the most important activity for any small business, but especially in launching a new product. The trick to successful marketing is to "focus on what the customer wants". To do that you need to understand your market, create materials that speak to your market and put those materials in front of your market.

Step 1. Develop your unique selling proposition, which identifies the qualities of your product sets you apart from your competition. Uniqueness can come in a variety of ways including price, method or quality of service, size, color and other characteristics or attributes. Being new isn't unique. Instead, identifying "new" in your unique selling proposition should refer to innovation or something different that sets your "new" product apart from the "old" ones.

Step 2. Turn your business features into benefits. Customers don't buy your product, and then buy what your product will do for them. When creating your marketing plan, you want to focus on the customers' benefits, not on what your product offers. For example, saying your new product is faster and better doesn't mean much to a customer. Saying your product gets the work done 50 percent faster without any hassle or mess – means something.

Step 3. Identify your target market, which is the group of people who want or need what you're selling. List their characteristics such as age, gender, socioeconomic status and other characteristics. Also identify their motivation for wanting your product.

Step 4. Determine the places your target market visits and the media they read or watch. When it comes time to promote your business, you'll want to put your promotional materials directly in front of your market. To do this you need to know what your target market reads, what places they frequent, which radio stations they listen to, what websites they visit and what groups they belong to.

Step 5. Create marketing materials that speak to your target audience. If you have more than one target group, tailor your materials to fit each of them. For example, if you sell weight loss product, your target groups may be young mothers and people with diabetes. While both want to lose weight, their reasons will be different. A young mother is more likely to want her pre-pregnancy body back whereas some one with diabetes will be focused on better health. Choose materials that fit the group and the medium of promotion.

Step 6. Create a plan to position your marketing materials where your market will see them. Run ads in the magazines or websites members of your target market visit. Put business cards or fliers in locations your potential customer frequent. Create

a website or blog that provides current news and information your market will want to stay informed about. The strategies you use should focus on your customers – where they are and what types of marketing to which they respond.

9. Work in pairs. Arrange the following points into the order while going through the text.

1. Determining the target market and its motivation. 2. Using marketing. 3. Developing unique selling proposition. 4. Identifying the places and mass media of the target market. 5. The keys to successful marketing. 6. Focusing on the customers` benefits. 7. Creating marketing materials.

