**Міністерство освіти і науки України**

**МИКОЛАЇВСЬКИЙ Національний університет**

**імені В.О. Сухомлинського**

Кафедра іноземних мов

**Навчально-методичнЕ ЗАБЕЗПЕЧЕННЯ**

**З навчальної дисципліни**

**ІНОЗЕМНА МОВА**

Для напряму/спеціальності 07 Управління та адміністрування, 073 «Менеджмент»

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«\_\_\_\_\_» \_\_\_\_\_\_\_\_\_\_\_ 20\_\_р

Миколаїв 2019

1. **ПЛАНИ ПРАКТИЧНИХ ЗАНЯТЬ**

|  |  |  |
| --- | --- | --- |
| **№**  **з/п** | **Назва теми** | **Кількість**  **Годин** |
|  | **Кредит 1. Події. Розваги. Корпоративи на підприємстві. Граматична тема: Багатозначність дієслів з прийменниками.** |  |
| 1 | **Тема заняття**: Неофіційні події на підприємствах, що сплачують колектив робітників. Організовані розваги для клієнтів фірми.  **Мета заняття**: оволодіти лексичним матеріалом по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово.  **Хід заняття:**  1. Організаційна частина.  2. Повідомлення теми, мети заняття.  3. Актуалізація опорних знань і визначення вихідного рівня знань студентів (Imagine you have to entertain a group of foreign businesspeople.  Which of these activities would you choose? What would you add?  • historic site(s) • an opera I a concert • motor racing • tennis  • a bar I a nightclub • wine tasting • a game of golf • a restaurant  • the theatre • horse racing • a football match • an art gallery  - Many companies are spending less on corporate entertaining. Do you think this is a good idea? Why? I Why not?). (Ex. A, p. 52).  - Work with a partner. Which adjectives in the box form partnerships with the words below {1-6)? (convenient cosy efficient exciting local/regional reasonable) 1 atmosphere 2 food 3 location 4 prices 5 service 6 entertainment  You plan to take a foreign visitor out for dinner. How important are the above factors for you when entertaining guests? Discuss your ideas in pairs. (впр. А, с. 52).  4. Зміст основної частини заняття:  - Ознайомлення з новими лексичними одиницями (beef broccoli cabbage chicken crab cucumber duck lamb lobster mushroom onion pork prawns/shrimp salmon spinach tuna turkey veal venison) (впр. В, С, с. 53).  - Відпрацювання нової лексики у різноманітних вправах (поєднати назву відділів з обов’язками людей, які там працюють, вирази зі словом кар’єра з їх тлумаченням, прослухати діалоги та дати відповіді на запропоновані питання за змістом прослуханного, вставити нову лексику у речення) (впр. В, С, с. 53).  5. Узагальнення та систематизація вмінь і навичок:  Think of a typical or unusual dish from your country. How would you  describe it to a foreign visitor?  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: підготуватися до диктанту (впр. В, С, с. 53), читати та перекладати текст на с. 55 про корпоративну гостинність.  Видати завдання для самостійної роботи за 1 кредит. | П/2 |
| 2 | **Тема заняття:** Їжа та напої. Моя улюблена страва.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички читання та перекладу професійного тексту, розвивати навички його розуміння та аналізу отриманної інформації.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (повторення нової лексики (переклад з англійської мови на українську та з української на англійську, підбір синонімів, антонімів, відповіді на запитання, запропоновані викладачем з використанням нової лексики), написання диктанту за новими словами та словосполученнями).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Обговоріть наступні питання: Imagine a small group of foreign visitors is coming to your city. 1 Decide where you would take them for dinner. Choose a menu and a location to give them a 'taste' of your city /region/country. 2 Explain your choices to a partner.  - Робота з текстом “Corporate entertainment” (с. 55). (Coursebook) (опрацювати лексику, вибрати назву до тексту, дати відповіді на запитання)  5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: If you had an unlimited budget, what would be included in your dream corporatehospitality  package?  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: переказати текст на с. 55 про корпоративну гостинність, описати свою улюблену страву. | П/2 |
| 3 | **Тема заняття**: Моя улюблена страва.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички аналізу отриманної інформації, розвивати навички аудіювання.  **Хід заняття**:  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (опис своєї улюбленої страви).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Робота в парах: Put these stages into a logical order for entertaining in a restaurant (впр. Е, с. 53).  - Робота з текстом про корпоративну гостинність (с. 55). (Coursebook) (повторення лексики, визначення мети та основних ідей тексту, переказ тексту).  - Прослухайте директора однієї з компаній та виконайте завдання щодо прослуханного (впр. A, B, C, D. c. 54).  5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: What makes a corporate event successful?  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: написати есе за темою: What makes a corporate event successful? | П/2 |
| 4 | **Тема заняття:** Відвідання ресторану: обговорення меню та атмосфери закладу.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички написання ділової документації.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (перевірка есе за темою: What makes a corporate event successful?).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Обговорення ідей: How does entertaining affect a company's image?  - Обговорення наступних питань: What are the key elements required to produce successful corporate hospitality? If you had an unlimited budget, what would be included in your dream corporate-hospitality package? What is the best corporate-hospitality programme you have witnessed that wasn't your own? What are the biggest challenges in creating corporate hospitality? How have corporate-hospitality offerings changed in the past decade?  5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: When can corporate entertainment become bribery?  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: написати есе на тему: What are the key elements required to produce successful corporate hospitality? | П/2 |
| 5 | **Тема заняття**: Багатозначність дієслів з прийменниками. Вправляння.  **Мета заняття:** відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички вживання багатозначних дієслів з прийменниками.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (перевірка есе на тему: What are the key elements required to produce successful corporate hospitality?).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Теоретична справка щодо вживання багатозначних дієслів з прийменниками.  - Виконання граматичних вправ щодо вживання багатозначних дієслів з прийменниками (Coursebook, c. 56, впр. А, В, С).  - Аудіювання. Прослуховування телефонніх розмов та перевірка розуміння прослуханного (звернення уваги на лексику телефонних розмов, виконання запропонованих вправ (впр. B, C, D, c. 56-57).  - 5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: A multinational is choosing the best location for its next sales conference.  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: підготуваися до контролю говоріння «Entertaining». | П/2 |
|  | **Кредит 2. Створення нового бізнесу. Процес обговорення та прийняття рішень в бізнесі. Граматична тема: Умовні речення I типу.** |  |
| 6 | **Тема заняття:** Створення нового бізнесу: за та проти.  **Мета заняття:** оволодіти лексичним матеріалом по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово.  **Хід заняття:**  1. Організаційна частина.  2. Повідомлення теми, мети заняття.  3. Актуалізація опорних знань і визначення вихідного рівня знань студентів (Discuss these questions. 1 Would you like to start your own business? Why? I Why not? 2 What conditions are important for people starting new businesses? Choose the three most important from this list. Can you think of any others? • low taxes • good transport links • skilled staff • training courses • low interest rates • high unemployment • cheap rents • a strong currency • a healthy economy • government grants • a stable political situation • easy access to credit). (Ex. A, p. 66)  4. Зміст основної частини заняття:  - Ознайомлення з новими лексичними одиницями (interest rate, exchange rate, inflation rate, labour force, tax incentives, government bureaucracy, GOP (gross domestic product), unemployment rate, foreign investment, balance of trade) (впр. A, с. 67).  - Відпрацювання нової лексики у різноманітних вправах (вставити нові словосполучення у речення за змістом, прослухати діалоги та дати відповіді на запропоновані питання за змістом прослуханного, вставити нову лексику у речення) (впр. A, В, С, D, с. 67).  5. Узагальнення та систематизація вмінь і навичок:  - Групова робота. What do you think are the biggest economic problems in your country at the moment? Обговорення ідей.  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: підготуватися до диктанту (впр. A, с. 67), читати та перекладати статті про нові бізнес ідеї.  Видати завдання для самостійної роботи за 2 кредит. | П/2 |
| 7 | **Тема заняття:** Умови, необхідні для розпочатку нового бізнесу.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички читання та перекладу професійного тексту, розвивати навички його розуміння та аналізу отриманної інформації.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (повторення нової лексики (переклад з англійської мови на українську та з української на англійську, підбір синонімів, антонімів, відповіді на запитання, запропоновані викладачем з використанням нової лексики), написання диктанту за новими словами та словосполученнями).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Обговоріть наступні питання: All successful new businesses have to …  - Робота з текстом про створення нового бізнесу (с. 69). (Coursebook) (опрацювати лексику, дати відповіді на запитання щодо розуміння прочитанного, звернути увагу на причини успішності проектів)  5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: What sort of problems do new businesses face?  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: переказати текст на с. 69 про про створення нового бізнесу. Write a short paragraph about the economic profile of your country. | П/2 |
| 8 | **Тема заняття**: Процес обговорення та прийняття рішень в бізнесі.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички аналізу отриманної інформації, розвивати навички аудіювання.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (перевірка есе про економічний профіль країни).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Робота в парах: Work in groups of three or four. Think about a business you could start as a group. Consider these questions. 1 What kind of business would it be? 2 Which country and city would you like to locate your new business in? 3 What do you already have as a group? Think about skills, experience and contacts. 4 What other strengths do you have? What about your gaps? 5 What difficulties do you think you may face? How will you overcome them?  - Робота з текстом на с. 69. (Coursebook) (повторення лексики, визначення мети та основних ідей тексту, переказ тексту).  - Прослухайте генерального директора однієї з інтернаціональних компаній та виконайте завдання щодо прослуханного (впр. A, B, C, c. 68).  5. Узагальнення та систематизація вмінь і навичок:  Групова робота. Обговорення ідей: Discuss which are the best markets to launch the new range of phones in.  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: написати есе за темою: Which new business has impressed you most in the last six years? Why did it impress you? | П/2 |
| 9 | **Тема заняття**: Проблеми, з якими стикається новий бізнес.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (перевірка есе за темою: Which new business has impressed you most in the last six years? Why did it impress you?).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Обговорення ідей: Проблеми, з якими стикається новий бізнес.  - Зверніть увагу на правильну вимову чисел. Прослухайте інтерв’ю та виконайте запропоновані завдання (впр. A, B, C, c. 71).  5. Узагальнення та систематизація вмінь і навичок:  Групова робота: Життєва ситуація. Бізнес, що розширюється, хоче вийти за кордон. Вибрати найкращі можливості для його розташування.  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: Контроль говоріння по темі «New ideas». | П/2 |
| 10 | **Тема заняття**: Умовні речення I типу. Вправляння.  **Мета заняття**: відпрацювати лексичний матеріал по темі заняття, вміти використовувати свої знання на практиці: у монологічному мовленні та діалозі, усно та письмово, розвивати навички вживання умовних речення I типу.  **Хід заняття:**  1. Організаційна частина .  2. Актуалізація опорних знань:  - Перевірка домашнього завдання (Контроль говоріння по темі «New ideas».).  3. Повідомлення теми, мети заняття.  4. Зміст основної частини заняття:  - Теоретична справка щодо вживання умовних речення I типу.  - Виконання граматичних вправ щодо вживання умовних речення I типу. (впр. А, В, С., c. 70).  5. Узагальнення та систематизація вмінь і навичок:  Самостійна робот на засвоєння граматичного матеріалу.  6. Підведення підсумків заняття: оголошення оцінок та домашнього завдання на наступне заняття.  Домашнє завдання: виконати граматичні вправи, підготовлені викладачем. | П/2 |
|  | **Разом:** | **20** |

**2. ЗАВДАННЯ ДЛЯ САМОСТІЙНОЇ РОБОТИ СТУДЕНТІВ**

**МЕТОДИЧНІ МАТЕРІАЛИ, ЩО ЗАБЕЗПЕЧУЮТЬ**

**САМОСТІЙНУ РОБОТУ СТУДЕНТІВ**

**Методичні матеріали, що забезпечують самостійну роботу**

**I. Read the following information:**

**Work and Jobs**

A. What do you do?

To find out what someone’s job is you say ‘What do you do?’ Here, Kerstin talks about her job:

‘I work for a large European car market. I work on car design. In fact, I run the design department and I manage a team of designers: 20 people work under me. It’s very interesting. One of my main responsibilities is to make sure that new model designs are finished on time. I’m also in charge of design budgets.

I deal with a lot of different people in the company. I’m responsible for co-ordination between design and production: I work with managers at our manufacturing plants.’

*NOTE:*

in charge of | + noun

responsible for | verb + ing

responsibility + infinitive or –ing

One of my responsibilities is to make sure …

One of my responsibilities is making sure …

B. Word combinations with ‘work’:

If you work or have work, you have a job. But you don’t say that someone a work. Work is also the place where you do your job.

Here are some phrases with ‘work’:

- Hi, I’m Frank. I work in a bank in New York City. I leave for work at 7.30 every morning.

- I go to work by train and subway.

- I get to / arrive at work at about nine.

- I’m usually at work till six.

- Luckily, I don’t get ill very much so I’m not often off work.

