

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

М. В. Кравченко, О. В. Туник

***ПРАКТИЧЕСКИЙ КУРС АНГЛИЙСКОГО ЯЗЫКА
ПО ОСНОВАМ БИЗНЕСА***

***ENGLISH PRACTICAL COURSE
ON BUSINESS BASICS***

*Рекомендовано УМО по образованию в области информатики
и радиоэлектроники для направления специальности 1-40 01 02-02 «Информа-
ционные системы и технологии (в экономике)»
в качестве пособия*

Минск БГУИР 2013

УДК 811.111(076)
ББК 81.2Англ я73
К78

Р е ц е н з е н т ы:

кафедра профессионально ориентированной английской речи
учреждения образования «Белорусский государственный экономический университет» (протокол №11 от 07.06. 2012);

доцент кафедры современных технологий перевода
учреждения образования
«Минский государственный лингвистический университет»,
кандидат педагогических наук О. В. Железнякова;

Кравченко, М. В.

К78 Практический курс английского языка по основам бизнеса = English practical course on business basics : пособие / М. В. Кравченко, О. В. Туник. – Минск : БГУИР, 2013 – 57 с.
ISBN 978-985-488-903-0.

Пособие состоит из 4 циклов: The perspectives and problems of Globalization, The Art of Management, Marketing, Advertising. Цель пособия – формирование навыков и развитие умений чтения и говорения студентов на английском языке, а также умений иноязычного делового взаимодействия. Представлен единый комплекс упражнений и заданий репродуктивно-продуктивного и продуктивного характера, разработки в рамках технологий Case Study, Interview и Role Play. Особое внимание уделено подготовке студентов к участию в собеседовании при приеме на работу.

УДК 811.111(076)
ББК 81.2Англ я73

ISBN 978-985-488-903-0

© Кравченко М.В., Туник О. В., 2013
© УО «Белорусский государственный университет информатики и радиоэлектроники», 2013

CONTENTS

ПРЕДИСЛОВИЕ.....	4
UNIT I: THE PERSPECTIVES AND PROBLEMS OF GLOBALIZATION.....	5
UNIT II: THE ART OF MANAGEMENT	18
UNIT III: MARKETING.....	30
UNIT IV: ADVERTISING.....	44
ЛИТЕРАТУРА.....	56

Библиотека БГУИР

ПРЕДИСЛОВИЕ

Авторами разработан единый комплекс заданий и упражнений, представленный в четырех разделах каждого цикла, который позволяет достичь поставленной цели и обеспечить эффективность обучения студентов экономических специальностей технического вуза чтению и говорению на английском языке.

Краткий вводный текст Topic Presentation, лексико-грамматический анализ и толкование основных терминов в разделе Vocabulary Practice готовят студентов к работе над проблематикой тематического цикла.

При отборе текстов для раздела Practice in Reading авторы представили образцы аутентичных научных и научно-популярных текстов, в которых прослеживаются функциональные особенности современного подъязыка специальности. Материал максимально приближен к программной тематике курса, что обеспечивает интегративный подход в обучении английскому языку в неязыковом вузе. Данный раздел пособия нацелен не только на совершенствование навыков чтения специализированной литературы, но и овладение приемами конспектирования и аннотирования текстов.

Раздел Practice in Speaking предполагает совершенствование навыков и развитие умений монологической и диалогической речи на материале каждого цикла и с использованием современных педагогических технологий обучения иностранным языкам: дискуссия, интервью, изучение кейса. Это позволяет подготовить будущих специалистов к деловому общению в рамках межкультурного иноязычного профессионально ориентированного взаимодействия.

UNIT I: THE PERSPECTIVES AND PROBLEMS OF GLOBALIZATION

TOPIC PRESENTATION

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. 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. 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.

VOCABULARY PRACTICE

1. Acquisition (n) – поглощение; покупка, приобретение.
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.) – зд. внутренний (рынок).
9. Drive (v) – стимулировать.
10. Global (adj.) – всемирный, 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, приспособлять.
19. Trade barriers (n) – торговые ограничения.
20. Transfer of assets – перевод активов.

1. 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

2. 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) ___ between 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.

3. Match the words that are similar in meaning.

1) multinational(adj.); 2) rivalry; 3) tailor; 4) outsource; 5) implement; 6) restrictions; 7) response; 8) resources; 9) acquisition; 10) costs
a) adapt; b) limits; c) global; d) expenses; e) assets; f) introduce; g) takeover; h) competition; i) contract out; j) reaction

4. Match the words with opposite meaning.

1) diversify; 2) overseas; 3) losses; 4) dramatically; 5) global; 6) raise; 7) diversity; 8) expand; 9) straight; 10) leverage
a) domestic; b) slightly; c) waste; d) indirect; e) shrink; f) duplicate; g) similarity; h) profits; i) reduce ; j) local

5. 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.

6. 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>
--	---	--

7. Explain the meaning of the underlined words in the following text. Speak about the duties of a global manager to your groupmates.

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 abil-

ity 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

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

9. 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 cul-

tural 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.

10. 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.

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

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

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

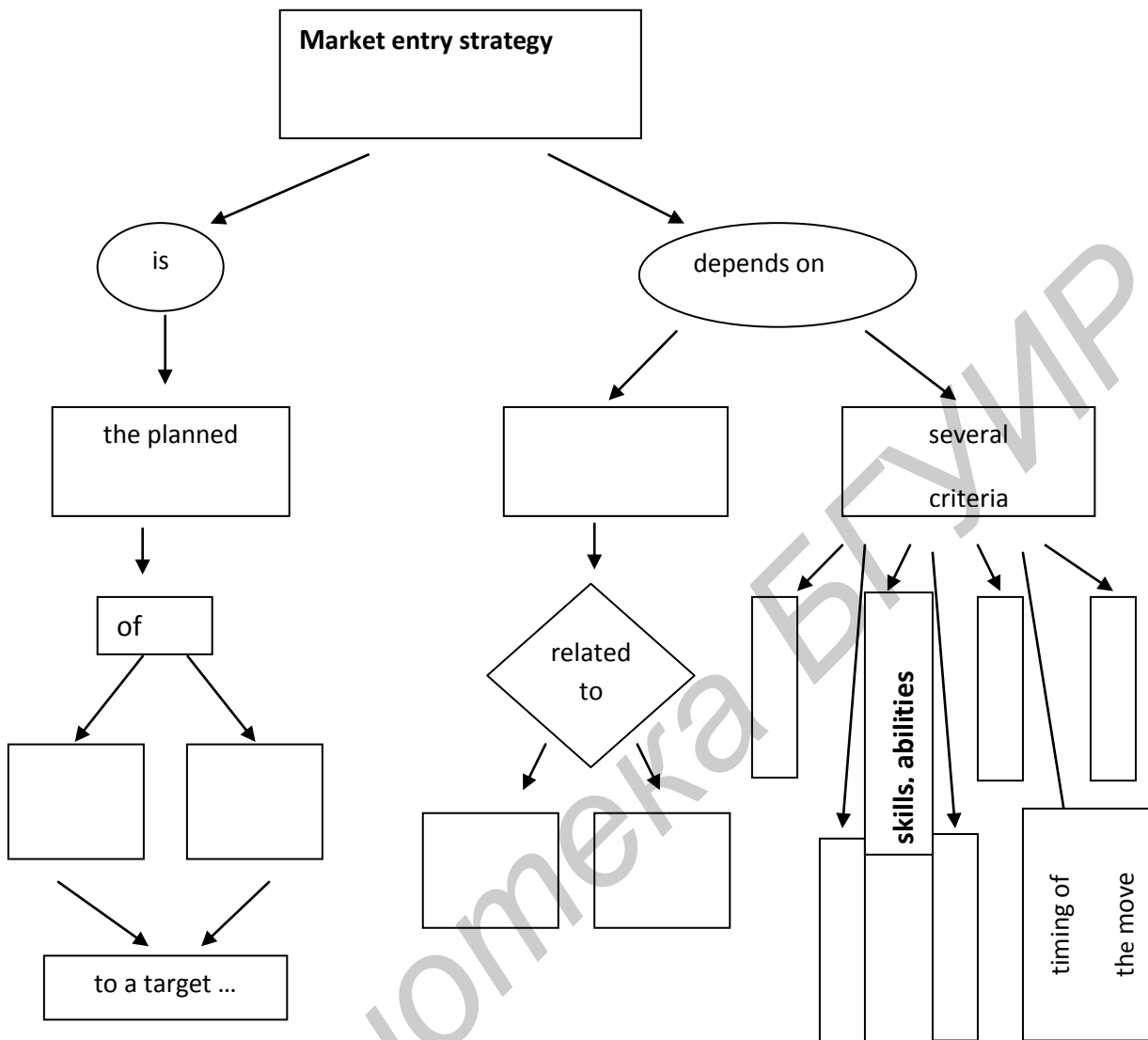
14. Choose from paragraph 2 verbs which serve to describe positive effects of globalization in investment and trade.