10. Spot the key words of each paragraph which can be used for its further retelling.

11. Make a list of verbs which reflect the dynamics of the text.

12. Spot the international words and guess the meaning of each in the text.

13. Make a commentary of the part of the text which concerns developing unique selling proposition.

14. Write an annotation of the text.

15. Read the following text and examine the flow chart of the first paragraph.

16. Read the text once again and fill in the blanks of the flow chart.

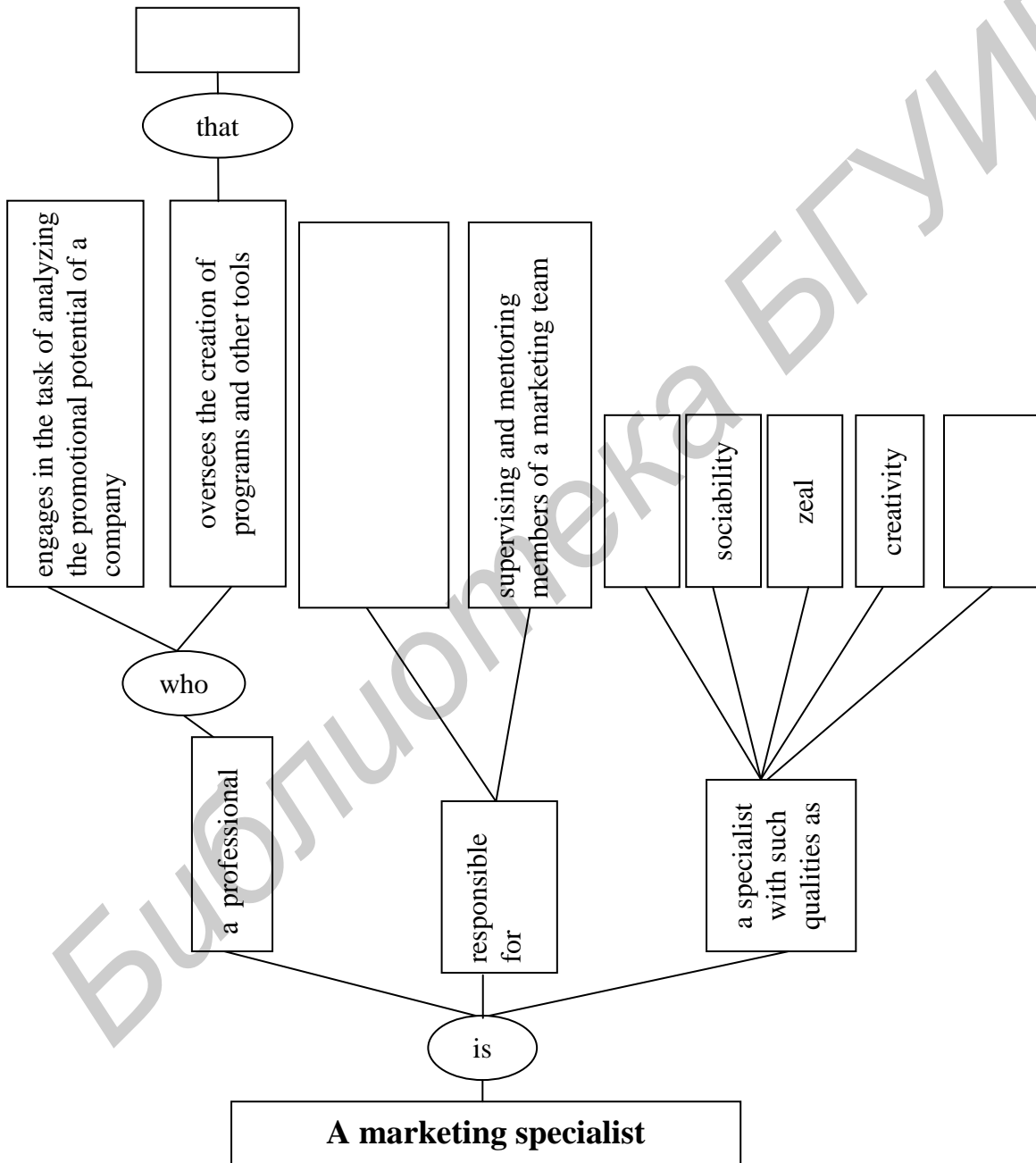
A Marketing Specialist

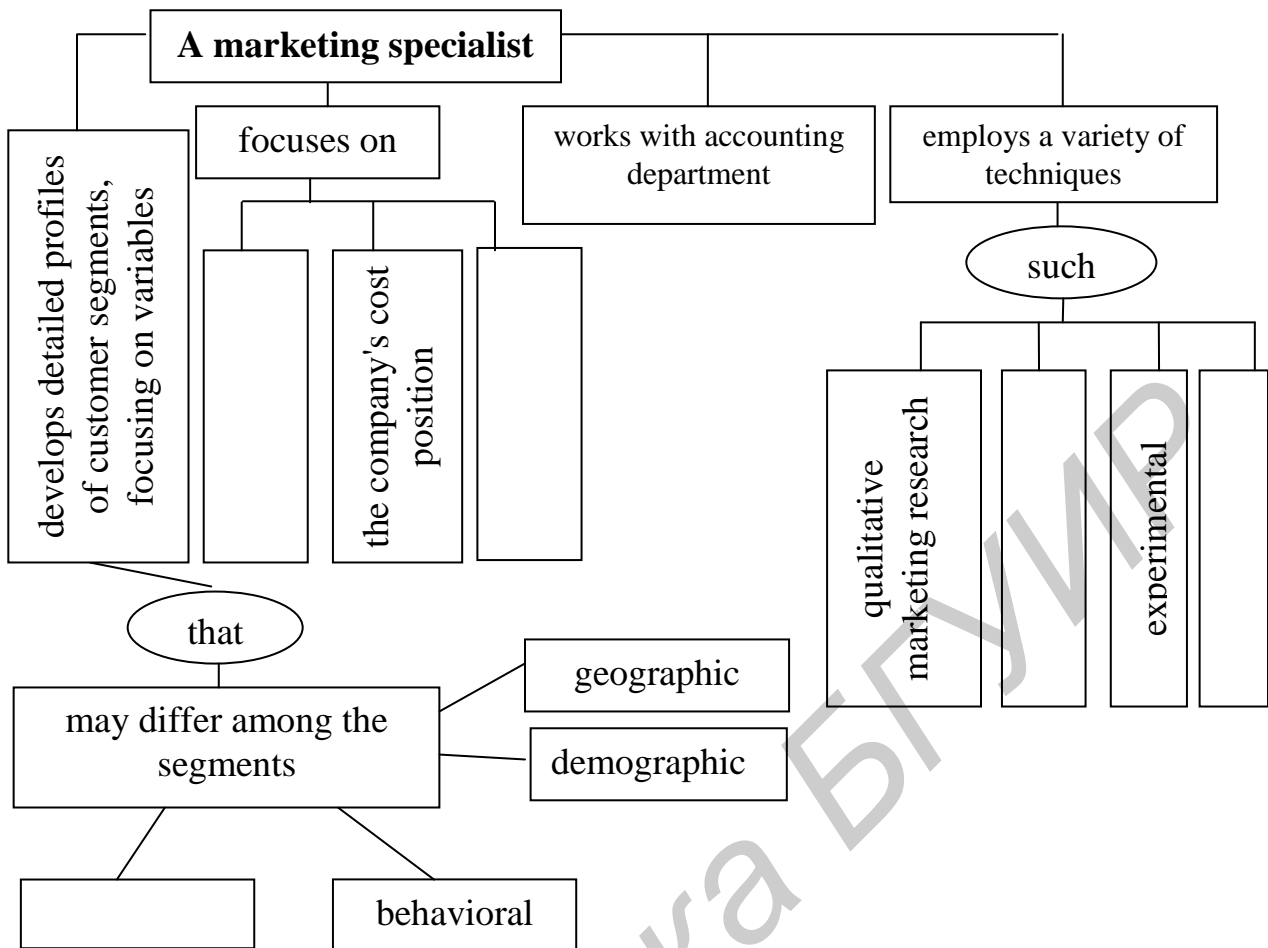
1. A marketing specialist is a professional who engages in the task of analyzing the promotional potential of a given company and oversees the creation of programs and other tools that will help the company become a success. Marketing specialists can work within several different roles as part of this process. One of the most common tasks of them is serving as a marketing coordinator. Within the scope of this position, the specialist will be responsible for supervising various components of an existing marketing plan. This responsibility often involves supervising and mentoring members of a marketing team. Among other qualities of a marketing specialist are: purposefulness, sociability, zeal, creativity, ability to analytics and others.

2. Generally, marketing managers have a lot of duties. They develop detailed profiles of customer segments, focusing on any number of variables that may differ among the segments: demographic, psychographic, geographic, behavioral and other factors may all be examined. Also marketing specialists focus on understanding the company's cost structure and cost position relative to competitors, as well as working to identify the firm's core competencies and other competitively distinct company resources. They may also work with the accounting department to analyze the profits the firm is generating from various product lines and customer accounts.

Marketing managers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses. Marketing specialists will examine each competitor's cost structure, sources of profits, resources

and competencies, competitive positioning and product differentiation, degree of vertical integration and other factors. They also employ a variety of techniques to conduct market research, but some of the more common include: qualitative marketing research, such as focus groups; quantitative marketing research, such as statistical surveys; experimental techniques, such as test markets; observational techniques, such as ethnographic (on-site) observation. Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to help identify trends and inform the company's marketing analysis.