- The economy is growing fast and more people are in work than ever before. The percentage of people out of work has fallen to its lowest level for 30 years.

C. Types of job and types of work.

*A full-time job* is for the whole of the normal working week; a part-time job is for less time than that.

You say that someone works *full-time* or *part-time*.

*A permanent job* does not finish after a fixed period, a temporary job finishes after a fixed period.

You talk about *temporary work* and permanent work.

**Pierre is talking about his work. Correct what he says:**

I work for French supermarket company. (1) I work about the development of new supermarkets. (2) In fact, I running the development department and (3) I am manage for a team looking at the possibilities in different countries. It’s very interesting. (4) One of my main is to make sure that new supermarkets open on time. (5) I’m also charged with financial reporting. (6) I deal at a lot of different organizations in my work. (7) I’m responsible of planning projects from start to finish. (8) I work closely near our foreign partners, and so I travel a lot.

**Complete the text with one of the prepositions from B opposite:**

Rebecca lives in London and works in public relations. She leaves home for work at 7.30 am. She drives (1) … work. The traffic is often bad and she worries about getting (2) … work late, but she usually arrives (3) … work at around nine. She finishes work quite late, at about eight. ‘Luckily, I’m never ill,’ she says. ‘I could never take the time (4) … work.’ She loves what she does and is glad to be (5) … work. Some of her friends are not so lucky; they are 6) … work.

**Write about each person using words from C opposite, and the words in brackets. The first one has been done for you.**

1. I’m Alica. I work in a public library in the afternoons from two until six. (I / job)

I have a part-time job.

2. My husband works in an office from 9 am to 5.30 pm. (he / job)

3. Our daughter works in a bank from eight till five every day. (she / work)

4. I’m David and I work in a café from 8 pm until midnight. (I / work)

5. My wife works in local government and she can have this job as long as she wants it. (she / job)

6. Our son is working on a farm for four weeks. (he / job)

7. Our daughter is working in an o0ffice for three weeks. (she / work)

**Answer the questions and make up the dialogue with them:**

If you work …

- What do you do? What are you in charge of? What are your responsibilities?

- What time do you leave for work? How long does it take you to get to work?

- What time do you arrive at work? Do you take a lot of time off work?

If you don’t work …

- What sort of job would you like to do?

- What routine would you like to have?

**Read the following information:**

**Ways of Working**

A. Old and New Ways

- I’m an office worker in an insurance company. It’s nine-to-five job with regular working hours. The work isn’t very interesting, but I like to be able to go home at a reasonable time. We all have to clock in and clock out every day. In this company, even the managers have to, which is unusual.

Note: You also say clock on and clock off.

- I’m in computer programming. There is a system of flexitime in my company, which means we can work when we want, within certain limits. We can start at any time before eleven, and finish as early as three, as long as we do enough hours each month. It’s ideal for me as I have two young children.

Note: BrE: flexitime

BrA: flextime

- I work in a car plant. I work in shifts. I may be on the day shift one week and the night shift the next week. It’s difficult changing from one shift to another. When I change shifts, I have problems changing to a new routine for sleeping and eating.

- I’m a commercial artist in an advertising agency. I work in a big city, but I prefer living in the country, so I commute to work every day, like thousands of other commuters. Working from home using a computer and the Internet is becoming more and more popular, and the agency is introducing this: it’s called teleworking or telecommuting. But I like going into the office and working with other people around me.

B. Nice Work if you can get it

All these words are used in front of ‘job’ and ‘work’:

- satisfying, stimulating, fascinating, exciting: the work is interesting and gives you positive feelings

- dull, boring, uninteresting, unstimulating: the work is not interesting

- repetitive, routine: the work involves doing the same things again and again

- tiring, tough, hard, demanding: the work is difficult and makes you tired

C. Nature of Work

My work involves … + noun

human contact

long hours

team work

+ ing

solving problems

travelling a lot

dealing with customers

**Which person (1-5) is most likely to do each of the five things (a-e)?**

1. A software designer in an Internet company. Has to be in the office.

2. An office worker in a large, traditional manufacturing company.

3. A manager in a department store in a large city. Lives in a country.

4. A construction worker on a building site where work goes on 24 hours a day.

5. A technical writer for a city computer company. Lives in the country.

a. work in shifts

b. work under a flexitime system

c. telecommute

d. commute to work

e. clock on and off at the same time every day

**Look at the words and expressions in B and C opposite.**

Five people talk about their jobs. Match the jobs (1-5) to the people (a-e) and put the words in brackets into the correct grammatical forms.

1. accountant

2. postwoman

3. flight attendant

4. software developer

5. teacher

a. Obviously, my work involves … (travel) a lot. It can be quite physically … (tire), but I enjoy … (deal) with customers, except when they become violent. Luckily, it doesn’t happen often.

b. I like … (work) with figures, but my job is much less … (bore) and routine than people think. The work … (involve) a lot of human contact and team work, working with other managers.

c. Of course, it involves getting up quite early in the morning. But I like … (be) out in the open air. And I get a lot of exercise.

d. You’ve got to think in a very logical way. The work can be mentally … (tire), but it’s very satisfying to write a program that works.

e. I love my job. It’s very … (stimulate) and not at all … (repeat): no two days are the same. It’s good to see the children learn and develop.

**Answer the questions and make up the dialogue with them:**

If you work …

Do you have a nine-to-five job?

Do you have to clock on and off? Is there a flexitime system in your organization? Are there people who do shiftwork in your company?

Could you do your job working from home? If so, would you like to?

If you don’t work …

What sort of working hours would you like to have if you worked?

Would you like to work from home?

**People and workplaces**

A. Employees and management

I. management –finance – marketing

II. white-collar workers

III. manual (blue-collar workers) – supervisor

The people who work for a company, all the people on its payroll, are its employees, personnel, staff, workers, or workforce. But these words can mean just the people carrying out the work of a company, rather than those leading it and organizing it: the management.

Note: Workforce, work-force and work force are all possible.

B. Management and administration

A company’s activities may be spread over different sites. A company’s most senior managers usually work in its head office or headquarters (HQ). Some managers have their own individual offices, but in many businesses, most employees work in open-plan offices: large areas where many people work together. Administration or, informally, admin, the everyday work supporting a company’s activities, is often done in offices like these by administrative staff or support staff. For example, those giving technical help to buyers of the company’s products are in technical support.

C. Labour

Labour is spelled labor in AmE. Labor unions, organizations defending the interests of workers (AmE) are called trade unions in BrE.

When workers are not happy with pay or conditions, they may take industrial action:

- a strike, stoppage or walk-out: workers stop working for a time.

- a go-slow: workers continue to work, but more slowly.

- an overtime ban: workers refuse to work more than the normal number of hours.

D. Personnel and Human Resources

In larger organizations there is a human resources department (HRD) that deals with pay, recruitment, etc. This area is called human resources (HR) or human resource management (HRM). Another name for this department is the personnel department.

**Manual Ortiz is the founder of a Spanish computer sales company. Use the words in B and D to complete what he says about it:**

I founded Computadoras Creativas 20 years ago. We started with a small (1) … in Madrid. Our (2) … …, our (3) … is still hear, but now we have sites all over Spain, with about 500 employees. Many of the offices are (4) …-…: everyone works together, from managers to (5) … …, as well as people selling over the phone, and people in technical (6) … giving help to customers over the phone. Recruitment is taken care of in Madrid, by the (7) … … or (8) … .

**Think about the company you work for or one you would like to work for. Where is its head office? How many sites does the company have? How many employees? Is it better to have everyone on one site or to have different sites with different activities? Do people have their own offices or are there open-plan offices? Which type do you / would you prefer to work in? (your essay should be not more than 1 page)**

**The career ladder**

A. A job for life

Many people used to work for the same organization until they reached retirement: the age at which people retire, or end their working life. Career paths were clear: you could work your way up the career ladder, getting promotion to jobs that were more senior, with greater responsibility. You would probably not be demoted: moved to a less senior job.

To leave the company, you could resign or hand in your notice.

B. A job for now

Modco has downsized and delayered. The number of management levels in the company hierarchy has been reduced from 5 to 3, and many managers have lost their jobs. Modco has reorganized and restructured in order to become flatter (with fewer layers of management) and leaner (with fewer, more productive employees).

They did this to reduce costs, and increase efficiency and profits. Employees said the company used words like ‘restructure’ to make the situation sound positive and acceptable.

C. In-house staff or freelancers?

Modco has outsourced many jobs previously done by in-house personnel: outside companies clean the offices, transport goods and collect money from customers. This allows Modco to concentrate on its main business activities. Modco uses more freelancers, independent people who may work for several different companies, and they employ people for short periods on temporary contracts. Modco expects flexibility, with people moving to different jobs when necessary, but for more employees, this means job insecurity, the feeling that they may not be in their job for long. The way that they are doing their job is discussed at performance review: regular meetings with their manager.

Note: You say freelancers or freelances.

D. Loosing your job:

If you do something wrong, you are …

- dismissed

- fired

- sacked

- terminated

If you’ve done nothing wrong, you are …

- laid off

- made redundant

- offered early retirement

Employees who are made redundant may get advice about finding another job, retraining, etc. This is called outplacement advice.

**Match the sentence beginnings (1-5) to the correct endings (a - e). The sentences all certain words from A and B.**

1. Career paths aren’t what they used to be;

2. He walked his way up from

3. The new management have delayered the company,

4. We used to do printing in-house

5. Workers are afraid their organizations will be downsized

a) and they will be replaced by temporary workers.

b) companies won’t take care of us for life any more.

c) but now we outsource it.

d) factory worker to factory manager

t) reducing five management levels to three

**Carla used to work for an Italian magazine publishing company. She talks about how she lost her job. Choose the correct form of the words in brackets to complete the text.**

Edizione Fenice is a big magazine publishing company, and a very nice company to work for. I was director of a magazine called Case e Giardino.

Then, Fenice was bought by an international publishing group. We had to have regular performance (1) … (review/reviews/reviewer) with one of the new managers. After a few months they started laying staff (2) … (off/on/out). Our own journalists were put on temporary (3)… (contracts/contractual/contracting) or replaced by (4)… (freelancer/freelancers/freelanced).

Then they started (5) … (laid/lying/laying) off more senior people like me. The new owners said they wanted to make the company (6)… (flat/flatter/flatten) and (7) … (lean/leant/leaner). So I was made (8) … (redundant/redundancies/redundancy). They offered to help me to find another job with (9) … (outplacement/outplaced/outplacing) advice, but I refused.

**Answer the questions and make up the dialogue with them**:

If you work …

Do you have performance reviews? What are the advantages and disadvantages? Has your organization been restructured? What aspects of the business does your company outsource?

If you don’t work …

Would you prefer a job for life or a more flexible career? Would you like regular performance reviews?

**Choose the answers you think fit best according to the text.**

BRITISH MANAGEMENT

According to an article in Management Today, the British manager still stops work for tea. The French managing director of Novotel, the hotel group, tells what happened at his first management meeting when he took over its English operation in 1991:

"The meeting was in the afternoon, and it got to about 3.30 and everyone started looking at their watches. I didn't know what was going on. I turned to my secretary, who was English, and she said that they probably wanted to break for tea. I couldn't understand it. In France we just carry on until we have finished. Now we always break for tea."

I am not sure how many English managers now break for tea. Not that many, I imagine. Twenty years ago it was commonplace. I will never forget a Canadian sales director, pink with fury, telling me at that time how he had been offered tea and biscuits at three in the afternoon in Northampton: "I come three thousand miles, and take three taxis and a damn steam engine into the sticks, and I wanna do business, and this guy gives me a `nice cup of China tea and a biccy'. What IS he?" Mind you, this was the same man who in Rome told his Italian agent that the Colosseum would make a nice parking lot.

It is not so much the cup of tea as the pint of bitter that managers from outside Britain find a bar to efficiency. In the article, a German manager tells how when he first took over a job in Britain, he discovered that at lunchtime and especially on Fridays, the majority of his management team left for the pub. He says: "I stopped that right away. Now they are not allowed off the premises. It didn't make me very popular at the time but it is not good for efficiency. There is no way we would do that in Germany. No way."

According to European managers the British are still too concerned with class and status. A German says: "People say that the class system is a hindrance to progress and then two weeks later you overhear them discussing a colleague and saying, `Well, he is not very well-spoken, is he?'" And another says: "The class gaps translate into big gulfs in the pay league, too. In Germany, I might earn three times more than my secretary. Here it is five times."

Some criticisms are rather like those levelled at Japanese management. For example, talking about status, a Dutch manager says: "A director is God here. They respect him and think that he is right even when he is wrong. It's quite difficult to have an open conversation. People will not say `I disagree'."

Too great an interest in money is also criticised. A Dutch manager says: "My first impression on coming to Britain was that profit seemed to be the most important thing." And a Frenchman points out the difference between the UK and France: "In France there is no pressure on the bottom line."