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

16. Write an annotation of the text.

17. Read the text given below and fill in the flow chart of the first paragraph.

Market Entry Strategy



1. 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.

2. 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 com-

mission 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.

3. 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.

4. 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.

5. Acquisition often allows the acquiring company to enter new areas with more speed in comparison to internal development of the desired markets. 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 organizational 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

6. 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.

18. 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?

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

PRACTICE IN SPEAKING

20. Comment on the following quotations and sayings.

1. It has been said that arguing against globalization is like arguing against the laws of gravity (Kofi Annan).
2. Globalization, as defined by rich people like us, is a very nice thing. You are talking about the Internet, you are talking about cell phones, you are talking about computers. This doesn't affect two-thirds of the people of the world (Jimmy Carter).
3. Globalization could be the answer to many of the world's seemingly intractable problems. But this requires strong democratic foundations based on a political will to ensure equity and justice (S. Burrow).
4. Globalization is a fact of life. But I believe we have underestimated its fragility (Kofi Annan).
5. Globalization has changed us into a company that searches the world, not just to sell or to source, but to find intellectual capital – the world's best talents and greatest ideas (Jack Welch).

21. 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.

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

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 Weinkauf, 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.

Библиотека БГУИР

UNIT II: THE ART OF MANAGEMENT

TOPIC PRESENTATION

Management is the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals efficiently and effectively. An organization's resources include assets such as people and their skills, know-how, and knowledge; machinery; raw materials; computers and information technology; and financial capital. Managing a large company is a complex activity and managers must possess many kinds of skills, knowledge, and abilities. An efficient organization makes the most productive use of its resources. An effective organization pursues appropriate goals and achieves these goals by using its resources to create the goods or services that customers want.

VOCABULARY PRACTICE

1. Anticipate (v) – прогнозировать, ожидать, предвидеть.
2. Assessment (n) – мнение, суждение; обложение налогом.
3. Contingency (n) – вероятность, возможность; непредвиденные обстоятельства.
4. Downturn (n) – спад (экон.), падение деловой активности, падение конъюнктуры.
5. Entail (v) – влечь за собой, содержать в себе.
6. Handle (v) – управлять, регулировать, распорядиться, манипулировать.
7. Inventory (n) – инвентаризация, запас, резерв; (товарно-)материальные запасы; оборотные фонды.
8. Loyalty (n) – верность, лояльность, преданность.
9. Maintenance (n) – сохранение, поддержание; материально-технической обеспечение; эксплуатационные расходы.
10. Takeover (n) – поглощение (компании); прием товара.
11. Thrive (v) – процветать, преуспевать.
12. Value (n) – ценность; стоимость; цена.

1. Match the terms with their definitions.

1) assessment	a) a cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation
2) asset	b) the system by which companies are directed and controlled
3) competence	c) an opinion or a judgment about smb/smith that has been thought about very carefully
4) corporate	d) any item of economic value owned by an individual or corporation, especially that which could be converted to cash

5) culture	e) the scope or spheres within which decisions can be taken by subordinates in an organization
6) hierarchy	f) a planning exercise in which managers identify organizational strengths, weaknesses, environmental opportunities, and threats
7) innovation	g) the shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process of socialization. These shared patterns identify the members of a group while also distinguishing those of another group
8) business policy	h) the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations
9) management	i) pyramid-like ranking of ideas, individuals, items, etc., where every level (except the top and the bottom ones) has one higher and one lower neighbor. Higher level means greater authority, importance, and influence
10) strategy	j) the organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of defined objectives
11) SWOT analysis	k) the process by which an idea or invention is translated into a good or service for which people will pay, or something that results from this process

2. Insert the words from the box below.

a) handle; b) contemporary; c) inventory; d) culture; e) management; f) values; g) anticipate; h) assessments; i) innovation
--

1. ... influences the way managers perform their four main functions: planning, organizing, leading, and controlling.
2. The ... and norms of an organization's culture strongly affect the way managers perform their management functions.
3. IT helps managers ... the acquisition of inputs and the disposal of finished products.
4. Managers recognize that real ... sets specific, difficult goals for employees.
5. Planning is about trying to forecast and predict the future in order to be able ... future opportunities and threats.

6. The subfields of ... science provide tools and techniques to improve the quality of the decision making process and increase efficiency.

7. Quantitative management helps managers decide how much ... to hold at different times of the year.

8. IT offers managers new and improved ways of handling information so that they can make more accurate ... of the situation and better decisions.

9. Management science theory is a ... approach to management.

3. Choose a word from A and a word from B and write down word-combination. Mind the articles in some cases.

A. Short-term, flexible, organic, employee, horizontal, long-run, to abolish, to change, to store, fashion, to encourage, flat
B. Trend, communication, structure, performance, targets, the culture, employee, approach, structure, mind-set, input

4. Match the words that are similar in meaning.

1) rivalry; 2) appropriate; 3) handle; 4) realize; 5) conservative; 6) conjuncture; 7) sophisticated; 8) mind-set; 9) cluster; 10) takeover; 11) opinion; 12) inspire
a) state of the market; b) judgment; c) acquisition; d) to be aware of; e) encourage; f) competition; g) relevant; h) group; i) control; j) mentality; k) traditional; l) complicated

5. Match the words that are opposite in meaning.

1) innovative; 2) abolish; 3) obsolete; 4) readily; 5) long-run; 6) downturn; 7) failure; 8) narrow; 9) inappropriate
a) short-term; b) conservative; c) success; d) wide; e) relevant; f) growth; g) cancel; h) up-to-date; i) unwillingly

6. Match the parts of each sentence and speak about «Scenario Planning».

1. The only reasonable approach to	using	conjuncture about what might happen in future.
2. One way in which can try to create plans is by	learning utilizing	tool that raises the quality of the planning process and can bring real benefits to an organization.

3. Every planner is	trying	is first to generate «multiple futures».
4. Scenario planning is a	planning	
5. Planning is about		
		to forecast the future in order to be able to anticipate opportunities and threats.
		scenario planning, one of the most widely used planning techniques.