17. Answer the following questions.

1. What are main tasks of a marketing specialist?
2. What qualities should a marketing specialist have to become a real professional?
3. What duties does a marketing specialist perform?

18. On the basis of the chart speak about a marketing specialist.

PRACTICE IN SPEAKING

19. Answer the possible questions that can be asked during the job-interview.

1. Why did you choose our company?
2. What kind of work interests you most?
3. What working experience have you got?
4. What is the toughest communication problem you faced?
5. Are you entrepreneurial?
6. Will you be able to function under pressure?
7. Do you have good interpersonal skills?

20. Continue the list of possible questions in the job interview.

21. Restore the job interview.

A. ...

B. I left my previous job because I didn't use my potential to the full. I think in your company I can work in a more challenging position.

A. ...

B. No. I tried to avoid conflicts, because I'm a very peaceful person. I think conflicts destroy all relations between people.

A. ...

B. I've worked at "Horizont" for two years. I was responsible for marketing research and marketing plans.

A. Do you have the right intellectual and technical capabilities?

B. ...

A. Will you be able to carry out relevant tasks?

ROLE PLAY

22. Role-play the job-interview using the role-cards.

| Interviewer | Interviewee |
|--|--|
| You are the CEO of the Belarusian producer of milk products "Savushkin Product". The enterprise has a marketing team that is constantly engaged in investigation of people needs, creating new products, building marketing strategy. | You have graduated from the BSUIR this year. Your speciality is marketing. You are a young specialist and don't have any experience. But you are ambitious, initiative, responsible, capable of training with good leadership abilities. |

UNIT VII: ENTERPRISE MANAGEMENT

Management is the process of using what you have to do and what you want to do. What you have are resources, what you want to do is to meet organizational objectives.

Resources are the assets of lodging and food service operations. There are seven basic resource categories: people, money, time, work procedures and methods, energy, materials, equipment.

All resources are in limited supply. Therefore, the manager should determine the best way to use limited resources to reach organizational goals. Typical goals include increasing profits or lowering costs, defining and attaining quality standards for products and services, maintaining or creating a good public image.

VOCABULARY PRACTICE

| | |
|--|--|
| 1. Attain (v) – достигать | 7. Hierachy (n) – иерархия |
| 2. Comply with (v) – соблюдать (правила) | 8. Input (n) – затраты, вложение (денег) |
| | 9. Occur (v) – случаться, происходить |

| | |
|---|---|
| 3. Determine (v) – устанавливать, определять | 10. Overlook smth (v) – не замечать, упускать, проглядеть |
| 4. Direct (v) – руководить, направлять | 11. Property(n) – собственность, имущество |
| 5. Evaluate(v) – оценивать, выражать в числах | 12. Staff (n) – персонал, штат |
| 6. Handle smth(v) – обрабатывать, управлять, обращаться с ч.-либо | 13. Subordinate (n) – подчиненный |

2. Match the terms with their definitions

1) assets, 2) hierarchy, 3) subordinates, 4) decentralization, 5) profit, 6) staff, 7) objective, 8) management

- a) system of authority with different levels, one above the other;
- b) the entire property of a person or a company;
- c) people working under someone else in a hierarchy;
- d) dividing an organization into decision-making units that are not centrally controlled;
- e) something that one's efforts or actions are intended to attain or accomplish;
- f) the act or process of controlling or directing;
- g) a group of people, who carry out the work of an establishment or perform a specific function;
- h) pecuniary gain resulting from the employment of capital in any transaction.

3. Insert the appropriate word-form from the box into the text.

| verb | adverb | noun | adjective |
|-------------|--------------|----------------|-------------|
| lead | – | leader | leading |
| respond | responsibly | responsibility | responsible |
| account | accountably | account | accountable |
| recruit | – | recruitment | recruiting |
| hand | handed | hand | handy |
| necessitate | necessarily | necessity | necessary |
| advance | – | advancement | advanced |
| produce | productively | productivity | productive |
| commit | – | commitment | commitable |
| neglect | neglectfully | neglect | neglectful |

A supervisor is a team 1) ...
 Consider the authority and 2) ... you need to give a team leader in order to hold them
 3) ... for the performance of their team.
 They have to have a right of veto somewhere in your 4) ... process, otherwise they
 have the very 5) ... excuse: « I did not choose them, it is not my fault»
 This leads to the 6) ... of them having some core skills in basic selection.
 Good training skills are a prerequisite for any 7) ... beyond floor level. How can you

ensure the 8) ... of a team if you can't train? If you break a 9) ..., rule or policy, you will be asked if you have a reason. We expect you to recognize when you have been unreliable, 10) ... , and face the consequences in a mature fashion.

4. Read and complete the following sentence:

Useful words:

achieved, board of directors, communicate, innovations, manageable, performance, resources, setting, supervise

1. Managers have to decide how best to allocate the human, physical and capital a) ... available to them.
2. Managers logically have to make sure that the jobs and tasks given to their subordinates are b)
3. There is no point in c) ... objectives if you don't d) ... them to your staff.
4. Managers have to e) ... their subordinates, and to measure, and try to improve, their f)
5. Managers have to check whether objectives and targets are being g)
6. A top manager whose performance is unsatisfactory can be dismissed by the company's h)
7. Top managers are responsible for the i) ... that will allow a company to adapt to a changing world.