The French manager also points out a difference in educational standards: "In France all the secretaries, or personal assistants as we call them, would have degrees. You wouldn't consider recruiting one without a degree. So, that means you can delegate much more to the secretaries in France. In the UK you cannot do that so much."

1. In the middle of the afternoon

A. everyone checked their watches.

B. hinted that it was teatime.

C. took a break.

D. noticed it was 3.30.

2. In the past

A. managers usually had a teabreak.

B. offered visitors China tea.

C. wasted a lot of time drinking tea.

D. drank a lot of tea.

3. The Canadian

A. was impressed by the Englishman's good manners.

B. had travelled a long way.

C. liked to do business.

D. considered his time was being wasted.

4. Why did the Canadian say the Colosseum would make a nice parking lot?

A. He had nowhere to park.

B. He was joking.

C. He was worried about Rome's traffic problems.

D. He was envious of Italy's glorious past.

5. The German didn't like his managers going to the pub because

A. he was against drink.

B. they got drunk.

C. it made them inefficient.

D. he believed playing sports would be better for them.

6. To stop them going to the pub, the managers

A. were ordered to stay in the office.

B. were given free lunches in the office.

C. played team games in the lunch-hour.

D. had meetings at lunchtime.

7. In Britain, managers are paid much more than their secretaries because of

A. sexism.

B. education.

C. class.

D. elocution.

8. English and Japanese managers are similar in that they

A. are tactful.

B. like tea.

C. avoid disagreement.

D. have a superiority complex.

9. In comparison with the British secretary, a French secretary

A. is better paid.

B. has more status.

C. is better spoken.

D. can take more responsibility.

**Read and translate the text:**

**THE ROLE OF MANAGEMENT**

Management is attractive because it represents authority, more money, prestige, and so on. But few people are able to describe just what it is that managers do.

Management is the art of getting things done through people and other resources. At one time, that meant that managers were called bosses, and their job was to tell people what to do and watch over them to be sure they did it. Bosses tended to reprimand those who didn’t do things correctly, and generally acted stern and bossy. Many managers still behave that way. Perhaps you have witnessed such managers yelling at employees at fast-food restaurants or on shop floors.

Today, management is changing from that image. Managers are being trained to guide and coach employees rather than to boss them around. Modern managers emphasize in some high-tech and progressive firms dress more casually, are more friendly, and generally treat employees as partners rather than unruly workers.

In general, therefore, management is experiencing a revolution. A new concept called management by walking around (MBWA) encourages managers to get out of their offices and mingle with workers and customers. This does not mean that managers are becoming mere cheerleaders. It does mean, that managers are working more closely with employees in a joint effort to accomplish common goals.

Managerial careers demand a new kind of person. That person is a skilled communicator as well as a planner, co-ordinator, organizer, and supervisor. Managers today believe that they are part of a team and enjoy the new responsibility and flexibility that comes with more open and casual management systems.

**Answer the questions using the information from the text:**

1. Why is management attractive?

2. How do you understand the term “management”?

3. In what way is management changing today?

4. What does the MBWA expects managers to do?

5. What kind of person managerial career demands today?

6. Why is the text called “The role of management”?

**Fill in the necessary form of the verbs in the table:**

Below is an extract from a newspaper report on a political meeting.

*ask warn believe say remind*

The Minister \_\_\_\_\_\_ the audience that 20 years ago things were very different. He \_\_\_\_\_\_ the time had come to face realities and he \_\_\_\_\_\_ we had to choose between co-operation or isolation. He \_\_\_\_\_\_\_ that major problems would arise if we made the wrong choice and \_\_\_\_\_ if we wanted to be an isolated and friendless country.

**Use the articles where necessary:**

1. \_\_\_\_\_ University of Leeds is one of \_\_\_\_ biggest in England. It is also \_\_\_\_ important centre for medical studies.

2. Butter is \_\_\_\_\_ major agricultural product in \_\_\_\_\_ European Union (EU). Another is rape seed oil. Most of \_\_\_\_ butter is consumed by EU countries.

3. \_\_\_\_\_ Super Motor Company makes \_\_\_\_\_ range of high-performance cars, including \_\_\_\_\_ luxurious Grosso 55XT. This is \_\_\_\_\_ perfect example of \_\_\_\_ modern automotive engineering.

**9.4. Read and translate the sentences:**

1. In the business world, management is almost always viewed in terms of achieving productivity.

2. No matter how ambitious or capable you are, you can’t be an effective manager without knowing how to establish and maintain productive – relationships with others.

3. Interactive management is a process of dealing with people as individuals in order to build trust, openness and honesty in the manager – employee relationship.

4. Continuing success requires the ability to explore new opportunity and to learn from past successes and failures.

5. Decision making is one of the most important parts of any manager’s job.

6. Decision making involves selecting a course of action from a set of alternatives.

7. By effective, we mean doing the right things.

8. Organization can be defined as a group of two or more people working together in a structured fashion to attain a set of goals.

**Match the following definitions:**

1. Management a) is getting others to work willingly and

enthusiastically to achieve the objectives of the organization.

2. Organization b) is checking to determine whether or not an organization is progressing

toward its objectives, and taking corrective action if it is not.

3. Leadership c) is the art of getting things done through other people

4. Control d) includes designing the organization structure, attracting people to the

organization, and creating conditions and systems that ensure that

everyone and everything works together to achieve the objectives of

the organization.

**Read and translate the dialogue. Make up the similar dialogue of your own.**

- Sundel, Electrotech Sales Manager. Can I help you?

- Good afternoon, Mr. Sundel. This is Mr. Hart from Santina Hotel speaking. Have you

got refrigerators IPD Model 245?

- Yes, we have, but we are heavy with the orders on his model.

- What is its price?

- Its retail price is $ 460 per unit.

- What is the discount for a lot of 100 units?

- Usually we give a 5% discount, but it depends.

- Is there a discount if I pay cash?

- I am not sure. I should consult our Financial Manager.

- What is the minimum term of delivery?

- A month.

**Read and translate the text:**

WHAT DO MANAGERS DO?

The four primary managerial functions are planning, organization, leadership, and control. Other functions include staffing (personnel), directing, reporting, and budgeting.

But management is much more complex than doing a few tasks. A good manager must know about the industry the firm is in and all the technological, political, competitive, and social factors affecting that – industry. He or she must also understand the kind of people who work in the industry and what motivates them. Finally, a manager must be skilled in performing various managerial tasks, especially technical tasks, human relation tasks, and communications tasks.

A manager is someone whose primary activities are a part of the management process. In particular, a manager is someone who plans and makes decisions, organizes, leads, and controls human, financial, physical and information resources. Today’s managers face a variety of interesting and challenging situations. And the situation faced by ever manager is unique. The job of manager is unpredictable, fraught with challenges, but also filled with opportunities to make a difference. Managers do not plan on Monday, make decisions on Tuesday, organize on Wednesday, lead on Thursday, and control on Friday. At any given time, a manager is likely to be engaged in several different activities simultaneously. You may have the goal of becoming a manager some day. Here are the functions you will be expected to perform:

Planning includes anticipating future trends and determining the best strategies and tactics to achieve organizational objectives.

Organization includes designing the organizational structure, - attracting people to the organization (staffing), and creating conditions and - systems that ensure that everyone and everything works together to achieve the objectives of the organization.

Leadership is getting others to work willingly and enthusiastically to achieve the objectives of the organization.

Control is checking to determine whether or not an organization is progressing toward its objectives, and taking corrective action if it is not.

**Ask 5 questions to the following text.**

**Translate into English:**

Термін «менеджмент» походить від англійського manage – управляти, керувати. В англомовних країнах термін «менеджмент» застосовується досить широко і в різних значеннях, як спосіб та манера спілкування з людьми, влада, та мистецтво керівника, вміння організовувати ефективну роботу управлінського апарату, організаційна побудова органів управління та ін.

**Open the brackets and put the given verbs into the necessary tense form:**

Mr. Benedetto: Well, I (to give) one last chance. Look at this order again. No more mistakes. You

last (to deliver) the showers which I even (not to order).

Mr. Hunt: Oh, do forgive me. We never (not to repeat) that.

Mr. Benedetto: I (to hope) so. But remember. I would (to like) to stress that I must (to get) this

order next week by Thursday. It (to be) very important. I cannot (to accept) any

other delivery time.

Mr. Hunt: Sure, sir. We (to send) it in time. We always (to deliver) your orders in time,

\_\_\_\_\_ we?

Mr. Benedetto: No, you \_\_\_\_ . Once I (to receive) the order with a delay of two months. Besides,

packing should be excellent.

Mr. Hunt: Certainly. I guess you (to agree) that this (to be) one thing we always (to do)

before.

Mr. Benedetto: But twice my surname (to write) Benedeto by your people.

Mr. Hunt: Oh, I (to be) so sorry. This time I myself (to write) your name clearly.

Mr. Benedetto: One last thing, (to call) me on Tuesday and (to inform) about the state of the

order.

Mr. Hunt: Right, I (to phone) you myself. For sure the goods (to come) to right address and

at the time you (to need) them.

**Fill in the necessary words from the table:**

*reference list incorporated share shared among*

*share in manage share and share alike business*

*board out commerce management*

1. The firm will be \_\_\_\_ with the parent company.

2. What \_\_\_\_ did he have in their success?

3. The different responsibilities are \_\_\_\_\_ the committee members.

4. How many people are to \_\_\_\_\_ the profits?

5. If I can’t borrow the money I shall have to \_\_\_\_\_ without.

6. Don’t be selfish – it’s \_\_\_\_\_ in this house.

7. It’s part of a professors \_\_\_\_\_\_ .

8. Your family is so large that three of the children will have to \_\_\_\_\_ .

9. The film association promotes the use of films in industry, science, and \_\_\_\_\_ .

10. The business is under new \_\_\_\_\_\_\_ .

**Use the articles where necessary:**

Here is \_\_\_\_\_ text adapted from \_\_\_\_ advertisement; produced by the Bahrain Tourism Board.

Make \_\_\_\_\_ right connection in Dubai - \_\_\_\_\_ business centre of \_\_\_\_\_ Middle East. When it comes to selecting \_\_\_\_ base for your regional headquarters, Dubai is \_\_\_\_\_\_ logical choice. \_\_\_\_\_\_ city has become \_\_\_\_\_\_ region’s leading centre for \_\_\_\_\_ trade, \_\_\_\_\_ transport and \_\_\_\_\_ distribution, \_\_\_\_\_\_ industry, \_\_\_\_\_ conferences and \_\_\_\_\_\_\_ exhibitions. For good reason Dubai encourages \_\_\_\_ enterprise. \_\_\_\_\_\_ state-of-the-art telecommunications system puts you in instant touch with \_\_\_\_\_ world. \_\_\_\_\_\_ 60 international airlines link Dubai with over 100 cities world-wide. And \_\_\_\_ city boasts sophisticated \_\_\_\_\_ banking, \_\_\_\_\_ finance and \_\_\_\_\_ other services, as well as world-class office accommodation. And \_\_\_\_\_\_ lifestyle is great too!

**Manufacturing and services.**

A. Industry

Industry (uncountable) is the production of materials and goods. The related adjective is industrial. An industry (countable) is a particular type of business activity, not necessarily production.

B. Manufacturing

Here are some of the manufacturing Here are some of the services or

industries that make up the manufacturing service industries that make up the

sector: service sector:

aerospace planes and space vehicles

cars (BrE)

automobiles (AmE) Cars

computer hardware computers, printers, etc.

construction buildings

defence (BrE)

defense (AmE) arms, weapons

food processing canned, frozen foods, etc.

Household goods washing machines, refrigerators, etc.

pharmaceuticals medicines

steel a stronger, more useful metal than iron

textiles cloth and clothes

catering restaurants, bars, etc.

computer software programs for computers

financial services banking, insurance, etc.

healthcare medical care

leisure sport, theme parks, etc.

media books, newspapers, film, television

property (BrE)

real estate (AmE) buying, selling, managing buildings

retail shops

tele-communications phone, Internet services

tourism travel and holidays

Note: You use all these words in front of ‘industry’ to tell about particular industries, but you usually drop the ‘s’ from ‘cars’, ‘automobiles’, ‘pharmaceuticals’ and ‘textiles’: ‘the automobile industry’.

C. Countries and their industries

Here is how industry has developed in South Korea:

1950s and 60s

In 1950, South Korea was a poor country, with most people living and working on the land. The government decided to industrialize, and the new emerging industries were textiles, heavy industries like steel industries and shipbuilding.

1970s

Then South Korea turned more and more to light industries like electronics, making electrical goods such as televisions cheaply. It also started producing cars.

1980s and 90s

South Korea moved into specialized electronics in the 80s. This was the one of the growth industries of the 1990s: making specialized parts for computers and telecommunications equipment.