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

1. Although Mike is not easy to work for, you have to give him credit for managing the department well.	<p>A. I'm afraid he can't use this credit card.</p> <p>B. I think he is useless. He hasn't done what he's employed to do.</p> <p>C. You really have to plan carefully, be rigorous in your analysis and be flexible...</p>
<p>A. Do we make company objectives clear enough, often enough?</p> <p>B. What do you think about the idea we've come up for the SWOT analysis?</p> <p>C. I'm afraid he left the company last month.</p>	2. I haven't had time to think about it. My off-the-cuff impression, however, is that is a good proposal.
3. All right everyone, we spent a lot of time planning this project, now it's time to get the ball rolling.	<p>A. Yes, new ways of management might help increase output.</p> <p>B. I'm terribly sorry to hear that.</p> <p>C. What do you think we should start with?</p>
4. We checked all of her references. She is squeaky clean.	<p>A. Yes, she is very accurate.</p> <p>B. If so, I'm sure we should give her a probationary period of three months.</p> <p>C. Exactly. So who's the best person to run the morning session, I wonder.</p>

8. Explain the meaning of the underlined words in the following text. Characterize the main types of managements.

Management science theory focuses on the use of rigorous quantitative techniques to help managers make maximum use of organizational resources to produce goods and services. Each branch of management science deals with a specific set of concerns. The subfields of management science, enhanced by sophisticated IT, provide tools and techniques that managers can use to help improve the quality of their decision making and increase efficiency and effectiveness.

Quantitative management utilizes mathematical techniques-such as linear and nonlinear programming, modeling, simulation, queuing theory, and chaos theory - to help managers decide, for example, how much inventory to hold at different times of the year, where to locate a new factory, and how best to invest an organization's financial capital. IT offers managers new and improved ways of handling information so that they can make more accurate assessments of the situation and better decisions.

Operations management provides managers with a set of techniques that they can use to analyze any aspect of an organization's production system to increase efficiency. IT, through the Internet and through growing B2B networks, is transforming the way managers handle the acquisition of inputs and the disposal of finished products.

Total quality management (TQM) focuses on analyzing an organization's input, conversion, and output activities to increase product quality. Once again, through sophisticated software packages and computer-controlled production, IT is changing the way managers and employees think about the work process and ways of improving it.

Management information systems (MISs) help managers design systems that provide information about events occurring inside the organization as well as in its external environment – information that is vital for effective decision making. Once again, IT gives managers access to more and better information and allows more managers at all levels to participate in the decision-making process.

PRACTICE IN READING

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

10. Read the first sentences of each paragraph and say what questions (problems) are going to be discussed in it.

The Hewlett-Packard Philosophy

Founders of the electronics company William Hewlett and David Packard established a philosophy of management known as the «HP Way». The HP's philoso-

phy rests on a few guiding principles. One is a policy of long-term employment. HP goes to great lengths not to lay off workers. At times when fewer people were needed, rather than lay off workers management cut pay and shortened the workday until demand for HP products picked up. This policy strengthened employees' loyalty to the organization.

The HP Way is based on several golden rules about how to treat members of the organization so that they feel free to be innovative and creative. HP managers believe that every employee of the company is a member of the HP team. They emphasize the need to increase the level of communication among employees, believing that horizontal communication between peers, not just vertical communication up and down the hierarchy, is essential for creating a positive climate for innovation. To promote communication and cooperation between employees at different levels of the hierarchy, HP encourages informality. Managers and workers are on a first name basis with each other and with the founders.

Bill and Dave pioneered the technique known as «managing by wandering around». People are expected to wander around learning what others are doing so that they can tap into opportunities to develop new products or find new avenues for cooperation. The founders also pioneered the principle that employees should spend 15 % of their time working on projects of their own choosing, and they encouraged employees to take equipment and supplies home to experiment with them on their own time.

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

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

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

14. Look through the questions to the text, say how many of these questions you can answer and give your answers.

1. What values are emphasized at Hewlett-Packard?
2. What norms do HP managers follow?
3. What is the main industry that the company competes in?
4. Has Hewlett-Packard expanded internationally?
5. What do customers of HP want?

15. Work in groups of 3 or 4. Make annotations of the text. Choose the best one in every group, explain the choice.

16. Read the four parts of the following text:

a) PLANNING and decide which statements below are right according to the text;

- b) ORGANIZING and decide which facts are mentioned in this part of the text;*
- c) LEADING and decide which facts are not mentioned in this part of the text;*
- d) CONTROLLING and decide which statements below are wrong.*

Functions of Management

PLANNING is deciding in advance what to do and how to do. It bridges the gap from where we are to where we want to go. Planning provides directions and focuses on achieving objectives. The best plan has to be adopted and implemented. Top managers in an organization with an innovative culture are likely to encourage lower-level managers to participate in the planning process and develop a flexible approach to planning. They are likely to be willing to listen to new ideas and to take risks involving the development of new products. In contrast, top managers in an organization with conservative values are likely to emphasize formal top-down planning. Suggestions from lower-level managers are likely to be subjected to a formal review process, which can significantly slow decision making.

In the past, at conservative IBM, the planning process became so formalized that managers spent most of their time assembling complex slide shows and overheads to defend their current positions rather than thinking about what they should be doing to keep IBM abreast of the changes taking place in the computer industry. When a new CEO Lou Gerstner took over, he used every means at his disposal to abolish this culture, even building a brand-new campus-style headquarters to change managers' mind-sets.

- A. Planning is futuristic.
- B. Managers in an organization with conservative values promote innovative ideas.
- C. Lou Gerstner supported the corporate traditions kept at IBM.
- D. Planning focuses on achieving objectives.
- E. Planning involves decision making.

ORGANIZING can be viewed as the activities to collect and configure resources in order to implement plans in a highly effective and efficient fashion.

Given a clear mission, core values, objectives, and strategy, the role of organizing is to begin the process of implementation by clarifying jobs and working relationships. Valuing creativity, managers in innovative cultures are likely to try to create an organic structure, one that is flat, with few levels in the hierarchy, and one in which authority is decentralized so that employees are encouraged to work together to find

solutions to ongoing problems. A product team structure may be very suitable for an organization with an innovative culture. In contrast, managers in a conservative culture are likely to create a well-defined hierarchy of authority and establish clear reporting relationships so that employees know exactly whom to report to and how to react to any problems that arise.

- A. Conservative organizations are favouring a greater degree of centralization of their decision-making authority.
- B. Most manufacturing jobs in developed nations were highly specialized with workers performing specific, standardized and repetitive tasks.
- C. If decision-making authority is decentralized, important decisions are often made at lower levels of the hierarchy.
- D. Managers must be aware of the negative aspects of specialization: fatigue, stress, turnover, and low quality products.
- E. Changes in strategy frequently necessitate changes in the way the enterprise is organized.

LEADING is one of the four functions of management; it can be both extremely important and challenging. Motivating employees, influencing employees, and forming effective groups make up the leading function.

Managers should create a climate that encourages new ideas and employee input. Finding ways to inspire employees means coaching them and motivating them to succeed as integral parts of the company. For a manager to be an effective leader, he or she must also be an effective communicator. A manager that shares information and lets employees know the latest news in the company is someone that is deemed trustworthy by his or her employees. The ability to relate to others, from close colleagues to the most unfamiliar new employee, is fundamental to effective leadership. A good leader should be more critical of his or her performance than anyone else.

In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment. They are supportive regardless of whether employees succeed or fail. In contrast, managers in a conservative culture are likely to use management by objectives and to constantly monitor subordinates' progress toward goals.