5. Link the beginning and the ending of a sentence.

| | | |
|--|------------|---|
| 1. You are responsible | of | a) problems face-to-face. |
| 2. You can actually see the result | | b) consulting the finance department. |
| 3. You can be proud of working for a company | without | c) a variety of different tasks. |
| 4. You can deal | for | d) realizing your potential. |
| 5. You're unlikely to be fired | in | e) your contribution to the company. |
| 6. Your company will be in a better position | of | f) a sudden reorganization or downsizing. |
| 7. The production and marketing departments can't take financial decisions | with in | g) national or international reputation. |

PRACTICE IN READING

6. Scan the title of the following text and try to figure out its contents.

7. Scan the first paragraph of the text and try to guess about the contents.

The components of management

1. Peter Drucker, the well-known American business professor and consultant, suggests that the work of a manager can be divided into planning, organizing, integrating, measuring, and developing people.
2. First of all, managers set objectives, and decide how their organization can achieve them. This involves developing strategies, plans and precise tactics, and allocating resources of people and money.
3. Secondly, managers organize. They analyse and classify the activities of the organization and the relations among them. They divide the work into manageable activities and then into individual jobs. They select people to manage these units and perform the jobs.
4. Thirdly, managers practise the social skills of motivation and communication. They also have to communicate objectives to the people responsible for attaining them. They have to make the people who are responsible for performing individual jobs form teams. They make decisions about pay and promotion. As well as organizing and supervising the work of their subordinates, they have to work with people in other areas and functions.
5. Fourthly, managers have to measure the performance of their staff, to see whether the objectives set for the organization as a whole and for each individual member of it are being achieved.
6. Lastly, managers develop people – both their subordinates and themselves.
7. Obviously, objectives occasionally have to be modified or changed. It is generally the job of a company's top managers to consider the needs of the future, and to take responsibility for innovation, without which any organization can only expect a limited life. Top managers also have to manage a business' relations with customers, suppliers, distributors, bankers, investors, neighbouring communities, public authorities, and so on, as well as deal with any major crises which arise. Top managers are appointed and supervised and advised (and dismissed) by a company's board of directors.

8. Work in pairs. Read the text and put the following points into the order while going through the text.

1. Managers decide how their company can achieve the objectives.
2. Top managers have a business' relations with customers, suppliers, distributors, bankers, investors and so on.
3. The work of a manager can be divided into planning, organizing, integrating, measuring, and developing people.
4. Managers have to measure the performance of their staff.
5. Managers develop subordinates.
6. Managers divide the work into manageable activities.
7. Managers make decisions about pay and promotion.

9. Spot the key sentence of each paragraph.

10. Make a list of verbs which reflect the dynamics of the text.

11. Spot the international words and guess the meaning of each in the following text.

12. Choose from paragraph 7 nouns which serve to describe the clients of the company.

13. Work in pairs. Make a commentary of the part of the text which concerns the skills of motivation and communication.

14. Write an annotation of the text.

15. Examine the text and restore the flow chart given below the text.

Company structure

Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below them at each successive level. There is a clear line or chain of command running down the pyramid. All the people in the organization know what decisions they are able to make, who their superior (or boss) is (to whom they report), and who their immediate subordinates are (to whom they can give instructions).

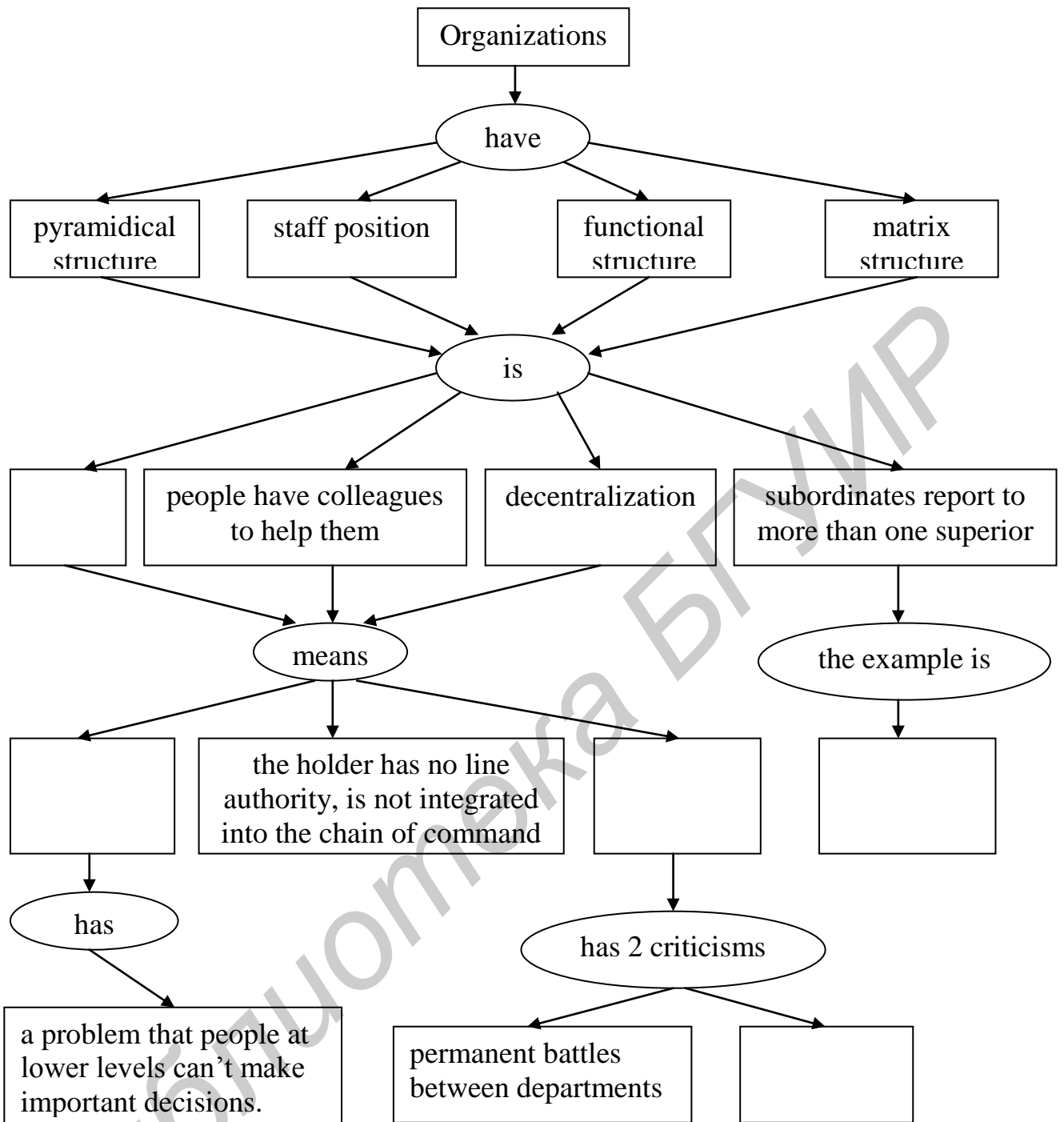
Some people in an organization have colleagues who help them: for example, there might be an Assistant to the Marketing Manager. This is known as a staff position: its holder has no line authority, and is not integrated into the chain of command, unlike, for example, the Assistant Manager, who is number two in the marketing department.