**Companies in particular industries need to avoid particular problems. Match each problem to one of the industries in B:**

1. Buying a new building and being unable to find people to rent it.

2. Causing public anger by building mobile phone masts in beautiful countryside.

3. Making vehicles whose tyres burst at high speed.

4. Holidaymakers arriving to find that their hotel is not finished.

5. Lending to someone who cannot repay the loan.

6. Selling weapons to governments that people do not approve of.

7. Buying players who do not score goals.

8. Making drugs that poor countries cannot afford.

9. Rejecting a book that is then brought out by another publisher and sells 30 million copies.

10. Removing the wrong leg in an operation.

**Dress**

In Alphaland, businesspeople dress quite formally. The business suit is common, but for men, wearing non-matching jacket and trousers is also a possibility.

In Betatania, the dark business suit is obligatory for men. Some companies allow women to wear trouser suits.

In Gammaria, the business suit is almost as necessary as in Betatania, but with more variation in colours. Some companies require employees to wear formal clothes from Monday to Thursday, and allow less formal ones on what they call casual Fridays or dress-down Fridays. In some places, many banks and shops require people dealing with customers to wear uniforms so that they all dress the same.

In Deltatonia, people dress more casually at work than in the other countries. For men, suits and ties are less common than elsewhere. This is smart casual.

**Look at A and decide whether these pieces of advice about the English-speaking business world are true or false.**

1. It’s possible to introduce yourself by saying your family name then your first name.

2. It’s possible to use Mr, Mrs or Miss on its own, or with a first name.

3. British people use Sr and Jr to refer to a father and his son.

4. Americans often show their middle name with an initial.

5. You can always use someone’s first name to talk to them, even if you don’t know them very

well.

6. Ms is being used more and more as a title for women.

7. You can show your qualifications after your name on your business card.

**Answer the following questions:**

- How are names used in business in your country?

- How do people dress at work?

- Do any companies have dress-down days in your country?

- What are the advantages and disadvantages of how people dress?

**Business across cultures**

A. Entertainment and hospitality

Alexandra Adler continues her seminar on class-cultural issues.

Entertaining and hospitality vary a lot in different cultures.

- In Alphaland, entertaining is important. There are long business lunches in restaurants, where deals are discussed, Professional and private life are separate, and clients are never invited home.

- In Betatania, evenings are spent drinking and singing in bars with colleagues and clients.

- In Gammaria, lunch can be important, but less so than in Alphaland. Important contacts may be invited to dinner at home. Corporate hospitality is a big industry, with clients invited to big sports events.

- In Deltatonia, restaurants are rear outside the capital. Some entertainment takes place when important clients are invited to people’s houses for dinner, or go sailing or to country houses for the weekend, etc.

B. Time

Attitudes towards time can vary enormously.

In Busyville, people start work at eight, and officially finish at six, though many managers stay much longer. There is a culture of presenteeism: being at work when you don’t want to be.

There is a two-hour lunch break, and a lot if business is done over restaurant lunches. (Lunch is the main meal. The working breakfast is rare). There are no snacks between meals, just coffee, to eat properly at meal times.

As for punctuality, you can arrive up to 15 minutes ‘late’ for meetings. If invited to someone’s house (unusual in business), arrive 15-30 minutes after the time given.

Don’t phone people at home about work, and don’t phone them at all after 9 pm.

There are a lot of public holidays (about 15) during the year. Busyville is empty in August, as many companies close completely for four weeks. Employees have five weeks’ holiday a year and they usually take four of them in August.

Note: BrE: holiday

AmE: vacation

C. Cross-cultural communication

Here are some other areas of potential cultural misunderstanding:

a) distance when talking to people: what is comfortable?

b) eye contact: how much of the time do people look directly at each other?

c) gesture: do people make lots of facial gestures? How much do they move their arms

and hands?

d) greetings/goodbyes: do people shake hands every time? Are there fixed phrases to

say?

e) humour: is this a good way of relaxing people? Or is it out of place in some contexts?

f) physical contact: how much do people touch each other?

g) presents: when should you give them? When should you open them? What should

you say when you receive one?

h) rules of conversation and the role of silence: how long can people be silent before they

feel uncomfortable? Is it acceptable to interrupt when others are speaking?

**In which country from A might you hear these things?**

1. How about a trip out tomorrow afternoon? We could see some horse racing and have a

glass of champagne.

2. Do come out with us this evening! I know some great bars. How’s your singing?

3. What are you doing this weekend? You could come to our summer cottage. You’ll meet

my family and we can take the boat out.

4. Let’s get out of the office to discuss the deal. I know a nice restaurant near here, with

some very good local dishes.

**Look at B. Put ‘+’ the things this visitor to Busyville does right, and put ‘-‘, if she makes some mistakes.**

I phoned my contact in her office at 7.30 pm. (1…) I suggested a working breakfast the next morning. (2…) She wasn’t keen, so I suggested lunch. (3…) We arranged to meet at her office at 12.30. I arrived at 12.45 (4…) and we went to a restaurant, where we had a very good discussion. That evening I wanted to check something, so I found her name in the phone book and phoned her at home. (5…) She was less friendly than at lunchtime. I said I would be back in Busyville in mid-August (6…). Not a good time, she said, so I suggested September. (7…)

**Which points in C are referred to in this story?**

Sally, a student, is working for a company abroad for work experience. The company has employees from all over the world. The head of the company, Henrik, invites Sally to a barbecue for his employees at his home, at 3 pm on Saturday.

She is the first to arrive, at exactly 3 o’clock. When the others arrive, some shake hands with each other. Some kiss on one cheek, others on both cheeks. Others arrive and say hello without kissing or shaking hands. (1…) Some bring wine or flowers, which the host does not open and puts to one side. Others bring nothing. (2…)

In conversations, some people move their arms around a lot and seem to make signs with their hands, others keep their hands by their sides. (3…) Some people do not let others finish what they are saying, and others say almost nothing; the people with them seem upset and move away when they can. (4…) Some people look directly at the person they are talking to. Others look away more. (5…) Some touch the arm of the other person whenever they are speaking to them. (6…) She notices that some people seem to be slowly moving backwards across the garden as the conversation goes on, while the person with them is moving forward. (7…)

Later, somebody makes a joke but nobody laughs. Everyone goes quiet. (8…) People start saying goodbye and leaving.

**Think on the following:**

**What should visitors to your country know about the points in A, B and C?**

**Ethics and business**

A. Ethical behaviour

Ethical behaviour is doing things that are morally right. Ethics (countable noun) are moral beliefs about what is right or wrong. Ethics (uncountable noun) is the study of this. Ethically responsible companies want to do the right thing in areas such as:

- employment and community: they want to pa attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities;

- the environment: they want to conduct business in ways that protect the environment to ensure that the air, rivers etc. are not polluted and plant and animal life are not endangered;

- winning new business: they want to get business without engaging in corrupt behaviour, for example offering bribes – money given to someone so that they behave unethically.

Companies want to be seen as good corporate citizens, with activities that are beneficial not only for their stakeholders – their employees, shareholders and so on – but for the community and society as a whole.

B. Accountability and transparency

Ethical corporate behaviour includes accountability – the idea that companies are completely responsible for what they do and that people should be able to expect them to explain their actions. Transparency – is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything. Companies may say that they demand high levels of probity and integrity – complete honesty – from their employees, and they do not tolerate any form of misconduct.

C. Corporate social responsibility

Companies have long had codes of ethics and codes of conduct saying how their managers and employees should behave. Now they are looking at these issues in more systematic ways. They are designating executives to oversee the whole area of corporate social responsibility (CSP).

**Read the article relating to the ideas in A, B, C. Then say if the statements below are true or false, identifying the phrase or sentence from the article that confirms your answer. (The first one has been done for you.)**

**How to become good in all areas**

Few companies are clear about how to manage what can be an amorphous collection of internal initiatives and external relationships on social environmental and ethical issues. Probity and responsibility must be embedded in a company’s culture, strategy and operations from the top down. But how can this be done? A new guide from Business for Social Responsibility, a US non-profit research and advisory organization with 1.400 member companies and affiliates, attempts to answer this by taking the reader step by step through the process of designing a corporate social responsibility management system.

Only a handful of companies have a full CSR management system in place, says the organization, which advises its members on how to make responsible practices integral to their strategy and operations. Its corporate members, mainly in the US and Europe, have combined annual revenues of nearly $ 2,000 bn and employ 6 m people. They include ABB, British Airways, Coca-Cola, Ikea, Unilever and Wal-Mart. The scandals in the US have underlines how “corporate responsibility taskforces” and codes of conduct are not enough on their own and can sometimes be a smokescreen.

“Creating and building a successful CSR management system is a complex, long-term project for any company,” says the report. “It involves a shift in the way a company conducts business and can be likened to implementing other large-seale change initiatives such as total quality management”.

The guide runs through basics such as who currently has responsibility for CSR in the company, why a better management structure might improve things and what “hot-button” issues (child labour, drug pricing) face different sectors. It encourages companies to think hard about their stakeholders, what their concerns are, how credible and influential they are and whether they are a potential long-term partner or a liability.

Financial Times

1. Most companies have clear, coherent policies on social, environmental and ethical issues.

False – Few companies are clear … social, environmental and ethical

issues.

2. If a company behaves with probity, it has high ethical standards.

3. Business for Social Responsibility has a coherent approach to designing a

corporate social responsibility management system.

4. It’s simple for a company to add a CSR management system to its day-to-

day business.

5. Codes of conduct are enough to ensure ethical behaviour.

6. The guide says that a company’s stakeholders should all be kept happy so that they are all retained by the company over the long term.

**Complete the sentences, with expressions from A and B:**

1. The company was accused of giving \_\_\_\_\_\_ to local officials in order to allow their products into the country more quickly.

2. The company has supported several projects in the local \_\_\_\_\_\_ , where its factories are situated.

3. Voters demanded that there should be greater \_\_\_\_\_\_ in the election process so that they could understand it fully.

4. Following the scandals of Enrop, Worldcom and others, there is greater emphasis in business schools on the teaching of \_\_\_\_\_\_.

**Think of a particular ethical issue that concerns you. Write a letter to an organization asking what its policy is on this issue.**

**An Italian Success Story**

Luxottica makes sunglasses. It is an Italian company and 85 % of its factories are in Italy. But less than 5 % of Luxottica’s sales are in its home country. Most of Luxottica’s shops are in the USA. The company produces glasses for Chanel. Prada, Bulgari and other companies selling luxury goods. It also owns Ray-Ban sunglasses, and about 15 % of the group’s sales are from Ray-Ban.

Luxottica’s main competitor is Safilo, another Italian glasses manufacturer. The big difference between Luxottica and Safilo is that Safilo has 50 shops and Luxottica has nearly 5,500 shops.

Luxottica started as a manufacturing company. Today, they make more money from retail than from manufacturing. They specialise in glasses that cost $50 or more. This market is ten times more profitable than the market in cheap glasses.

The company has two big challenges in the future. The first challenge is China. At the moment, Luxottica has 250 shops there. But the company wants to double the number of shops to 500. The second challenge is the next chairperson. The company’s founder is 70-year-old Mr Del Vecchio. At the moment, he is the chairperson and he owns 70 % of the company. It is a family company, but Mr Del Vecchio’s four children don’t work for Luxottica. A new chairperson could make changes that turn Luxottica from a family company to a multinational.

**Glossary:**

- luxury goods (n) expensive products

- competitor (n) a company that produces or sells the same things

- profitable (adj) a business or product that makes money

- challenge (n) something new and difficult to do

- founder (n) the person who starts a company

- multinational (adj) a big company that has offices, shops or factories in several countries

**Which of the following best describes the subject of the article:**

a) Designer glasses in China.

b) The price of Italian sunglasses.

c) A company that manufactures and retails glasses.

**Are these statements true or false?**

1. Luxottica is a China company.

2. It doesn’t sell products only in Italy.

3. Luxottica manufactures most of its glasses in the USA.

4. The company also produces glasses for other companies.

5. They make more profit from manufacturing than retail.

6. Luxottica doesn’t have any competitors.

7. The company wants to open shops in China.

8. Mr Del Vecchio’s children work for the company.

**Match the numbers 1-6 with the information they describe a-f:**

1.70 a) the number of shops that the company wants in China

2. 5% b) the minimum price of Luxottica’s glasses

3. 15 % c) Mr Del Vecchio’s age

4. $50 d) group sales from Ray-Ban

5. 500 e) Luxottica’s manufacturing in its factories in Italy

6. 85% f) Luxottica’s sales in Italy

**Speaking:**

1. What are some of the differences between a family company and a multinational?

2. Do you think it is better to work for a family company or a multinational? Which is it better to do business with?

3. Think of three more luxury-goods companies. What products do they make or sell?

**Complete the table:**

Verb Noun (person) Noun (thing)

1. manufacture manufacturer

2. producer product / production

3. salesperson / seller sale

4. retailer retail outlet

5. make no noun

6. build builder

7. organize organization

8. compete competition

**Complete the sentences with the correct word in italics:**

1. A multinational company is a large organizer / organization.

2. Department stores sale / sell a lot of different products / producers.

3. Swatch is a watch maker / make.

4. Our office is in a builder / building in Kowloon.

5. A lot of people in this country work in manufacturing / manufacturer.

6. Many retails / retailers buy direct from the factory.

7. Who is your main compete / competitor in the computer market?

**Complete the text with the correct form of a word from the table above. There may be more than one possible answer.**

Mahindra and Mahindra (M&M) is a big tractor (1) \_\_\_\_\_\_ in India. It (2) \_\_\_\_\_\_\_ more than 68,000 tractors in its factories every year. Its main (3) \_\_\_\_\_\_\_\_ is a company called TAFE, which produces 48,000 tractors. The companies (4) \_\_\_\_\_\_ the tractors at home and also to the USA and Europe. M&M has 270 (5) \_\_\_\_\_\_\_ in the USA. Now the company also plants to (6) \_\_\_\_\_\_\_ factories in China.