- A. Manager should strive to become an inspiration to the rest of the employees.
- B. Excellent leadership can even increase the organization's income.
- C. Employees feel little loyalty or trust towards a manager who does not readily give out information.

- D. The more the employees feel that they have a say in the company, the more they will be willing to share ideas and attempt to find better ways to improve processes.
- E. Leaders typically have strong cognitive abilities.

CONTROLLING refers to the task of ensuring that activities are producing the desired results. Control is limited to monitoring the outcome of activities, reviewing feedback information about this outcome, and if necessary, taking corrective actions. Every manager in an organization has to perform the control function. The control may be quality control, inventory control, production control, even administrative one. Controlling is a continuous process, it follows a definite pattern and time-table.

There are five methods of control: bureaucratic, objective, normative, concertive, and self-control. Bureaucratic control is based on organizational policies, rules, and procedures. Objective controls are based on reliable measures of behavior or outputs. Normative control is based on strong corporate beliefs and careful hiring practices. Concertive control is based on the development of values, beliefs, and rules in autonomous work groups. Self-control is based on individuals' setting their own goals, monitoring themselves, and rewarding or punishing themselves with respect to goal achievement.

The ways in which managers evaluate, and take actions to improve, performance differ depending upon whether the organization culture are multiply potential paths to success and that failure must be accepted in order for creativity to thrive. Managers in innovative cultures are also more concerned about long-run performance than short-term targets.

- A. Controlling is determining what is being accomplished.
- B. Through control it is monitored whether the individuals adhere
- C. Control system acts as an adjustment in organizational operations.
- D. There are two legal methods of control: bureaucratic and normative.
- E. Self-management is system in which managers and workers control their own behavior.

PRACTICE IN SPEAKING

17. Comment on the following quotations and sayings.

1. Reason and judgment are the qualities of a Leader (Tacitus).
2. If you command wisely, you'll be obeyed cheerfully (Cicero).
3. Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall (S. Covey).

4. If way to the better there be, it exacts a full look at the worst (Th. Hardy).
5. An overburdened, over-stretched executive is the best executive, because he or she doesn't have the time to meddle to deal in trivia, to bother people (J. Welch).

18. Choose one of the Belarusian companies (AMKODOR, GEFEST, Horizont, Orsha Flax Mill, others) and perform SWOT Analysis taking into account the following aspects:

Potential Strengths: well-developed strategy; strong product lines; broad market coverage; manufacturing competence; good marketing skills; good materials management systems; R&D skills and leadership; appropriate organizational structure; others.

Potential Opportunities: expand core business(es); exploit new market segments; widen product range; extend cost or differentiation advantage; diversify into new growth businesses; expand into foreign markets; apply R&D skills in new areas; enter new related businesses; overcome barriers to entry; reduce rivalry among competitors; others.

Potential Weaknesses: poorly developed strategy; obsolete, narrow product lines; rising manufacturing costs; decline in R&D innovations; poor marketing plan; loss of customer goodwill; inadequate human resources; others.

Potential Threats: attacks on core business(es); increase in domestic competition; change in consumer tastes; fall in barriers to entry; rise in new or substitute products; potential for takeover; downturn in economy; rising labor costs; changes in demographic factors, others.

19. Interview a manager of an organization about the strengths in the organization's task environment. Ask the manager to pay particular attention to identifying opportunities and threats that result from pressure and changes in customers, competitions, and suppliers.

DISCUSSIONS

1. How can scenario planning help managers predict the future?
2. Why is it important for managers to understand the nature of the environment forces that are acting on them and their organization?
3. How do political, legal, and economic forces shape national culture? What do you think have the most important effect on how successful a country is in doing business abroad?
4. What are some of the commonest crises which companies face today?

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

1. How would you define a successful manager?
2. Would you say you are a good manager?
3. What are the key elements in team building?
4. What departments or divisions have you worked for?
5. Do you have a preference to work in a small or a large group?
6. Do you provide enough decision-making opportunities for your staff?

21. *Restore the middle stage of the job interview.*

- A. What are the key factors in building good business relationships?
B. ...
A. So it's very important for business people to spend time getting to know people and establishing mutual trust and respect.
B. ...
A. Do you care how your staff behaves as long as they meet their sales targets?
B. ...
A. Have you experienced any risk management?
B. ...
A. What management styles have particularly impressed you and why?
B. ...

CASE STUDY

Background

You are the new manager of a major shoe center that is facing a crisis. This shoe shop has been the leader in its market for the last 15 years. In the last three years, however, two other major shoe store chains have opened up, and they have steadily been attracting customers away from your store – your sales are down 30 percent. To find out why, your store surveyed former customers and learned that they perceive the store as not keeping up with changing fashion trends and new forms of customer service.

TASK

1. Form two groups. Each team of managers performs its survey.
2. The groups decide how to tackle the issues mentioned and work out recommendations.
3. Meet as one group and present the results of your surveys.
4. Produce an action plan to enhance the sales.

UNIT III: MARKETING

TOPIC PRESENTATION

In the contemporary business environment, marketing is a powerful tool in the survival and development of both business and non-profit entities.

In the broad sense, marketing refers to the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals. Exchanges take place within a market which is made up of organizational buyers or/and consumers.

The organization's strategies are supported by the marketing group that participates in strategic planning. At the level of the marketing group, managers are responsible for creating marketing plans as well as implementing and controlling the effort to carry out those plans. Marketing strategy encompasses selecting a target market and determining the best factors to reach it known as the marketing mix.

Successful marketing is customer driven as it identifies and addresses customer wants and needs, then seeks to satisfy them with quality goods and services. The marketing environment, ethics, and the use of marketing tools and practices all come into play in gaining potential customers.

VOCABULARY PRACTICE

1. Marketing effort – маркетинговые мероприятия, методы.
2. Customer – покупатель, потребитель, клиент.
3. Marketing mix – комплекс-маркетинга; маркетинг-микс.
4. Price elasticity – ценовая эластичность.
5. Demand curve – кривая спроса.
6. Readily available – легкодоступный.
7. Survey (n,v) – опрос, анкетирование; проводить опрос, анкетировать.
8. Submit (v) – представлять на рассмотрение.
9. Customer driven (adj) – ориентированный на потребителя.
10. Purchase (n,v) – покупка, приобретение; покупать, приобретать.
11. Implement (v) – внедрять, осуществлять.
12. Market (marketing) research – маркетинговое исследование (анализ).
13. Benchmarking (n) – сравнительный анализ.
14. Mission statement – формулировка предназначения; концепция развития.
15. Target market – целевой рынок.
16. Niche marketing – концентрированный рынок.
17. Enhance (v) – улучшать; повышать (цену).
18. Management information system (MIS) – информационная управленческая система.
19. Decision support system – система поддержки принятия решений (СППР).