Today, most large manufacturing organizations have a functional structure, including production, finance, marketing, sales and personnel or human resources departments. This means that the production and market departments can't take financial decisions without consulting the finance department.

Functional organization is efficient, but there are two standard criticisms. Firstly, people are usually more concerned with the success of their department than that of the company, so there are permanent battles between, for example, finance and marketing, or marketing and production, which have incompatible goals. Secondly, separating functions is unlikely to encourage innovation.

Most large companies are decentralized, following the model of Alfred Sloan, who divided General Motors into separate operating divisions in 1920. Each division had its own engineering, production and sales departments, made a different category of the car (but with some overlap, to encourage internal competition), and was expected to make a profit.

Problem of hierarchies is that people at lower levels are unable to make important decisions, but have to pass on responsibility to their boss. One solution to this is matrix management, in which people report to more than one superior. For example, a product manager with an idea might be able to deal directly with managers responsible for a certain market segment and for a geographical region, as well as the managers responsible for the traditional functions of finance, sales and production.



16. Look at the questions about the text «Company structure» and say how many of these questions you can answer.

1. What structure do most organizations have?
2. What is known as a staff position?
3. What does functional structure include?
4. What are the disadvantages of functional organization?
5. What is decentralization? Give the example of it.
6. What is the problem of hierarchies?
7. What is matrix management? Give the example of it.

17. On the basis of the chart speak about the different structures of organizations.

PRACTICE IN SPEAKING

18. Imagine that you have an interview to get the post of a manager, look at the questions and try to answer them.

1. What kind of organization do you want to work for?
2. In which departments? (production, finance, accounting, marketing, sales, human resources)
3. Do you expect to have one immediate boss, to work for more than one superior, or to be part of a team?
4. Would you say you are a good manager?
5. What departments or divisions have you worked with?
6. Have you experienced any conflicts with your colleagues?

19. Continue the list of questions that you may be asked in the interview.

20. Restore the middle stage of the job interview.

A. ...

B. The basic is that manager must know and understand primary principles of management and apply them while managing the resources.

A ...

B. But directing is only one of the management task.

A ...

B. However, much of manager's time and effort will go toward managing the work of others, effectively dealing with manager's employees on a personal and professional level, and making decisions.

A. ...

B. Of course. Controlling helps to ensure that you are attaining your objectives. The control process begins with establishing performance standards, continues with assessing actual performance, and then involves making a comparison between performance standards and actual performance.

A. ...

B. Note, managers don't work in a vacuum. They are responsible for various individuals inside and outside the company. The most important ones include manager's boss, employees, guests, other professionals, and himself.

21. ROLE PLAY

Imagine that you are going to apply the position of a manager of sales department of JSC Gefest:

Study your Role Card and be ready to the interview.

| Interviewer | Interviewee |
|---|---|
| You are the personal manager, your company is looking for a creative, energetic manager and you are going to run an interview with an applicant to this position. | You are eager to get the position of a manager, you've got enough experience as a supervisor of a sales department. Try to answer the questions of an interview and impress your employer |

UNIT VIII: INFORMATION TECHNOLOGIES AND BUSINESS MEDIA

It is the information age – a time when knowledge is power. Today, more than ever, businesses are using information (and information technology) to gain and sustain a competitive advantage. You'll never find a successful business whose slogan is "What you don't know can't hurt you". Businesses understand that what they don't know can become an Achilles' heel and a source of advantage for the competition, thus information gives enterprises a competitive edge.

Whether your major is marketing, finance, accounting, human resource management, or any of the many other specializations in a business program, you're preparing to enter the business world as a knowledge worker. Simply put, a knowledge worker works with and produces information as a product. And this product is the most saleable merchandise on today's market. So, there is no way of escaping new technologies in your future work.

VOCABULARY PRACTICE

1. Branch (n) – отрасль, подразделение
2. Communication media (n) – средства коммуникации
3. Gain (v) – добиваться, выгадывать
4. Interception (n) – перехват, прослушивание
5. Knowledge worker (n) – высококвалифицированный специалист в сфере анализа и обработки информации
6. Major (n) – з.д. (U.S.) специализация
7. Mall (n) – крупный торговый комплекс
8. Process (v) – обрабатывать; перерабатывать
9. Priority (n) – преимущество, приоритет
10. Search engine (n) – поисковая система
11. Stock transaction (n) – фондовая сделка
12. Survey (n) – обследование; наблюдение
13. Susceptible (adj.) – восприимчивый, чувствительный

14. Sustain (v) – поддерживать, обеспечивать
 15. Telecommuting – дистанционное присутствие (на рабочем месте с помощью домашнего ПК)
 16. Vulnerable (adj.) – уязвимый
 17. Wireless (adj.) – беспроводный

1. Insert the word-form you need from the box into the text.

IT changes the way of living

In the 1. ___ age, management information systems and information technology are 2. ___ important tools and topics. Why? Because management information systems deal with the coordination and use of three very important organizational resources – information, people and information technology. Formally, we define management information systems and information technology as follows:

- management information systems (MIS) deal with planning for development, management and use of information technology tools to help people perform all tasks related to information processing and management;
- information technology (IT) is any computer-based tool that people use to work with information and support the information and information-processing needs of an organization.