**Recruitment and Selection**

A. Recruitment

The process of finding people for particular jobs is recruitment or, especially in American English, hiring. Someone who has been recruited is a recruit or, in American English, a hire. The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists called headhunters may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called headhunting.

B. Applying for a job

- Fred is a van driver, but he was fed up with long trips. He looked in the situations vacant pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He applied for the job by completing an application form and sending it in.

- Harry is a building engineer. He saw a job in the appointments pages of one of the national papers. He made an application, sending in his CV (curriculum vitae – the ‘story’ of his working life) and a covering letter explaining why he wanted the job and why he was the right person for it.

Note: Situation, post, position are formal words often used in job advertisements and applications.

BrE: CV; AmE: resume

BrE: covering letter; AmE: cover letter

C. Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the selection process, the methods that the company uses to recruit people.

‘We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and thei educational qualifications. We don’t ask for handwritten letters of application as people usually apply by email; handwriting analysis belongs to the 19th century.

We invite the most interesting candidates to a group discussion. Then we have individual interviews with each candidate. We also ask the candidates to do written psychometric tests to assess their intelligence and personality.

After this, we shortlist three or four candidates. We check their references by writing to their referees: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person’.

**Now divide the words in 3.1. into two groups:**

1. what a company personnel department does;

2. what a person looking for work does

**Replace the underlined phrases with correct forms of words and expressions from A, B, C:**

- Fred had already (1) refused two job offers when he went for (2) a discussion to see if he was suitable for the job. They looked at his driving license and contacted (3) previous employers Fred had mentioned in his application. A few days later, the supermarket (4) asked him if he would like the job and Fred (5) said yes.

- Harry didn’t hear anything for six weeks, so he phoned the company. They told him that they had received a lot of (6) requests for the job. After looking at the (7) life stories of the (8) people asking for the job and looking at (9) what exams they had passed during their education, the company (10) had chosen six people to interview, done tests on their personality and intelligence and they had then given someone the job.

**Answer the questions and make up the dialogue with them:**

If you work …

How did you get your job? Was it advertised? Were you interviewed for it? Was the selection process very long?

If you don’t work …

Have you applied for any jobs? Were you interviewed? How did it go? What’s the usual process for getting your first job in your country?

**Skills and qualifications**

A. Education and training

Margaretta: The problem with graduates, people who’ve just left university, is that their paper

qualifications are good, but they have no work experience. They just don’t know how

business works.

Nils: I disagree. Education should teach people how to think, not prepare them for a

particular job. One of last year’s recruits had graduated from Oxford in philosophy

and she’s doing very well.

Margaretta: Philosophy’s an interesting subject, but for our company, it’s more useful if you train

as a scientist and qualify as a biologist or chemist-training for a specific job is better.

Nils: Yes, but we don’t just need scientist. We also need good managers, which we can

achieve through in=house training courses within the company. You know we have put

a lot of money into management development and management training because they

are very important. You need to have some management experience for that. It’s not the

sort of thing you can learn when you are 20!

Note: In AmE, you also say that someone graduates fro high school (the school that people

leave when they are 18)

B. Skilled and unskilled

A skill is the ability to do something well, especially because you have learned how to do it and practiced it.

Jobs, and the people who do them, can be described as:

- highly skilled (e.g. car designer)

- skilled (e.g. car production manager)

- semi-skilled (e.g. taxi-driver)

- unskilled (e.g. car cleaner)

You can say that someone is …

skilled at + noun

skilled in customer care

electronics

computer software

+ ing

communicating

using PCs

working with large groups

You can also say that someone is …

good with … computers

figures

people

C. The right person

These words are often used in job advertisements. Companies look for people who are:

- self-starters, proactive, self-motivated, or self-driven: good at working on their own

- methodical, systematic and organized: can work in a planned, orderly way

- computer-literate: good with computers

- numerate: good with numbers

- motivated: very keen to do well in their job

- talented: naturally very good at what they do

- team players: people who work well with other people

**Correct these sentences about Ravi, asking words from A. One word is wrong in each team.**

1. At 18, Ravi decided to stay in full-time training and went to Mumbai University.

2. Ravi qualified three years later with a degree in philosophy and politics.

3. He taught for a while, but didn’t like it. He decided to educate as an accountant at evening classes.

4. He qualified for an accountant and joined a big accountancy firm in its Mumbai office.

5. When he started, he needed to develop other skills, which would come through experiments.

6. He received managers’ training to help him develop these skills.

**Are these jobs generally considered to be highly skilled, skilled, semi-skilled, or unskilled? Each expression is used twice.**

1. teacher 5. office cleaner

2. brain surgeon 6. labourer (someone doing basic work on a

3. car worker on a building site)

production line 7. bus driver

4. airline pilot 8. office manager

**Complete these extracts from job advertisements using words from C:**

1. You’ll need to be …, as you’ll be working on financial budgets.

2. As part of our sales team, you’ll be working independently, so you have to be self-… and self-… .

3. We’re looking for someone who can work on ten projects at once. You must be … .

4. We need … journalists who are very good at their job and extremely … to find out as much as they can.

5. You’ll be researching developments on the Internet, so you have to be … -… . You must be …, able to work on your own initiative, and a …-… . But as a part of a team of researchers, you need to be a good …-… too.

**Answer the questions and make up the dialogue with them:**

If you work …

What sort of people does your organization look for in its recruitment? What sort of person are you?

If you don’t work …

Does your educational institution prepare people for specific jobs?

**Applying for a job**

**Read the following information:**

Every business wants to have the most skilled, talented, competent, and promising employees. That is why big corporations often use the services of special firms that look for such prospective employees, and try to recruit them for their customer company. Such firms and people working in them are informally called headhunters, and their job has the informal name of headhunting. Headhunters do some of their recruiting in colleges and universities, picking out the brightest and the most promising students. But even more often, they try to persuade the best employees of other companies to change their jobs, using promises of better conditions, positions, and salaries to entice them. The official name for headhunting firms is “executive search firms”.

If you are applying for a job in the USA or Great Britain, you need to mail three documents to your prospective employer: a cover or application letter, a resume or CV (curriculum vitae), and your letters of reference.

An application letter is also called a cover letter because it explains your purpose for sending in the other papers, that is, your hope of getting a job at the organization to which you mail your application papers. A CV and references are enclosed with the cover letter and mentioned at the bottom of the cover letter as enclosures. An application letter should be short (no more than one page), follow a certain format, and contain definite information. In the top right-hand corner you should write your constant information (address, telephone number) and the date. Lower on the left side of the page you write the name of the person you are writing to, followed by his/her position (for instance, the Personnel Officer of the company), and then the office address. The format of this section should match that used for addressing the envelope. If you do not know (and cannot find out) the name of that person, do not include it, and start the letter by addressing him/her with “Dear Sir/Madam”. The text of the letter itself should be not longer than three or four paragraphs. In the first one you state where and how you have found out about the vacancy that interests you (from job advertisements, etc.). In the second and third paragraphs you highlight your qualifications that you think make you a good choice for occupying the vacancy in question. You should also express your eagerness to work in that position, for that particular organization. In the final paragraph you should try to convince your prospective employer to interview you personally (job interview).

Comments:

If you are writing an official letter to a British company:

a) write the date like this: 13-th March 2012;

b) use a comma (,) rather than a colon (:) after addressing the person,

c) write “Yours sincerely”, not “Sincerely yours” at the end of the letter.

If you do not know the name of the person you are writing to:

a) write “Dear Sir/Madam” in addressing;

b) write “Yours faithfully”, not “Yours sincerely” at the end of the letter.

Always type your letter and check spelling and punctuation very attentively.

**Answer the following questions:**

1. What are the principal parts of an application letter?

2. How long should it be and how many paragraphs should it contain?

3. What should be the content of each paragraph?

4. What should be included as enclosures?

**Read an example of a cover letter.**

15 King Georg

Lucia 45325

Bacardia

Tel.: 8030-333-3333

e-mail: [ashugara@bac.com](mailto:ashugara@bac.com)

March 13, 2012

Ms Jeremy Keruga

Personnel Officer

BWB Group Headquarters

12 Georgetown St.

Lucia 45322

Bacardia

Dear Ms Keruga:

I am very interested in your advertisement in the March 10 issue of Bacardia Post since I believe that I have the skills and qualities required for filling the position of an accountant in the accounting Sector of your company. Besides having good professional training in accounting, I also have had three year experience as a part-time accountant.

I received a BA degree in finance and accounting from Lucia University in 2011. My training gave me the opportunity to acquire all the skills needed for successful practical work in accounting jobs of various types, including the use of computers and the most advanced computer accounting.

As a result of my training, I was able to find a job as a part-time accountant with Lucia Enterprises Inc. immediately after graduating from the University. Although only a part-time position, my work in this company has given me valuable practical experience. I am now ready to move forward, and believe that working in a full-time position for your company can open new career prospects for me.

Because skills and experience may best be explained at a personal meeting, I would like to solicit an interview with you. I would appreciate your calling me at the telephone number indicated on top of this letter any day after 2 p.m. to let me know about the day and time most convenient for you.

Sincerely your,

Kamil Ashugara

Junior Account, Lucia Enterprises Inc.

Enclosures: CV; three letters of reference

**Write a cover letter, using your own information.**

**Read the following information:**

A resume or Curriculum Vitae (CV) is a detailed record of personal accomplishments. It presents briefly what the person has achieved in education, job experience, special honors, publications, and includes professional activities (such as conferences attended), personal information, and perhaps even outstanding achievements in the person’s area of special interests or hobbies. A CV may be short – no more than two pages, but preferably one (than it is called a resume). It may also be – up to 20 pages and even more – and then it is called a CV. A CV begins with personal details (name, date of birth, marital status, constant information). Sometimes after that career objectives are written and time of availability is noted (i.e., when the applicant can start the new job). Next, the person may describe his/her education and work (or professional experience). In this section everything is usually written in reverse chronological order: the last educational institution you attended or the last place you were employed are indicated first, while your first educational institution or your first place of employment are listed last. The information about education should include degrees held, honors received, and qualifications gained. Employment information should describe responsibilities and make clear what professional skills you have, including specific responsibilities. The employment information may be followed by information on other skills, such as computer skills or fluency in a foreign language. The next item is information about your interests and hobbies. It gives your prospective employers some idea of your intellectual scope and physical fitness (if you included sport interests).

At the end, references are usually cited.

**Answer the following questions:**

1. What is a CV?

2. What should its maximum length be?

3. What is always placed in the top right-hand corner of a CV?

4. What parts does a CV include?

5. In what chronological order are entries in the education and professional experience parts of a CV written?

6. What should be included in those entries?

7. What may be included in the additional skills section?

8. Why is the section about your interests and hobbies important?

9. Where are references cited?

**Read an example of a CV:**

CURRICULUM VITAE

**Personal Details:**

**Name:**  Marjorie Debrigan

**Date of birth:**  January 16, 1971

**Citizenship**: Bacardia

**Marital status**: Married, 2 sons

(14 and 10 years of age).

**Address:** 9 Locust St.

Lucia 45206

Bacardia

**Telephone:** 8030-114-5666

**Available**: September 1, 2007

**Career objective**: Full-time secretarial position.

**Educatio**n:

1994 Ten-month Secretarial Training Program at the City College (Lucia). Certified

secretary.

1984-1989 Tepoara High School. General certificate in Mathematics; Literature; History;

and Art.

**Work experience:**

1995 to present Lucia Accountants Ltd.

Personal secretary to the Chief

Executive Officer.

**Responsibilities:** Secretarial work.

**Additional skills:**

**Proficient IBM PC user:**  MS Office; Windows 95, 97, 98; 2000;

Microsoft Word, Microsoft Excel; Adobe

Photoshop; Adobe Acrobat; Power Point;

proficient Internet user.

Fluent in English; good working knowledge of German.

Driving license (car).

Interests:

Sports: Hiking and running

Amateur painting

References:

John Chigeru,

Chief Executive Officer at Lucia Accountants Ltd.