1. Match the terms with their definitions.

1) target market	a) a system for organizing marketing data so that they are easy to store and retrieve
2) marketing plan	b) a process in which two or more parties voluntarily provide something of value to each other
3) channels of distribution	c) the economic, political and legal, social, technological, and competitive factors – at home and abroad – that affect an organization’s marketing effort
4) bribery	d) a person whose duties include the identification of the goods and services desired by a set of consumers, as well as the marketing of those goods and services on behalf of a company
5) exchange	e) continuously improving business processes to better satisfy the needs and wants of customers
6) demand (for smth)	f) the portion of a market that an organization attempts to serve
7) profit	g) the difference between revenues generated by a product and the costs it incurs
8) marketing database	h) the amount of sales of a product at a given price
9) total quality management	i) a blueprint for a particular strategy to reach a particular target market
10) marketer	j) a process of offering money, goods, or favors in exchange for influence
11) marketing environment	k) the elements of the marketing mix that consists of getting the product to the target market so that it will be convenient to buy
12) feedback	l) the receiver’s response to a message

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

Advertise	advertisement	advertising	advertised
Benefit	beneficial	benefited	beneficially
Exist	existence	existing	–
Persuade	persuasion	persuasive	persuaded

Purchase	purchasing	purchased	purchaser
Produce	production	product	producer
Market	marketer	marketing	–
Process	processing	processor	processed
Strength	strengthen	strengthening	strengthened
Satisfy	satisfied	satisfying	satisfaction
Consume	consumer	consumption	consuming
Image	imagine	imagination	imagined
Differ	difference	different	differently
Distinguish	distinction	distinguishable	distinguishing
Distribute	distribution	distributed	distributively
Involve	involved	involvement	involving

Marketing versus advertising

Many people confuse marketing and _____. Although they share similar aspects and work together to benefit the company, they are two different strategies. Knowing how they are different and alike is _____ to your company's success.

Advertising is a single component of marketing. The goal of advertising is to inform buyers about _____ or new products and/or _____ consumers to _____ them. Advertising explains why customers need that particular _____, how it will benefit their lives and how to get it. Advertising is often looked at as the most important part of marketing. It definitely has the largest budget out of all the marketing procedures. However, without a good marketing _____, advertising will not go far.

_____ is different from advertising because it is a _____. Marketing is considered a campaign that is designed to create awareness of products, services and brands. Marketing believes in building relationships with customers and _____ their overall customer _____.

An effective marketing strategy will understand the needs of the customer and find the best way to send information to them. Planting a seed of desire in a _____ is one

of the best tools marketing has. If a consumer relates products with your overall company ____, then you have a successful marketing strategy.

Here is the quote that has often been repeated about the ____ between marketing versus advertising: «The best way to ____ between advertising and marketing is to think of marketing as a pie, inside that pie you have slices of advertising, market research, media planning, public relations, product pricing, ____, customer support, sales strategy, and community _____. Advertising only equals one piece of the pie in the strategy».

3. Match the words that are similar in meaning.

1) persuade; 2) consumer; 3) competition; 4) research; 5) enhance; 6) distinguish; 7) forecast; 8) implement; 9) reseller
a) improve; b) intermediary; c) differentiate; d) introduce; e) prediction; f) rivalry; g) convince; h) investigation; i) customer

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

<p>1. I researched your marketing plan, but there are not any black and white answers. Your situation seems to fall into a grey area</p> <p>A. Right you are. The launch predictions are quite clear. B. Really? I didn't expect it to be difficult to define. C. Sorry, but our product is not available in grey.</p>	<p>4. Market research is a very long-term process. So far, we have just begun to scratch the surface.</p> <p>A. But you won't meet the deadline! B. Glad to hear that it is almost complete! C. Won't you have problems because of damaging the surface?</p>
<p>2. Be sure to read the contract carefully before you sign it. Do you want to get a raw deal?</p> <p>A. Yes, I do. I want to receive more than this purchase deserves. B. No, I don't. I prefer to have value for money. C. I would rather not eat raw veg.</p>	<p>5. I don't like the colour of the sweater she gave me, but beggars can't be choosers.</p> <p>A. Hmm, tell her you will choose another one. B. Ok, I will lend you some money. C. Yes, people don't complain about anything they get for free.</p>
<p>3. He is not a good marketer. He does everything by the book.</p>	<p>6. If you like that new survey, are you willing to jump on the bandwagon?</p>

<p>A. Oh, he must be fond of reading!</p> <p>B. What is his favorite writer?</p> <p>C. I totally agree with you. If he always sticks to rules, he can't fit marketing.</p>	<p>A. I have never seen the bandwagon! How does it look like?</p> <p>B. Sorry, but I prefer jogging to jumping.</p> <p>C. Sure, I feel like joining that popular activity.</p>
--	--

5. Review the usage of Conjunctions. Link the appropriate parts of a sentence.

<p>1. Micromarketing examines the way an individual organization carries out its activities</p> <p>2. The marketing effort involves parties</p> <p>3. Poor customer service is likely to affect consumers' loyalty in a negative way</p> <p>4. Niche marketing means focusing on offering their products and services to the people who are most likely to buy them</p> <p>5. More and more businesses are implementing green-marketing strategies</p> <p>6. Many organizations have a customer service department linked to distribution</p> <p>7. In marketing communications, feedback takes two main forms: the potential customer either accepts the product</p>	<p>that</p> <p>although</p> <p>or</p> <p>so that</p> <p>such as</p> <p>while</p> <p>instead of</p>	<p>a) trying to satisfy consumers of all nationalities, ages, or income with your universal product.</p> <p>b) refuses to purchase it.</p> <p>c) your company offers effective marketing promotions.</p> <p>d) is designed to make sure the needs of customers are met promptly and effectively.</p> <p>e) customers who are highly interested in environmentalism can see their commitment to the earth restoration and become more loyal.</p> <p>f) macromarketing describes the total flow of a nation's goods and services.</p> <p>g) members of the organization that produces goods or services, resellers of the goods or services (e.g. stores), and customers or clients.</p>
---	--	--

6. *Explain the meaning of the underlined words in the following text.*

Marketing mix

Having selected a target market, a marketer is able to plan a marketing mix to create successful exchanges with its members. A marketing mix is the mix of controllable marketing variables that the firm uses to pursue the desired level of sales in the target market. Its four elements are often called “four P’s”.

PRODUCT stands for two things: actual goods and services that marketers offer their target market as well as various ways in which goods and services are enhanced to satisfy customers. Enhancing a product makes marketers consider such attributes as color, style, convenience. Thus, they create a product strategy, which involves the development of the product, its packaging and its positioning in the marketplace.

PRICING means setting prices that support the organization’s marketing strategy. The price of a good or a service is its exchange value. To set the most profitable price for a product, marketers should find out how much of the product prospective customer will purchase at various prices. Each product has its own demand curve. It helps marketers to estimate demand based on demographic and psychological factors that affect price elasticity and total demand. In addition, the demand curve aids to evaluate the revenue the product is likely to generate which, in turn, determines potential profits.

PLACEMENT (channels of distribution) is critical to a successful marketing strategy. Marketers plan how to get the product to the target market so that it will be convenient to buy. No matter how good a product is, how reasonable its price, or how effectively it is promoted, consumers may not purchase it if it isn’t readily available to them. Placement includes transportation, warehousing, and inventory control. Sometimes the producer may handle these activities; in other cases resellers are involved in making goods and services readily available to buyers.

PROMOTION (communication) strategy is developed to tell the target market how a product meets their needs and how they can buy it, that is, to inform target markets about the organization and its products. The strategy combines the following elements: advertising; personal selling; sales promotions, e.g. coupons, gift offers; publicity. The promotion strategy is considered successful if members of the target market understand and accept the product message that the marketer is sending.

PRACTICE IN READING

7. *Scan the quote and try to figure out the contents of the text.*

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

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

1. To anticipate and respond to current and potential customer needs, improve existing products and develop new ones the company needs more than facts and statistics known as data. They require corresponding information to identify and define marketing opportunities and issues; generate, refine, and evaluate marketing efforts; monitor marketing performance; and improve understanding of marketing as a process. This information is generated through marketing research and organized into a marketing database. Thus, marketing research is the function that links consumers, customers, and the public to the marketer through information.