Statistically, there are any number of ways to validate the impact information technology is having on the business world. Consider the fact that increasing number of households in the world takes 3. ___ of online banking, paying bills online. With so many people now performing online banking, what will happen to the 4. ___ small bank branches you see in malls and on street corners? And that's just the banking side. Already, more than one-third of all stock transactions take place over the Internet. In the coming years, you can expect to see the 5. ___ services industry, as a whole, transform itself around providing customer self-service means that customers use to 6. ___ their own transactions. And experts say that even more 7. ___ changes are yet to come.

| noun | verb | adjective | adverb |
|--------------|-------------|------------------|----------------|
| information | inform | informative | informatively |
| vitality | vitalise | vital | vitally |
| numeral | enumerate | numerous | numerously |
| significance | signify | significant | significantly |
| advantage | advantage | advantageous | advantageously |
| finances | finance | financial | financially |
| system | systematize | systematical | systematically |

2. Match the terms with their definitions.

| | |
|------------------|--|
| 1) process | a) relating to, or concerned with a peripheral device that is directly connected to and controlled by the central processing unit of a computer |
| 2) tool | b) a service provided on the Internet enabling users to search for items of interest |
| 3) wireless | c) to provide with adequate power, means, opportunity or authority to do something |
| 4) telecommuting | d) the condition of being prior, antecedence or something given specified attention |
| 5) priority | e) liable or exposed to attack, capable of being physically or emotionally wounded or hurt |
| 6) vulnerable | f) the use of home computers, telephones to enable a person to work from home while maintaining contact with colleagues, customers or a central office |
| 7) to enable | g) communicating without connecting wires or other material contact |
| 8) search engine | h) anything used as a means to perform an operation or achieve an end |
| 9) online | i) a series of actions that produce a change or development |

3. Read the text and fill in:

a) came into existence, b) in fact, c) as for, d) in brief, e) deals with, f) on this account, g) as concerns, h) attention must be paid

Think about your future job 1. _____. It may include telecommuting, the use of communications technologies (such as the Internet) to work in a place other than a central location. Telecommuting presents wonderful "quality of life" opportunities.

2. _____ business, it is also good but presents new challenges. 3. _____ now more than ever business must consider the issue of security. When the Internet 4. _____, wireless communications and telecommuting made the security of information is a top priority. 5. _____ people working from home they are more vulnerable to virus attacks than are workers at a central location behind company firewall hardware and software. Communications across the Internet (either wired or wireless) are more susceptible to interception than communications on a secure local area network in an office building. Management information system (MIS) encompasses all of these issues and many others, as well as the enabling technologies.

Nevertheless, 6. _____ that technology is not the sole focus of MIS. Technology 7. _____ a set of tools that enables you to work more efficiently and effectively with information. 8. _____, people and information are the most important resources within

MIS, not technology. Of course, every organization today needs all three (and many others such as capital) to compete effectively in the marketplace.

4. Scan the title of the following test and try to figure out its contents.

IT in Marketing

Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers. For many years, handbills, newspaper ads, television commercials, radio spots, and mass mail campaigns were all important tools of the marketing industry. Now, computers have opened new vistas for communicating with consumers.

In marketing computers played a role of a research tool for quickly crunching numbers from consumer surveys, sales figures etc. Statistics derived from that data helped companies focus development efforts on the most promising products and market them effectively. Marketing research data made it clear that even the most effective advertising could not convince everyone to buy a particular product. To better target potential buyers, marketers turned to direct marketing.

Direct marketing attempts to establish a one-to-one relationship with prospective customers rather than giving information about a product from standard forms of advertising. The first direct marketing techniques included personalized letters, catalogs, and telemarketing. Telemarketing is a technique for telephone solicitation. Computerized autodialers make it possible for telemarketers to work efficiently. Customer names, addresses, and telephone numbers were mined from extensive computer databases. Lists could be tailored in rudimentary ways to fit target markets.

The Internet opened up dramatic new horizons in direct marketing by providing an inexpensive conduit for collecting information about potential customers and distributing targeted direct marketing. The Internet and the World Wide Web have become the most important new communications media. Today, a vast amount of information flows over the Internet and marketers are trying to harness that information to most efficiently communicate their message to prospective customers.

E-commerce Web sites offer a global distribution channel for small entrepreneurs as well as multinational corporations. Consumers can locate e-commerce sites using a search engine. A lot of marketers use search engine optimization techniques to get their Web sites to the top of search engine lists. Another way to drive traffic to e-commerce site is banner advertising that clutters up Web pages with inviting tag lines for free products. Clicking the ad connects customers to the site. So, computer skills are vital because marketing, product promotion, and advertising on the Internet are increasingly common.

5. Read the first sentences of the paragraphs and say what questions are going to be discussed in the text.

6. Scan the first paragraph of the text and try to guess about the contents of the paragraph proper.

7. Split the following text into parts and think up appropriate titles for each paragraph. See if this outline fully reflects the contents of the text.

8. Spot the key words of each paragraph which can be words for its further retelling.

Computers in Business

Business has changed dramatically and opened a new chapter since the first computer came into existence and was sold in 1951. Today, it is difficult to imagine how businesses could operate without computers. The current growth in international business and industrial development would not be possible without computer communications. In fact, our entire economy is based on the availability of data, whether it is credit, financial, organizational or other data. Without the computer we would be adrift and sinking in the ocean of paper. Business is being carried out by a profound, evolving development. Every day more individuals and companies worldwide are being linked electronically. Digitally binding consumers and companies in a low-cost way is as significant as the invention of the steam engine, electricity, the telephone and the assembly line. The advent of computing is the most significant challenge to business.