**Write a CV of your own.**

**Read the following information:**

References are written for job applicants by people who know them. A reference serves as an evaluation of the applicant by an independent third person. A reference may be written at the applicant’s request and given to him / her (always in a sealed envelope) to be transmitted to the prospective employer, or it may be written at the request of this prospective employer and mailed directly to him or her. It is for this purpose that the applicant writes at the end of his/ her CV the names, positions, and addresses of people who can provide references.

A letter of reference is made up of the following parts:

1. From whom (name, position, address, telephone number, etc) – top right-hand corner.

2. To whom (name, position, address) – lower on the left.

3. Date (over the “to whom” part on the left in American references; on the right below both the “from whom” and “to whom” parts in British references).

4. Identification of the applicant, his or her position and of how she or he is known to the reference writer (relationship to writer).

5. Description and interpretation of applicant’s skills and accomplishments.

6. Summary of the main points and general evaluation of the applicant.

7. Signature of the reference writer.

**Answer the following questions:**

1. Who writes a letter of reference for a job applicant?

2. At whose request may it be written?

3. Why does an applicant have to write at the end of her/his CV the names, positions, and addresses of people who can provide references?

4. How many parts does a letter of reference usually contain?

5. What are these parts?

**Read a letter of reference that an imaginary applicant, Kamil Ashugara, enclosed with his applicant letter**.

Omagi Kabura

Chief Accountant

Lucia Enterprises Ltd.

7 Gregory Sq.

Lucia 453111

Bacardia

Telephone: 8030-222-7114

March 10, 2000

Ms Jeremy Keruga

Personnel Officer

BWB Group Headquarters

12 Georgetown St.

Lucia 45322

Bacardia

Dear Ms. Keruga:

Reference for Kamil Ashugara

I am pleased to write this reference at the request of Kamil Ashugara, part-time accountant at Lucia Enterprises Ltd. Mr. Ashugara has been working directly under my supervision since starting his job with Lucia Enterprises Ltd. in 1997. I know him to be a very skilled professional whose work has always been well approved and highly valued by both his superiors in our company and clients of the company. He is very efficient, competent, and energetic, and his achievements during the time he has been working with Lucia Enterprises Ltd. have been impressive. Mr. Ashugara’s skill with computers, especially as applied to accounting, is one of his strongest points. We are sorry to lose Mr. Ashugara, yet understand his desire to advance his career. His intelligence, professional skills, and energy will make him a valuable asset to the accounting sector of any company. Without reservation, I can confidently recommend him for the position for which he is applying.

Omagi Kabura,

Chief Account.

**Write a reference for yourself on behalf of your professor or employer.**

**Read the information about Violet Scott:**

Violet Scott is 33. She is not married and lives alone in small apartment 4C in a big apartment house number 15 at 120 Street in New York City, USA. She is a US citizen, but would like to work abroad. Recently she has read an advertisement that Lucia Enterprises Ltd. in Bacardia needs computer programmers. Violet is an experienced programmer. She graduated from Columbia University in mathematics in 1998 and got her MS (Master of Science) degree. Since then, she was trained in two advanced computer technology programs at the same University in 1999 and 2003. Since 2000, Violet has been self-employed and has been developing computer programs at different companies’ orders. But orders are running low, and Violet has no contracts after July 2007. That is why she is looking for a full-time computer programmer position and is eager to be employed after August 1, 2007.

Violet speaks three European languages fluently (German, French, and, Spanish). She considers it as her important personal assert – a good addition to her advanced skills in computer programming.

She likes swimming and often takes part in swimming competitions. She is also very interested in modern history and in environmental issues.

One of her professors at Columbia University (who also trained her in both advanced computer technology programs), Dr. Higgins, knows her very well and is always ready to write a reference for her.

1. Write an applicant letter for Violet Scott using the information from the text.

2. Write a CV for Violet Scott .

3. Write a reference for Violet Scott from Dr. Higgins.

4. Write a short essay (50-100 words) evaluating the chances for Violet Scott to get a job with Lucia Enterprises Ltd.

**Fill in the necessary words from the table:**

*accommodation available for interview contact coupon employers*

*he will be available from help international paid present relocation*

*expenses stamped addressed envelope ten years’ experience trained as*

1. I have \_\_\_\_\_\_ as head buyer.

2. I was \_\_\_\_\_ an electrical engineer.

3. I have noted that \_\_\_\_\_\_\_ the end of August.

4. Her \_\_\_\_\_\_ salary is 3,000 euros per month and she has 5 weeks’ \_\_\_\_ holidays.

5. He is \_\_\_\_\_ at any time.

6. She doesn’t want us to \_\_\_\_\_ her present \_\_\_\_\_ .

7. They will cover their \_\_\_\_\_\_ .

8. They will also \_\_\_\_\_ you to find \_\_\_\_\_\_ .

9. Kindly enclose a \_\_\_\_\_\_\_ (an sae).

10. He has enclosed an \_\_\_\_\_\_ reply \_\_\_\_\_ .

**Job interview**

A. The job advertisement

Read attentively the job advertisement below that was published in a Russian business newspaper. As you read, try to figure out the meanings of all the unfamiliar words.

SALES AND MARKETING

Coordinator in Samara / Yekaterinburg / N. Novgorod

The position:

- evaluate performance of present and new distributors in the area

- travel to various cities in the region

- monitor competitors’ activities

- evaluate market possibilities

- support and develop sales of our distributors

The applicant:

- must be sales- and cost- oriented, trustworthy

- know the region very well and be able to travel extensively

- possess excellent PC skills

- native Russian, fluent in spoken and written English

Experience in sales is preferable. The new Coordinator will compile weekly written sales and marketing reports. The person should be ready to start immediately. All the necessary corporate training will be provided. The company will provide a car and PC, but the person must work from his home in the beginning.

(Adapted from The Career Forum. 23 October – 5 November’99, p. 7)

**Answer the following questions:**

1. What are the job responsibilities?

2. What qualities should an applicant possess?

3. What are the specific conditions of the job offered?

**The job advertised above was offered by a foreign company operating in Russia. Nikolai Kuznetsov applied for the position and was invited for a job interview.**

Before you read the interview, make sure that you know the meanings of the following words:

*trust possess cost-effectiveness primary goal repay aware*

*sufficient actually exactly worry healthy specifics*

A. Hello. I’m Lora Stern, the Personnel Officer in the Russian branch of this company.

B. Hello, glad to meet you. I’m Nikolai Kuznetsov. My job interview was for 10 a.m. I’m five

minutes late. I’m sorry, I …

1. Don’t worry about it. Please, sit down. Now, let’s see. I have your resume here. I would like to ask a few questions.

B. O.K.

A. You haven’t had a job as a Sales and Marketing Coordinator before.

B. Well, no … Actually, I have not exactly. But I have had three years’ experience as a Sales

Representative, as you can see from my resume. It gave me a good knowledge of the region

and sales situation. Besides, I was with the Marketing Department of Samara Industries for

two years.

A. So, you think that your experience in sales and marketing is sufficient for the job.

B. I hope so. And I can learn what I do not know.

A. Do your family situation, health, and other circumstances permit you to travel extensively?

B. Oh, yes. I am married as you know and I have a son. But my son is already twelve and my

wife understands that I need to travel a lot in my job. I’m quite healthy so there is nothing to

prevent my travelling.

1. Fine. I see that you speak very good English though Russian is your native language. Where

did you learn English?

1. Oh, first at school, then at the university, and also in an intensive English program. Besides, I

had a two-month training course in the United States three years ago.

A. That’s wonderful. And what about your PC skills?

B. You can trust them. As you can see from my CV, I have had good training. Besides that,

computers are my hobby.

1. I see. An important part of your job will be evaluating market possibilities and competitors’

activities. Do you believe yourself to be well trained for that?

1. That’s just what I was doing for Samara Industries. I mean my job at the Marketing

Department. As to specifics, I count on the corporate training that your job advertisement

promises.

A. Oh, yes. What will you set as your primary goal if you get this job?

B. I think it will be cost-effectiveness. I’m very cost-oriented, you know. I’m sure that anything

done in sales and marketing, like promotion campaigns, should not only repay what’s

invested, but bring good profits.

A. OK … You are aware that you won’t have your own office at the beginning.

You will be provided with a car and a PC, but you’ll have to operate from

home. It was in the job advertisement. Will that be a problem?

1. Not at all. I plan to travel most of the time because I think I must be in direct contract with

distributors. I will need an office mainly for compiling my weekly reports. And I can do that at home.

1. Your job will be a team job. You’ll have to work with many people. What do you think about that?

B. I’ve always worked in teams and I’m used to it. I think am a team worker by nature.

A. Thank you, Nikolai. Do you have any questions to ask me?

B. Oh, well, if I get the job, I think I’ll have a lot of questions to ask. But now it’s a little bit too

early.

A. OK. Fine. When can you start if you are given the job?

B. Any time.

A. Thank you. We’ll let you know when we make a decision.

B. Thank you. Good-bye.

A. Good bye.

- **Identify the questions the interviewer asks, and state how they match the job requirements in the advertisement.**

**- Relate the answers Nikolai gives to these questions, and how his answers match the job requirements in the advertisement.**

**- Think over the structure of the job interview, as it can be deduced from the interview that you have read. What questions are usually asked, what is their order, etc?**

**- Project work. Write the scheme of a job interview for an interviewer. Begin like this:**

1. Greet the applicant and introduce yourself.

2. Try to make the applicant feel at his/her ease.

3. Ask questions about the applicant’s job experience, etc.

**In the example shown below, you can see a typical evaluation sheet, used by interviewers to evaluate the results of job interviews (i.e. their impressions of the candidate). Read it carefully, noting that each quality is scored from one to ten by the interviewer before drawing a general conclusion.**

EVALUATION SHEET

Position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Score

- +

1 2 3 4 5 6 7 8 9 10

Background:

Education: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Experience: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Languages: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Behaviour and communication:

Communication skills: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Ability to listen: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manners: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Culture:

Appearance (presentability): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Personal qualities:

Ambition: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dynamism: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Organizational skills: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Ability to work in teams: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Ability to be a leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

General impression of the candidate

And conclusion (what decision is recommended) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Evaluate Nikolai as if you were the interviewer. Discuss your evaluation with the whole group.

**Complete the following sentences, using words and expressions from the box.**

*capacity for strategic thinking commercial sense hard-working*

*people-oriented excellent communicative skills open-minded*

*team-work responsible and loyal punctual*

1. He is never late; he is very \_\_\_\_\_\_.

2. Jane is always ready for new ideas; she is quite \_\_\_\_\_\_ .

3. Their Chief Executive Officer is \_\_\_\_\_\_\_; he thinks about people first.

4. To be good at starting new businesses you must have a \_\_\_\_\_\_\_ .

5. Working in trade requires a good \_\_\_\_\_\_\_\_\_ .

6. The position of a Public Relations Manager requires \_\_\_\_\_\_ .

7. Being in business is a hard job so success is for \_\_\_\_\_\_ people only.

8. You cannot do everything alone, to succeed you must be good at \_\_\_\_\_\_ .

9. This job deals with confidential information; only a \_\_\_\_\_\_\_ person, can be appointed to his position.

**Will your story in business be a success story? Answer the following questions truthfully and you will find out. Choose only one of the three answers to each question, and do not look ahead to what is written at the end of the questionnaire.**

Can you start things yourself?

- I always know what to do myself; nobody tells me.

- If somebody starts me going, then I go on by myself.

- I start doing something when I really have to.

Are you good at relations with other people?

- I like people, and can relate to almost everybody.

- I have a lot of friends, but other people don’t really interest me.

- I prefer to be alone. People create problems.

Are you a natural leader?

- I can usually get other people to do what I want to be done.

- If somebody tells me what needs to be done, I can command other people to do it.

- I usually follow other people’s orders and recommendations.

Are you one to take responsibility?

- I prefer to be responsible myself for what is being done.

- I take responsibility if there is no other way, but when possible, I prefer others to take it.

- I usually wait for someone else to take the responsibility.

Are you a good organizer?

- I always make a plan first. If teamwork is needed, I’m usually the one to do the planning.

- If things get out of hand, I may stop doing what I was doing to correct the matter. But if everything is running smoothly, I leave it alone.

- I avoid problems and take things as they come.

Are you hard-working?

- Yes, I will work as hard and as long as needed for something I want.

- I can work really hard for some time, but when I feel that’s enough for me, I’ll stop.

- Hard work isn’t really what brings results.

Can you make decisions?

- I can, and do so quickly if I have to. The results are usually good.

- I can make decisions, but I need time to think; or I will be sorry later that I didn’t decide differently.

- I’d rather let somebody else decide.

Do you always do what you say?

- Yes, absolutely. People can always trust what I say.

- For the most part, I do, but sometimes I say what’s easiest to say, and then forget about it.

- If I think the other person won’t know, I say what’s easiest to say, and then forget it.

Do you always finish what you begin?

- Yes, and nothing stops me.

- I usually do, if everything goes all right.

- If it doesn’t go well from the start, I quit.

Are you healthy?

- I’ve never been ill a day in my life.

- I generally have enough energy for what I want to do.