2. Marketing managers can receive information from internal sources (sales figures, accounting and inventory data) or external sources (business publications, research services, customer surveys). If they are engaged in a particular investigation, primary data need collecting through company's own surveys or observations, including benchmarking. Benchmarking involves identifying one or more top performers in a certain industry and implementing their practices for improvement. It is carried out through such efforts as reading about other organizations, visiting or calling them, and taking apart competing products to see how they are made. In some cases marketers use secondary data, which are gathered from a variety of published sources for some other purpose rather than the current study.

3. To be effective, marketing research starts with formulating the issue. Then, the careful researcher creates a plan how to collect and analyze the data. It is known as a research design and should be appropriate for solving the problem. Next, collecting data through observation or surveys is followed by its analyzing and interpreting. Finally, the researcher prepares and submits a research report. When managers or other decision makers review the final report, they must evaluate if it is accurate and useful. Besides, the user of the marketing research has to incorporate sound judgment when applying the research results. The marketer's experience and intuition should supplement the research information and it may assist the company in beating its rival to the market.

4. Advances in computer technology have enabled experts to organize data into a management information system (MIS). A more complicated approach known as a marketing decision support system (MDSS) brings together three types of software: database management (for sorting and retrieving data from external sources), model base management (containing routines for manipulating the data in ways that are of interest to the marketer), a dialog system (for exploring the database and using the models to produce reports that address marketers' questions).

5. In an attempt to get additional information, thus gaining a competitive advantage, marketing specialists are involved in ethical considerations. These include deceit, fraud, bribery and invasion of privacy. Marketers must evaluate whether their actions are ethical, and act accordingly. In case of unethical practices the researcher should decide if the benefits of the action are really worth losing clients' and research participants' trust and respect.

6. While serving customers in overseas markets, marketers especially need marketing research. Global specialists start with scanning the marketing environment by using secondary sources. Then they go on to carry out primary research. Marketers should modify the research design to reflect differences in values, customs, and technology and be sensitive to them. Therefore, many organizations have their international marketing research handled by firms specializing in that type of work.

9. Read the text about market research and put the following points into the order while going through the text.

- A. The differences among nations make marketing research essential when the marketing manager considers targeting consumers or organizations in other countries.
- B. Researchers should avoid collecting data through deceptive techniques.
- C. Marketers are involved in several stages while doing market research.
- D. Information is considered an essential tool for making a decision concerning developing products and satisfying consumers.
- E. Market research benefit from the use of computers.
- F. Researchers use a wide range of sources providing relevant information.

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 purposes of collecting information within market research.

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

13. Choose from paragraph 3 verbs which serve to describe activities involved in market research steps.

14. Make a commentary of the part of the text which concerns benchmarking as a method of improving company's performance.

15. Make an annotation of the text.

16. Read the first part of the text. Tick the things the author says.

The marketing department must act as a guide and lead the company's other departments in developing, producing, distributing products or services for their customers. Communication is vital. The marketing department typically has a better understanding of the market and customer needs, but should not act independently of product development or customer service.

Marketing is a team effort. Individuals may have their own goals and priorities, but if they don't also consider the goals and greater need of the company, they may make the carefully planned marketing effort fail. To illustrate this, assume that a company has implemented a direct mail program and has placed key codes on the mailing labels to track the source of the mailing lists from which customers who place orders they are coming. If the employees who take the orders don't ask for and record those codes, then the marketing department has no way of knowing which of the lists are working. Thus, cooperation among departments and support of the top management to enforce necessary procedures is often critical.

- A. Marketing closely interacts with other related departments.
- B. To conduct a study, the marketer may select exploratory, descriptive, or casual research.
- C. The marketing department aims to achieve both specific objectives and overall goals of a company.
- D. Besides, the marketing department is in charge of finding out customer needs and the information whether they are satisfied effectively.
- E. The products offered by marketers are largely made up of services rather goods.

17. Read the second part of the text. Say whether the statements are wrong.

As a member of the marketing department, a marketing manager is in charge of setting the company's marketing strategies, carrying out the marketing and promotional activities as well as managing staff. In large companies, particularly when there is more than one marketing manager, they work under a marketing director or vice president.

The roles and responsibilities of a marketing manager vary by industry, organization and size of the department. Anyway, the main ones include the points given below.

1. Market Research. To gain a clear understanding of their consumers, competitors and general environment, marketing managers organize marketing research studies. They analyze the findings and use this information to better meet the needs of consumers and become more competitive.

2. *Marketing Planning.* Based on overall company goals and direction, marketing managers develop new marketing strategies to promote the company's products, services or image. They also evaluate and analyze the effectiveness of these strategies by looking at the impact they had on market share and consumer perception. They also establish pricing strategies, create and evaluate budgets as well as make projections on return on investment. Marketing managers identify the different distribution channels they will use to make a product available to consumers.

3. *Managing Personnel.* Marketing managers supervise the projects and daily activities of the marketing staff, such as marketing coordinators, and oversee the hiring, training and performance evaluation of their team. They ensure that the team functions well together by encouraging communication, trust and respect.

4. *Advertising and Promotion.* Depending on the type of organization, the marketing managers will either manage the advertising and promotional efforts of the company themselves, work with an internal advertising team or with an external advertising agency. These efforts include print and online advertising, event planning and direct marketing.

5. *Business Forecasting.* Marketing managers need to constantly keep track of market trends in order to identify future business opportunities. They consult with buying personnel to understand what is currently in demand and use sales predictions to estimate future profitability of goods and services.

- A. Marketers are never engaged in an advertising process.
- B. Making projections is critical for evaluating potential success of products.
- C. Tasks of marketing specialists aren't affected by the size of a business.
- D. Marketing managers don't deal with finding the ways of distributing goods and services to the public.
- E. Marketing strategies contribute to reaching overall objectives of a company.

18. Read the final part of the text. Match the headings with paragraphs.

To perform the marketing manager function successfully, one should have certain education and expertise as well as appropriate competencies, whatever industry they are working in.

1. _____. Marketing specialists need business or marketing-related degree or equivalent professional qualification supported by technical background. They should gain experience in all aspects of developing and maintaining marketing strategies and customer and market research. Marketers are expected to have relevant product and industry knowledge and be good at using software applications.

Key competencies needed to work as a marketing manager are the following:

2. _____. You are involved in interacting with both colleagues and consumers daily. In order to be comfortable within your work environment, one must be able to be outgoing and optimistic, adaptable and persuasive, reliable and stress tolerant. Work should be enjoyable and productive.

3. _____. There is a difference between writing well and just plain writing. Writing well means your ability to use specialized vocabulary and stick to the style to sound concise and understandable for your readers. The choice of word partnerships and grammatical structures should be relevant to the activity you perform, e.g. writing a memo or business plan.

4. _____. The inability to type fast and navigate pages will create an extreme difficulty for you. Creating power-point presentations and being able to present them properly will impress your employer, colleagues and clients a great deal. There is nothing worse than becoming bored and uncertain of what one is presenting. If your presentation is informative, eye-catching and logically arranged, it will make listeners perceive your message. The ability to manage a project on schedule is another tool you will need in order to ensure that you and your team are reliable and contribute to achieving short and long term goals of your department and company as a whole.

5. _____. You must be a team player. Meetings with other employees and executives will become part of your daily routine. The way to impress the executives will be to show how diligent and how cooperative you are.

6. _____. Whether it's finding a solution with a failing product or resolving a disagreement with your boss, you'll need to be able to possess the quality of innovation in order to fix the product's issue or create a new product. Another quality that a problem solver possesses is respect. Showing respect during a misunderstanding will only make you look classy and professional.

So combining the skills mentioned above is vital to your success within the career of a marketing manager. Possessing and perfecting each of these skills can contribute to your career growth.