9. Make a list of verbs which reflect the dynamics of the text.

10. Spot the international words and guess their meanings in the text.

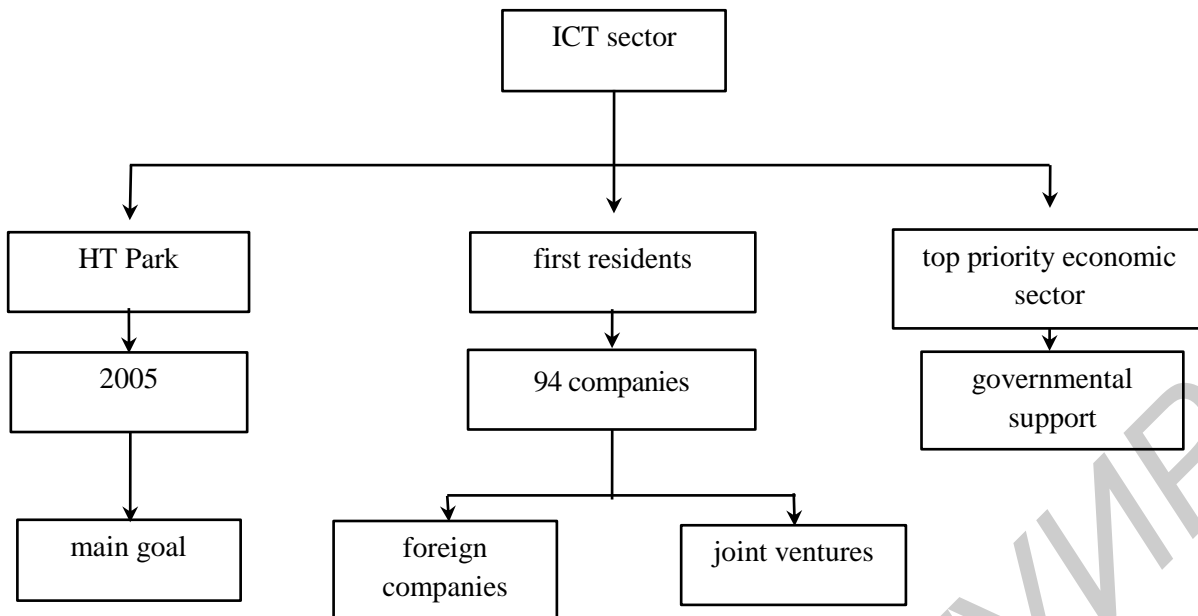
11. Choose from the text adverbs which serve to describe business development.

12. Make a commentary of the part of the text which concerns computer communications.

13. Read the text and examine the flow chart of the first paragraph.

The HT Park of Belarus

During the last years the ICT sector in Belarus receives strong governmental support and is one of the top-priority economic sectors to develop. In 2005 the Hi-Tech Park was established with the main goal to support software industry in Belarus. First residents were registered in 2006. Currently 94 companies are registered as the Park's residents. Half of Belarus HTP resident-companies are foreign companies and joint ventures.



Unlike many parks in Europe or Asia, the Belarusian HT Park is a virtual hi-tech park. It means that the legal conditions of the Hi-Tech Park are valid within the whole territory of Belarus. No matter where a company is located within Belarus, if it deals with engineering and software development – it can become a resident of HTP. This principle enables the resident companies to use educational, scientific, professional and infrastructural potential of the whole country.

Belarusian programmers get trained at the training centers of IBM, Lotus, Sun, Novell, Microsoft, and other world IT leaders. Another distinctive feature of Belarusian developers is that besides professional skill, they also have deep knowledge in mathematics, engineering, physics, and other sciences.