- I get tired pretty quickly.

(Adapted from: Checklist for Going into Business. Management Aid # 2.016, U.S. Small Business Administration, 1985).

Now look at the results. If you have chosen the first answers for the most part (at least 80% of the time), ORGANIZE YOUR OWN BUSINESS. You have all the personal qualities to do so. If the answers you chose were usually the second, WORK WITH A PARTNER. Maybe he or she will have the qualities that you lack. If you chose mostly the third answers, you should WORK FOR SOMEBODY ELSE.

**Write a short essay (50-60 words) identifying the personal qualities you lack for being a good businessman.**

**Here are some questions that administrators in this country recommend that you be prepared to answer in a job interview. Read them carefully.**

1. What are your goals in life for the near future and for 3-5 years ahead?

2. Are all your goals career-oriented? What other objectives do you have for the next 3-5 years?

3. Can you describe what you want to do and achieve in your life?

4. Why have you applied for this job? What interests you most about it?

5. How do you think you can be useful to us and to our business?

6. What things interest you most about any job? Which of your jobs has been most interesting?

7. What is more important for you – money or the job itself?

8. Do you think your education has sufficiently prepared you for this job?

9. Do you plan to continue your education if you are employed by us?

10. What do you think are your strong points?

11. What do you think are your weak pints?

12. What stimulates you most and makes you do your best when you work?

How would you answer these questions? Record your answers in writing.

**The online job market**

How Jeff Taylor changed the way the labour market works

Monster.com, the world’s biggest online job-search site, shows how electronic marketplaces reach more people and can offer more efficiency than physical markets. It also shows that money can be made in such markets: Monster has a long record of profitability.

Jeff Taylor, who launched the site in 1994, says the Monster.com name is the firm’s “single most important success factor”. It introduces an image of youthful fun in what is basically a boring business. Supporting the brand is a big advertising budget which accounts for a quarter of the firm’s costs. He runs expensive ads during key sporting events such as the Super Bowl.

Job-seekers supply resumes and employers pay to scan them or to post job ads. Most of the services that job-seekers get are free, but they have to pay for a service that allows them to contact each other for advice and career management. They can use this service to ask each other questions about, say, what it is like to work for a firm that they are thinking of joining.

The main contribution of Monster has been to speed up hiring and vastly increase the accuracy of the job-search process. “You can post a job at 2pm and get your first response at 2:01,” Mr Taylor says proudly. And an employer who knows exactly what he wants can use Monster’s filters to search vast numbers of resumes with precise accuracy. Monster is a serious threat to newspapers, which historically made 40% of their revenues from carrying ads, up to half of which were to staff. Headhunting firms have also lost business, because demand for their help in filling lower-level jobs has fallen.

The online job market works well for workers and employers who know what they want. It works badly for people who are unsure. Check that your resume says clearly what kind of job you want. The filters will then make sure that it reaches the right human resource departments.

**Glossary:**

- ad – advertisement

- resume (American English) - summary of your education and previous jobs, which you use when you are looking for a job

British English: CV (Curriculum Vitue)

- filter – software that selects the job-seeker’s details to match the employer’s requirements

- headhunting – persuading someone to leave their job and go to work for another company in a similar position

**Find information about the following:**

1. the Monster.com name

2. the image of Monster.com

3. Monster.com’s biggest contribution to the recruitment industry

4. headhunting firms

**Answer the following questions:**

1. Does Monster.com make a profit?

2. What two advantages does Monster.com offer to job-seekers?

3. Find two advantages for employers of using the Monster.com site.

4. Which two kinds of business are losing money because of Monster.com’s success?

5. What advice does the article give to people who want to use the site to find a j

**Who does each of the following activities? Write E for employer and J for job-seeker.**

search job ads post a job ad hire

scan resumes supply resumes fill jobs

recruit staff use career management service join a firm

**Finding a job**

Esther Garcia graduated from university with a degree in telecommunications. But finding her new job was very hard. She searched all the (1) \_\_\_\_\_\_ in the newspapers and on the internet. She made lots of (2) \_\_\_\_\_\_\_ to different companies. She also sent her (3) \_\_\_\_\_\_ to all the big telecommunications companies. But most companies didn’t even invite her for (4) \_\_\_\_\_\_ . It seemed that they only wanted to (5) \_\_\_\_\_\_ people with job experience. After several months, a finance company in Madrid (6) \_\_\_\_\_\_\_ Esther a place on a three-month graduate trainee scheme. At the end of three months, Esther was the only person out of the ten trainees to be (7) \_\_\_\_\_\_ for a permanent job. Of course, Esther was very happy to (8) \_\_\_\_\_\_\_\_\_ .

**Read the ad from the Monster.com site. Would this job be good for someone who …**

1. … wants to live in New York?

2. … wants a part-tome job?

3. … is looking for their first job?

4. ...has experience in office administration but not in Human Resources?

5. …doesn’t have any specific Human Resources qualification?

6. …has a university qualification?

**Human Resources Assistant – Recruiting**

company: confidential Location: US-AZ-Phoenix

status: full-time employee Job Category: Human Resources/Recruiting

**Job Description**

As a Human Resources Assistant you will be responsible for a wide range of duties, primarily recruiting.

Key responsibilities include developing recruiting advertisements, scheduling interviews, checking references and working with employment agencies. Other responsibilities include entering data into our applicant tracking system and working with employee records.

Ideal candidates will have:

- at least 2 years’ experience proving administrative support within an office environment.

- proficiency with Microsoft applications.

- excellent communication skills.

- an undergraduate degree.

We are a leader in the financial services industry. Our staff are among the brightest and most dynamic professionals in their fields.

We offer competitive compensation plus an excellent benefits package.

**- Find a word or phrase in the ad which means**:

- most suitable applicants;

- a minimum of;

- a high level of ability or skill;

- ability to express yourself clearly and understand the needs of others ;

- salary;

- something you get in addition to salary (e.g. health insurance, pension scheme).

**- What would be interesting or not interesting about this job, in your opinion?**

**Fill in the words: *very, too, enough*.**

Below is an extract from a letter from a printing firm to a dissatisfied customer.

We were \_\_\_\_\_ sorry to hear that you are not satisfied with the printing work which we sent last week and in particular that the red colour is \_\_\_\_ strong. We checked the work \_\_\_\_\_ carefully before it was dispatched and we felt that it was good \_\_\_\_\_\_ to meet our \_\_\_\_\_ high standards. However, since you are not happy, our representative will visit you on Friday to discuss the problem. We understand your need is urgent so I hope this is soon \_\_\_\_\_ to fit in with your schedule. If it is \_\_\_\_\_\_ late please telephone us.

**3.ПИТАННЯ, ЗАВДАННЯ ДЛЯ ПОТОНОГО ТА ПІДСУМКОВОГО КОНТРОЛЮ ЗНАНЬ**

**Комплекс завдань для контрольних робіт (КР)**

**КР № 2**

**Language check**

I. Complete the dialogue with the appropriate form of the verbs in brackets: going to, will

or the present continuous:

A: Hi, Richard. I’m afraid I’ve got some bad news. I (1 not to come) \_\_\_\_\_ to Bahrain

tomorrow.

B: But we (2 meet) \_\_\_\_\_ Ahmed on Wednesday to discuss the sales figures!

A: I know. I’m sorry but we’ve got problems with the launch of the G42. I’ve decided I (3

stay) \_\_\_\_\_ at head office to put things right.

B: (4 you, come) \_\_\_\_\_\_ next week instead?

A: I don’t know yet. I (5 phone) \_\_\_\_\_ you on Friday. We (6 talk) \_\_\_\_\_ about it then.

B: OK. But you know Ahmed (7 travel) \_\_\_\_\_\_ to Singapore the week after, so he (8 not

be) \_\_\_\_\_ free to meet with us then.

II. Find and correct the mistakes in each sentence:

1. Let’s to discuss the new trainee scheme next.

2. If the company will offer you a job, accept it!

3. Please not to touch the equipment!

4. Please to be careful to use the right form.

5. You don’t use this phone – use that one.

6. If Jo phones, please you will take a message.

7. If you will not have the right qualifications, don’t apply for the job.

8. Please you tell me if you can’t hear.

III. Match the underlined phrases with a modal verb phrase a-h that has the same meaning:

1. It’s essential to pay off your debts on time.

2. It isn’t allowed to use mobile phone in here.

3. It isn’t necessary to be a graduate to apply for this job.

4. The rule is: show your passport when you buy foreign currency.

5. My advice is: search the web if you want to find a good job.

6. It isn’t necessary to pay now, you can pay next week.

7. My advice is: don’t go to a job interview without good preparation.

8. It’s necessary to have sales experience if you want to join the team.

a) you shouldn’t

b) you don’t have to

c) you don’t need to

d) you should

e) you mustn’t

f) you need to

g) you must

h) you have to

IV. Choose the correct words in italics:

Good morning everybody and welcome. All of you have chosen to join the international division. So that means that 1 you started / you’re going to start a new job in one of our regional offices. At 10 o’clock, Delores Tavares 2 will come / is coming to talk to you about culture. But first 3 I’m explaining / I’m going to explain a few points to help you prepare for the move to a new country. Please stop me if you 4 will have/ have any questions. First, some practical points. You 5 will / must make sure that your passport is up-to-date. And if you need to apply for a visa, 6 please do it / let’s do it as soon as possible. It can take a lot of time, so 7 you don’t have to / you mustn’t leave it till the last minute. The administrative staff will help you. Some of you 8 travel / are travelling with your families so you’ll 9 have to / should check the travel documents for your family.

Now each of you 10 is having / is going to have a one-week trip to your new location before you start a job. This trip 11 will give / is giving you the chance to find out about the new environment. 12 You need / should make the best use of this trip. We want you to start your new job without too many problems. As you know, you 13 mustn’t / don’t have to look for accommodation because the company is going to provide you with an apartment. But 14 don’t / you don’t expect everything to be easy. The way of life in other countries is often very different. You 15 shouldn’t / don’t have to forget that!

**Vocabulary check**

I. Choose the correct option a-c to complete the text:

Buenos Aires is a leading business 1 \_\_\_\_\_\_\_ . It has a 2 \_\_\_\_\_\_\_ economy. International trade plays a key role in the 3 \_\_\_\_\_\_\_ of the city. The country exports many products through its historic 4 \_\_\_\_\_ . Many international banks have their 5 \_\_\_\_\_\_\_ offices here.

1. a location b site c placement

2. a large b strong c fat

3.a growing b development c increase

4. a airport b pitch c port

5. a regional b capital c investment

II. Choose the correct option a-c to complete the text:

What 1 \_\_\_\_\_ do you need to work in sales? Nicholas, 33, a sales director with a food producer, says: “You don’t need a university 2 \_\_\_\_\_\_ , but it helps. It’s more important to be energetic and 3 \_\_\_\_\_\_\_ - able to talk easily to all kinds of people. You also need good management 4 \_\_\_\_\_\_\_\_ . If you really want to develop your 5 \_\_\_\_\_\_\_ , you can earn a good 6 \_\_\_\_\_\_\_\_”.

1. a quality b qualifications c values

2. a graduate b benefit c degree

3. a outgoing b communicating c respectful

4. a skills b specialities c statistics

5. a currency b compensation c career

6. a payment b salary c potential

III. Complete the dialogue with the following words and phrases:

free I can’t make see you Let’s say I’m afraid not Can we meet

I’d like to arrange

A: I’m going to be in Riga next week and 1 \_\_\_\_\_ a meeting with you and Fred, if that’s

possible.

B: OK. It would be good to meet you while you’re here. 2 \_\_\_\_\_\_ on Friday?

A: 3 \_\_\_\_\_\_ . I’m only on Riga from Monday to Thursday. But I’m 4 \_\_\_\_ on Tuesday and

Wednesday. What about you?

B: 5 \_\_\_\_\_ Wednesday morning, but the afternoon is good for both of us. Can you come to the

office?

A: Yes, that’s fine, I’ll 7 \_\_\_\_ on Wednesday at 2 o’clock, then.

IV. Choose the correct words in italics:

1. You don’t have to stay in a job that you don’t like: it may make sure / be better to look for a

new job.

2. But first, it’s important / sure to decide what you really want to do.

3. It’s a good / a best idea to make a list of your strengths, skills and interests.

4. And don’t remember to / forget to add a list of what you like and dislike about your present

job.

5. Then make sure / essential that you look for opportunities that match your abilities and

interests.

V. Complete the dialogue with the following words and phrases:

we could why I think we should I’m not sure a good idea how about

A: So how should we entertain our visitors?

B: 1 \_\_\_\_\_\_\_ taking them to a restaurant?

A: That’s 2 \_\_\_\_\_\_ ! I’m sure they’d like to try some local dishes.

C: And maybe they like music. Perhaps 3 \_\_\_\_\_\_ take them to a concert.

B: 4 \_\_\_\_\_\_\_ about that. We don’t know what kind of music they like.