- A. Advanced computer, presentation and project management skills.
- B. Strong interpersonal and communication skills.
- C. Problem Solver Qualities.
- D. Education and experience.
- E. Team-Oriented skills.
- F. Excellent writing skills

PRACTICE IN SPEAKING

19. Read the quotes related to marketing and agree or disagree with their messages. Give reasons.

1. We will have to become 'perpetual marketers', to learn to be channel and data planners without losing our human insight or creativity; to vastly increase the level of accountability and provide more relevant experiences for customers (J. Woodward).
2. The aim of marketing is to make selling unnecessary (P. Drucker).
3. Marketing is too important to be left just to the marketing department (Ph. Almond).
4. Marketing is not a function, it is the whole business seen from the customer's point of view (Peter F. Drucker).
5. Marketing people have every reason to be grateful for the existence of reluctant consumers: if it weren't for them, we wouldn't have jobs (J. Bullmore).
6. A market is never saturated with a good product, but it is very quickly saturated with a bad one (H. Ford).
7. The consumer speaks in code (J. Hamann).
8. Marketing takes a day to learn. Unfortunately, it takes a lifetime to master (Ph. Kotler).

20. Imagine that you have sent your CV and a letter of application to apply for the post of a marketing 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. What tasks are you expected to perform in the position of a marketing specialist?
2. Do you believe it essential to consider cultural differences while serving consumers globally?
3. Are you a competent computer user? What applications do you find necessary to deal with?
4. Do you approve of unethical market research practices, for example, videotaping consumers without asking their permission? Why (not)?
5. What competencies do you possess to contribute to the company's growth as a marketer?
6. What type of survey do you find the most effective if you need to collect data about your rivals?
7. What is the biggest challenge you have faced as a marketer in your previous job?

21. Continue a list of questions that you may be asked at the interview.

CASE STUDY

Marketing plan

TASK

1. Form several groups and study the background carefully.
2. Complete task a) or b):
 - a) Choose a product/service which has potential to succeed in the Belarusian market. Write the marketing plan according to the background and present it in class;
 - b) Choose a Belarusian company you are interested in, find a marketing plan it has already developed and present it in class.

Background

Successful marketing requires planning. That's why businesses use strategic planning to develop the mission statement, which declares an organization's distinctive purpose. It focuses on the needs of markets rather than on products and also serves as the basis for organizational objectives and the strategies for achieving those objectives. The result of strategic marketing planning is the creation of a marketing plan. Once it has been established, the marketing manager must implement it by coordinating the necessary activities, communicating with employees and customers, and motivating the team. The plan has no solid structure; nevertheless, there are some components of a complete marketing plan.

1. *The title page* is the basis for forming a first impression of the overall plan and makes it easy to identify. It should contain the following information: the name of the product or brand that is subject to a marketing plan; the time period covered by the plan; the names and the titles of those submitting the plan as well as those who the plan is being submitted to; the date of submitting the plan.

2. *The executive summary* presents the contents of the marketing plan (no longer than three pages). It familiarizes managers with the plan, but the details are irrelevant here.

3. *The table of contents* including the list of each section of the marketing plan and its page number helps the marketer determine that the plan is complete and well organized.

4. **The introduction** provides the background to understand the plan. For an existing product or strategic business unit, it sums up the product's recent performance. For a new product or strategic business unit, the introduction explains the product concept and the reasons for its potential success.

5. **The situation analysis** concerns the relevant conditions in the environment and reveals such issues as who competitors are, what market share each holds, what strengths and weaknesses each has, and whether new competitors are likely to enter the market.

6. **Marketing planning** defines the marketing objectives, target markets, and marketing mix. This section also includes plans for marketing research.

7. **The implementation of the marketing plan** section specifies who will be responsible for the efforts and provide a schedule. It also spells out how success or failure will be evaluated.

8. **The summary** section is similar to the executive summary, although it requires more details.

9. **The appendix** contains a financial analysis, which presents a sales forecast and an estimate of the marketing costs involved in carrying out the plan. A cost estimate covers advertising, marketing research, product development, package design, development of distribution channels, and training and compensation of the sales force.

10. **References** section contains all sources of information used in creating a marketing plan. They may include books, journals, business periodicals, company reports or memos.

UNIT IV: ADVERTISING

TOPIC PRESENTATION

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.

1) advertising	a) the impression that a person, an organization or a product gives to the public
2) logo	b) a name that is taken and used by a company for business purposes
3) 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.

	k) a printed design or symbol that a company or an organization uses as its special sign
4) image	d) any paid form of nonpersonal presentation of promotion of ideas, goods, and services by an identified sponsor
5) layout	e) a professional organization rendering advertising services to clients for a fee
6) matrix	f) a name, symbol or design that a company uses for its products and that cannot be used by anyone else
7) promote (v)	g) Help sell a product, service, etc. Or make it more popular by advertising it or offering it at a special price
8) advertorial	h) (2) the arrangement of the elements of an advertisement on a page
9) 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>
10) 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, 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. Match the words that are similar in meaning.

1) efficient; 2) promote; 3) celebrity; 4) jumpstart; 5) obvious; 6) satisfy;
7) merchandise; 8) purchaser; 9) appeal; 10) announcement; 11) brag about
a) please; b) clear; c) goods; d) effectual; e) encourage; f) consumer; g) attract;
h) boast; i) commercial; j) luminary; k) stimulate

5. Match the words that are opposite in meaning.

1) promote; 2) uncomfortable; 3) different; 4) attract; 5) professional;
6) universal; 7) unique; 8) prominent; 9) central; 10) brag about
a) convenient; b) depreciate; c) exceptional; d) widespread; e) secondary;
f) demote; g) seize; h) amateurish; i) identical; j) ordinary

6. Fill in the gaps with the most appropriate one of the four options.

Commercial advertisers often seek to generate increased 1. ___ of their products or services through «branding», which involves the 2. ___ of an image or product name in an effort 3. ___ certain qualities with the brand in the minds of consumers. A brand owner may seek to protect 4. ___ rights in relation to a brand name through trademark registration and such trademarks are called «Registered Trademarks».

Nonprofit organizations may rely on 5. ___ modes of persuasion, such as a public service announcement.

Although certain times of the year should get more emphasis, an advertising budget needs to be spread throughout the year to assure a 6. ___ and well-planned program.

Any company needs an effective campaign to 7. ___ a new product range.

With effective advertising a company can become a 8. ___ name.

Advertisers must do a lot of research to ensure that the advertisement would appeal to the 9. ___ audience.

The first thing an ad must do is 10. ___ the reader's eye.

1	a) wishes	b) consumption	c) needs	d) attraction
2	a) presentation	b) description	c) introduction	d) repetition
3	a) to tie	b) to associate	c) to put in touch	d) to connect

4	a) legality	b) proprietary	c) possession	d) owner
5	a) comfortable	b) usual	c) free	d) paid
6	a) persistent	b) obsessive	c) insistent	d) consistent
7	a) launch	b) fire	c) set out	d) set off
8	a) house	b) household	c) housewife's	d) home
9	a) point	b) aim	c) goal	d) target
10	a) reach	b) trap	c) find	d) catch

7. Link the beginnings and the endings of a sentence using the right relative pronoun.

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	
3. Nonprofit organizations may rely on free modes of persuasion,	which	b) newspapers, magazines, television, radio, outdoor or direct mail; websites and text messages.
4. Different types of media can be used to deliver these messages, including traditional media	who	c) listeners soon relate to the product.
5. All the products launched in the market don't necessarily go on to become brands, and one of the common trait of those	that	d) long-lasting institutions as the school and the church in magnitude of its social influence.
6. The majority of television commercials feature a song or jingle		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.
7. Advertising is compared with		f) do is a good advertising slogan.
		g) a public service announcement.