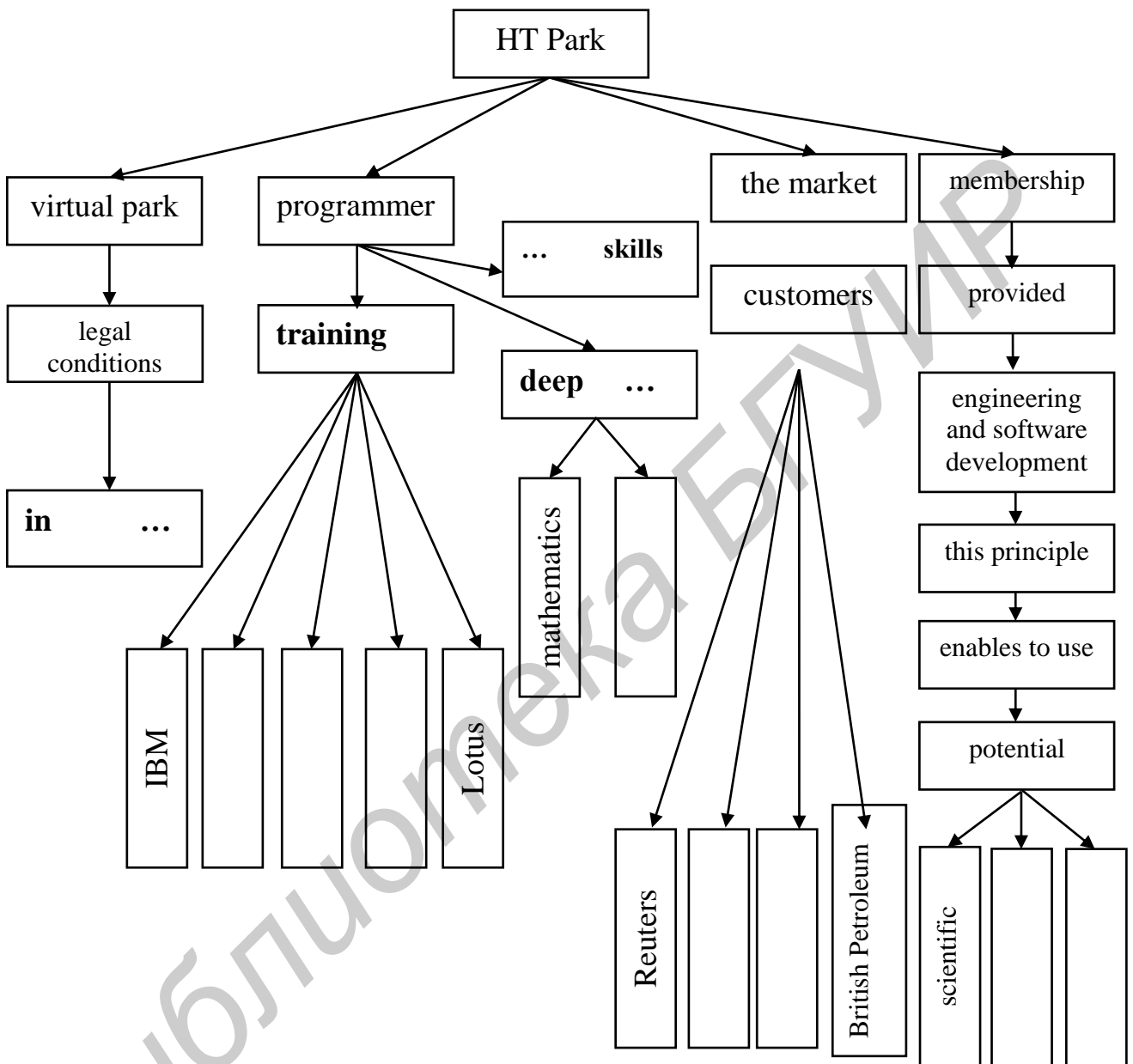
The export share in the total production volume is 80 per cent. The resident companies are successful on North American and European hi-tech markets. Today they have customers in 52 countries around the world. Today some leading corporations, such as Peugeot, Mitsubishi, British Petroleum, Gazprom, Reuters, British Telecom, London Stock Exchange, World Bank, Coca-Cola, etc. are among major consumers of Belarusian software developed in the Hi-Tech Park of Belarus.

14. Look at the questions and say how many of them you can answer.

1. What support does ICT sector receive in Belarus?
2. Why is this sector important for our country?
3. When was the HT Park established?
4. What is the main aim of the HT Park?
5. How many companies are registered as the Park's residents?
6. What does the virtual high-tech park mean?
7. What principle enables the resident companies to use scientific and professional potential?
8. What training centers do Belarus programmers get trained at?
9. What is another distinctive feature of Belarusian developers?

10. Do you agree that the resident companies are really successful on European markets? Prove this fact.

15. Read the text once again and fill in the blanks of the flow chart.



16. On the basis of the flow chart speak about opportunities of the HT Park.

PRACTICE IN SPEAKING

17. Study the following questions that might be asked in the job interview.

1. Why are you interviewing with us?
2. If you were hiring for this position, what technical skills would you be looking for?
3. What's the toughest communication

problem you faced? 4. How would you describe an ideal job for you? 5. What was the biggest challenge you faced doing your job? 6. What are your qualifications?

18. Continue the list of questions and prepare possible answers to them.

19. Work in pairs. Restore the phrases of the interviewer and role play the dialogue.

C: Well, after leaving university I got a technical role in a company and spend my evenings and weekends learning the tools of this trade.

C: In my opinion, the main thing in telemarketing is ensuring that the company has sufficient resources to cope with sudden large increases in customers.

C: I mean not only having adequate storage for all your customers' details, but ensuring that you have technology in place to handle stock levels and efficient delivery.

C: To my mind, it is the ability to respond rapidly to changes in the size of your customer base and the type of product that they want.

C: I'm afraid not. The traditional software can't provide sufficient flexibility.

20. ROLE PLAY. Look at the advertisement of the job offer and role-play the job interview.

Student A – interviewer. Ask the candidate everything related to his/her back-ground, education and experience. Give details about the vacancy.

Student B – candidate. Show your interest in getting this job. Speak about your qualifications and work experience. Ask about conditions of work (hours, salary, contract...).

Venture leader in the sector of telemarketing

Requirements:

Knowledge of information technologies. Good communication and interpersonal skills.

Experience in the field of customers service

We provide:

Training and equipment at the cost of the firm. Work from home.

Flexible schedule.

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Библиотека БГУИР

Учебное издание

Кравченко Маргарита Валентиновна
Туник Ольга Владимировна
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БИЗНЕС-ИДЕНТИЧНОСТЬ

*ПОСОБИЕ ПО РАЗВИТИЮ НАВЫКОВ
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BUSINESS IDENTITY

***ENGLISH COURSE BOOK
ON READING AND SPEAKING SKILLS DEVELOPMENT
FOR FULL AND PART TIME STUDENTS
OF THE ENGINEER AND ECONOMICS FACULTY***

Корректор Е. Н. Батурчик

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|--------------------------------|--------------------------|------------------|
| Подписано в печать 12.12.2011. | Формат 60x84 1/16. | Бумага офсетная. |
| Гарнитура «Таймс». | Отпечатано на ризографе. | Усл. печ. л. |
| Уч.-изд. л. 4,5. | Тираж 200 экз. | Заказ 173. |

Издатель и полиграфическое исполнение: учреждение образования
«Белорусский государственный университет информатики и радиоэлектроники»
ЛИ №02330/0494371 от 16.03.2009. ЛП №02330/0494175 от 03.04.2009.
220013, Минск, П. Бровки, 6