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

1. We're looking for some fresh think-	2. Big Ace Hardware store is opening up
--	---

<p>ing 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>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.</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</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>

think we should try some guerrilla marketing? E. Absolutely. It's always better to use reliable old methods.	
---	--

PRACTICE IN READING

9. 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.

10. 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.

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

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

13. Choose from paragraph 2 and 4 attributes to describe a product that deserves positive comments.

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

15. Write an annotation of the article.

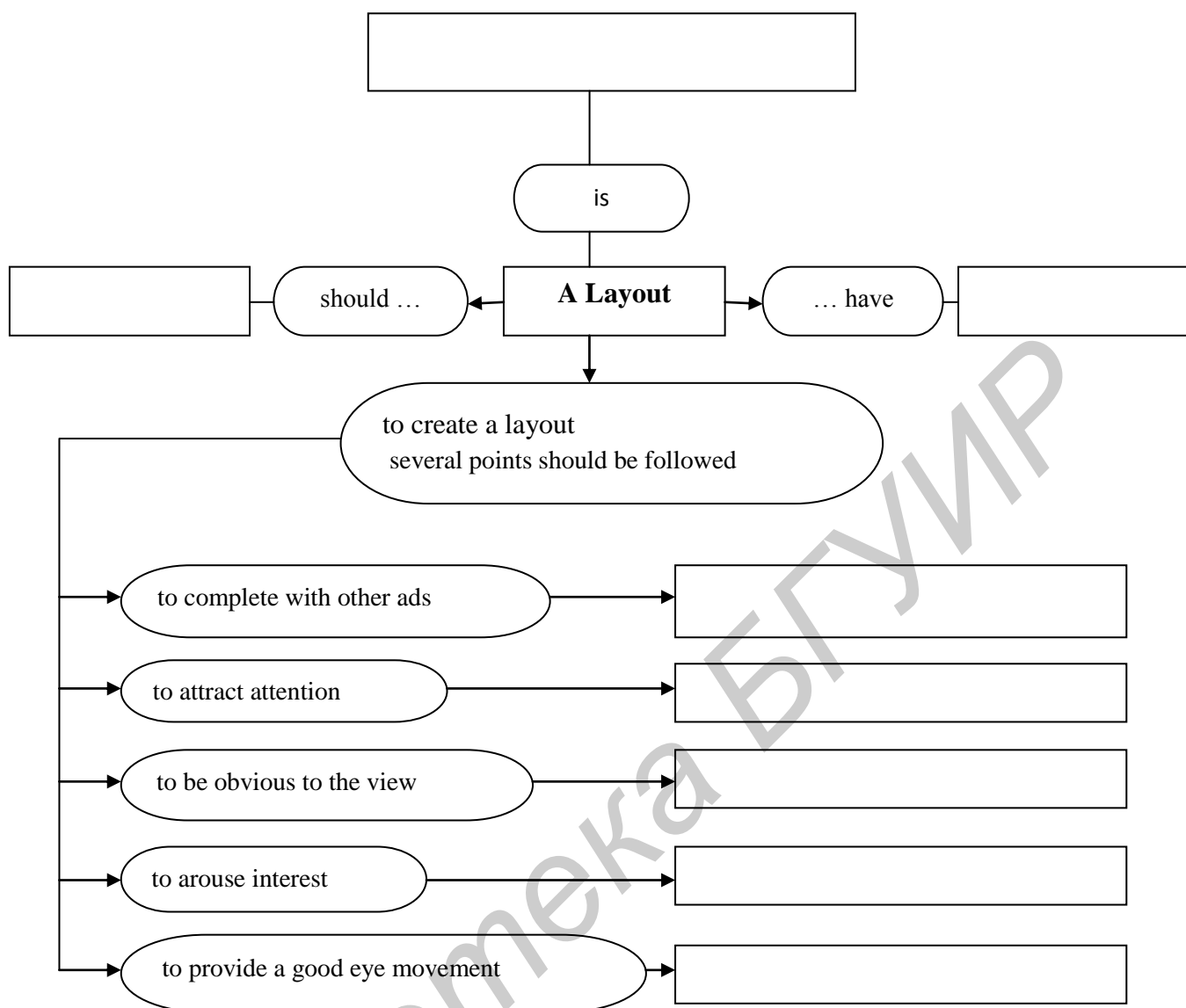
16. Read the text given below and fill in the blanks of the flow chart.

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

17. Comment on the following quotations and sayings.

1. Advertising is a bit like playing make-believe (J. Hartman).
2. Advertising is only another form of statistics.
3. The man who stops advertising to save money is like the man who stops the clock to save time (G. Orwell).
4. The science of arresting the human intelligence long enough to get money from it (St. Leacock).
5. Make it simple. Make it memorable. Make it inviting to look at. Make it fun to read (L. Burnett).

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

1. Does the ad stand from the other advertisements? 2. Is the headline large enough? 3. Does the logotype stand out? 4. Does the advertisement need a border? 5. Is the illustration big enough?

19. 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: McDonald's. I'm lovin' it.

What you want is what you get.

Nothing can do it like 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.

CASE STUDY

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.

ЛИТЕРАТУРА

1. Богацкий, И. С. Бизнес-курс английского языка: словарь-справочник / И. С. Богацкий, Н. М. Дюканова. – Киев : « Логос», 1997. – 351с.
2. Жданова, И. Ф. Англо-русский экономический словарь : справ. изд. / И. Ф. Жданова, Э. Л. Вартумян. – М. : «Русский язык», 2000. – 875 с.
3. Gareth R. Jones, Jennifer M. George / Contemporary Management , 5th Edition
4. Gilbert A. Churchill, J. Paul Peter / Marketing: Creating Value for Customers, 2nd Edition, 1997. – 754 p.
5. Hornby, A. S. Oxford Advanced Learner's Dictionary of Current English, Oxford University Press, A. S. Hornby / Fifth edition / Editor Jonathan Crowther, 1995. – 1430 p.
6. Hubbard Raymond T. Small Business Management / R. T. Hubbard. – Delmar Publisher Inc., 1998. – 394 p.
7. Pilbeam A. International Management / A. Pilbeam. – England, Pearson Education Limited, 2000. – 96 p.
8. Strutt P. Business Grammar and Usage / P. Strutt. – England, Pearson Education Limited, 2000. – 220 p.
9. Williams Ch. Management / Ch. Williams – Fourth Edition, 2007. – 699 p.
10. ESP // What is management? [Электронный ресурс]. – 2012. – Режим доступа : <http://www.tutor2u.net>.

Учебное издание

Кравченко Маргарита Валентиновна
Туник Ольга Владимировна

***ПРАКТИЧЕСКИЙ КУРС АНГЛИЙСКОГО ЯЗЫКА
ПО ОСНОВАМ БИЗНЕСА***

***ENGLISH PRACTICAL COURSE
ON BUSINESS BASICS***

ПОСОБИЕ

Редактор *Т. П. Андрейченко, Е. С. Чайковская*
Компьютерная правка, оригинал-макет *А. А. Лысеня*

Подписано в печать 22.04.2013. Формат 60x84 1/16. Бумага офсетная. Гарнитура «Таймс».
Отпечатано на ризографе. Усл. печ. л. 3,49. Уч.-изд. л. 3,0. Тираж 200 экз. Заказ 261.

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