A: Well, 5 \_\_\_\_\_\_\_ not show them around the city? There are lots of attractions.

C: I like that! 6 \_\_\_\_\_\_\_\_ show them round the city and then go for dinner.

**Питання до екзаменаційних білетів**

**Variant 1**

1. Many people use the web for … or banking.

a) click b) mouse c) online shopping d) password e) keyword

2. If people ask for your help, always … positively.

a) respond b) improve c) admit d) avoid e) ignore

3. Remember, good manners help to … your working environment, and you will find you can enjoy

your work more.

a) tell b) think c) happen d) improve e) underline

4. Someone who is bad-mannered is … .

a) impatient b) impolite c) dishonest d) unimportant e) considerate

5. Jack Russell and Ray Fox are the … of a film company that makes cartoon films.

a) databases b) produce c) run d) set up e) founders

6. She specialized in smart, practical clothes that could … to business women.

a) feature b) target c) image d) appeal e) opinion

7. The company had a brand with a good image, but it needed more … to reach a wider market.

a) publication b) public c) publicity d) future e) founders

8. To begin with, she used her own money to … the venture.

a) raise b) finance c) rocket d) potential e) enthusiast

9. Some governments offer low … to attract companies to set up in developing regions.

a) profits b) earnings c) taxes d) benefits e) praises

10. High … is a key factor in a strong economy.

a) employee b) employment c) employer d) employ e) employed

11. At present, she … for a large telecommunication company in Madrid.

a) works b) is working c) work d) working e) have worked

12. People … for new jobs if their pay was higher.

a) not look b) will not look c) wouldn’t look d) don’t look

13. I understand it very well. You … explain it further.

a) shouldn’t b) wouldn’t c) mustn’t d) needn’t e) hasn’t

14. Mary … a lot of mistakes in her test.

a) have make b) has make c) have made d) has made e) make

15. I’ll contact you the minute I … my exam results.

a) got b) gotten c) has got d) had got e) have got

16. When Kodak … the Brownie in 1900, photography became a popular hobby.

a) launch b) launched c) have launched d) has launched

e) is launching

17. I … go out today.

a) not can b) canot c) cannot d) can not e) not to can

18. I … a cup of coffee now.

a) liked b) would like c) likes d) would rather e) had better

19. She broke her friend’s clock yesterday. I think she … buy him a new one.

a) shall b) should c) have to d) is e) would

20. My grandfather … speak six languages many years ago.

a) should b) shall c) could d) need e) ought

**Variant 2**

1. To enter a secure site, you usually need to enter your username and a … .

a) screen b) website c) password d) click e) mouse

1. To enter a secure site, you usually need to enter your username and a … .

a) screen b) website c) password d) click e) mouse

1. If you make a mistake, it is better to … it and then apologize.

a) admit b) avoid c) respond d) improve e) introduce

4. Many companies nowadays use the internet to … goods and services to customers online.

a) give b) manufacture c) offer d) sale e) know

5. People in the fashion industry create the image of the brand and generate a lot of …. .

a) hand-made b) domestic market c) off-the-peg d) publicity e) top-end

6. If your competitor brings out a better product, you can lose … .

a) neighbours b) graduates c) owners d) customers e) risks

7. The second step is to conduct market … .

a) share b) leader c) research d) success e) profit

8. They … good service at a reasonable rate.

a) offer b) take c) close d) work e) learn

9. Man is constantly … new possibilities and making new discoveries.

a) giving b) exploring c) closing d) buying e) agreeing

10. It is difficult for small local companies to … with the multi-nationals.

a) competition b) win c) winner d) compete e) recruit

11. There were an accident in the factory and two people were … .

a) destroyed b) lose c) injured d) damage e) find

12. The company usually … jobs to only a few of the best trainees. Ines hopes to be one of these.

a) offer b) offers c) offering d) is offering e) have offered

13. Mark is a market research assistant: he … market data.

a) analyze b) analyzes c) is analyzing d) analyzing e) have analyzed

14. An off-the-peg dress is … than a haute couture dress.

a) more cheaper b) most cheap c) cheaper d) cheapest e) cheap

15. If you have an accident, the insurance company … the costs.

a) pay b) pays c) will pay d) has paid e) have paid

16. Every day I help my Mom about the house, but last week I was very busy with my exam. So I

… her much.

a) not to help b) not helped c) didn’t helped d) didn’t help e) not helped

17. … school?

a) When did Jill finished b) When was Jill finish c) When did Jill finish

d) When Jill finish e) When Jill finished

18. I didn’t … to get up early, so I didn’t.

a) must b) should c) need d) ought e) can

19. I understand it very well. You … explain it further.

a) shouldn’t b) wouldn’t c) mustn’t d) needn’t e) hasn’t

20. I … rather stay at home than go out.

a) could b) would c) must d) shall e) have

**Банк тестів**

1. A successful company has to make a … .

a) demand b) grow c) control d) market share e) profit

2. There has to be a … for your products.

a) market leader b) demand c) grow d) control e) fun

3. You must feel really … about what you are doing.

a) famous b) sociable c) passionate d) healthy e) attractive

4. Successful companies have a bigger percentage of sales than their competitors. They have a bigger … .

a) market share b) market leader c) entrepreneur d) business idea e) device

5. A company that has the biggest sales or the best selling product in the market is the … .

a) grow b) production c) investment d) market leader

e) control

6. Successful companies are always finding new markets and new opportunities to … .

a) grow b) think c) understand d) entertain e) mean

7. The most successful companies … the market.

a) discuss b) control c) earn d) bring e) rent

8. The company wasn’t able to compete, and six months later it went … .

a) equipped b) distribute c) bankrupt d) order e) cool

9. They didn’t have the stock to … demand.

a) say b) happen c) return d) meet e) see

10. I could see there was a real … .

a) opportunity b) sell c) produce d) find e) feel

11. Pro-Chic was a … company with a customer base of about 250.

a) set-up b) starting c) start-up d) contract e) borrow

12. Its founder was a … fashion designer with a lot of good ideas.

a) talented b) targeted c) weak d) fame e) prediction

13. She specialized in smart, practical clothes that could … to business women.

a) feature b) target c) image d) appeal e) opinion

14. The company had a brand with a good image, but it needed more … to reach a wider market.

a) publication b) public c) publicity d) future e) founders

15. To begin with, she used her own money to … the venture.

a) raise b) finance c) rocket d) potential e) enthusiast

16. To run a big advertising …, she needed a lot more funding.

a) commerce b) contract c) target d) campaign e) suitable

17. She went to a group of venture … to try to raise more money.

a) capitalists b) elevators c) enthusiasts d) bankrupts e) drivers

18. If your competitor brings out a better product, you can lose … .

a) neighbours b) graduates c) owners d) customers e) risks

19. The second step is to conduct market … .

a) share b) leader c) research d) success e) profit

20. They … good service at a reasonable rate.

a) offer b) take c) close d) work e) learn

21. Man is constantly … new possibilities and making new discoveries.

a) giving b) exploring c) closing d) buying e) agreeing

22. New technology will shape our future and open up new … for business.

a) capital b) opportunities c) weaknesses d) yoghurts

e) dreams

23. Get ready to change the way you … .

a) travel b) go c) visit d) meet e) walk

24. Technology could reduce costs for airlines and make travel simpler and smoother for … .

a) retailers b) pilots c) passengers d) workers e) drivers

25. The first part of Air Transport Association’s plan is to end the use of paper … by the end of 2016.

a) books b) tickets c) maps d) invoices e) guides

26. An electronic ticket is much more convenient for passengers, and might result in huge … for airlines.

a) savings b) money c) banks d) expenses e) risks

27. The system may even be able to … passengers a text message reminder two hours before the flight.

a) take b) post c) explain d) send e) understand

28. Airlines … that the majority of their passengers will use kiosks for check-in by 2016.

a) want b) expect c) require d) like e) tell

29. It could soon be possible, for example, to use a kiosk in a hotel lobby to check out … the hotel, and then to check in for your flight.

a) on b) by c) of d) for e) at

30. It seems that … could soon make air travel smoother, quicker, more fun and more productive.

a) ideas b) technology c) customers d) research e) problem

31. Are short-term investments a good way to … money?

a) make b) do c) take d) open e) catch

32. We look … new products and new technology that will have a large market.

a) in b) after c) for d) about e) on

33. I’d like to … an appointment with you, please.

a) free b) see c) busy d) arrange e) say

34. Are you … on Monday?

a) meet b) say c) make d) busy e) see

35. Can we … next week?

a) see b) arrange c) meet d) busy e) make

36. I’ll phone the restaurant and … a table for our lunch meeting.

a) book b) give c) rent d) make e) see

37. The location of a business can be an important factor for its … .

a) grow b) growth c) fail d) failure e) mistake

38. Some governments offer low … to attract companies to set up in developing regions.

a) profits b) earnings c) taxes d) benefits e) praises

39. High … is a key factor in a strong economy.

a) employee b) employment c) employer d) employ e) employed

40. It is difficult for small local companies to … with the multi-nationals.

a) competition b) win c) winner d) compete e) recruit

41. Hotels, restaurant and travel agents belong to the … .

a) capital market b) investment bank c) shopping mall

d) service sector e) share

42. Fred Pierce is going to work abroad for two years at his company’s … .

a) regional office b) shopping mall c) capital market

d) labour costs e) slogan

43. I’m going to the … to buy some clothes for my trip.

a) multi-national company b) shopping mall c) service sector

d) prospects for growth e) direct mail

44. The future of Dubai depends … oil.

a) on b) in c) at d) under e) among

45. If a company wants to set up an office in a new location, it needs to be sure that the region has good … and a stable economy.

a) intrepreneur b) venture c) infrastructure d) abroad

e) qualification

46. Since the factory closed, there has been high … in the area.

a) region b) interview c) job d) development

e) unemployment

47. The north-east … is developing more rapidly than the south.

a) job b) recruit c) salary d) region e) experience

48. Analysts are predicting strong economic … next year.

a) growth b) recruit c) consumer d) start-up

e) luxury

49. The company is investing a lot of money in product … .

a) economy b) development c) employment d) region e) salary

50. The department has a … of $4 million to spend on research.

a) venture b) technology c) budget d) potential

e) payback period

51. Jane Hunter got … for her business from venture capitalists.

a) funds b) funding c) fundings d) joint venture e) launch

52. We looked at the profits for this year and they are very good. There is an … of 22 percent compared to six months ago.

a) increase b) fee c) invoice d) budget e) price

53. At the same time, materials are cheaper than they were. The result of this was an 8 percent … in the cost of our building projects.

a) decision b) decrease c) demand d) divide e) department

54. Our researchers say that the price of materials will stay the same for some time, so the cost of our projects should remain … .

a) budget b) finished c) steady d) investment e) return

55. But we also know that there will be problems with exchange rates in the next 24 rates, so it is … that the low prices will continue for longer than two years.

a) possibly b) unlikely c) decided d) may e) arrives

56. After that it is … that the cost of building materials will increase in price between 12 percent and 25 percent.

a) possible b) told c) trend d) think e) assurance

57. We need to become a more … company.

a) compete b) competitive c) competition d) competing e) competed

58. … the first turning to the left.

a) Bring b) Take c) Lead D) Have e) Give

59. This is my … card.

a) work b) office c) business d) visit e) attend

60. Has the new CEO improved working … ?

a) conditions b) environment c) place d) relation e) location

61. Please … a moment. I’ll see if she’s in.

a) attend b) wait c) waiting d) attending e) expecting

62. The client doesn’t like the … . Can you make it rectangular?

a) material b) shape c) glass d) small e) weight

63. They have thirty designs in their new … of sunglasses.

a) number b) sells c) opportunity d) range e) quality

64. Our clients prefer a warm … for their holidays.

a) climate b) weather c) sun d) plane e) suggestion

65. This company gives its employees a good … when they retire.

a) job b) pension c) employment d) career e) work

66. Let’s … ideas for the new logo.

a) think b) thought c) brainstorm d) imagination e) invention

67. Fiona had a problem with her manager, but the HR department gave her some good … and everything is good now.

a) suggestion b) orders c) thinking d) advice e) demand

68. We … that prices will continue to increase next year.

a) trend b) prediction c) predict d) explain e) apply

69. Our scientists do a lot of … for our new products.

a) ideas b) create c) meetings d) research e) organize

70. The … for this project is 28th July.

a) hour b) time c) deadline d) day e) event

71. The department has a … of $35,000 for corporate events this year.

a) cash b) budget c) document d) pay e) money

72. Before you ask a bank for money, it is important to prepare a good … .

a) business plan b) demand c) profit d) start-up e) logo

73. Venture capitalists look for a big … when they provide finance.

a) return on investment b) payback period c) risk d) technology

e) salary

74. If you need more information, … the company website.

a) browse b) collect c) share d) store e) see

75. … are people who have new ideas and think of new ways to do things.

a) Traditionalists b) Innovators c) Researchers d) Transformers

e) Workers

76. Vittorio Merloni … Merloni Elettrodomestici in 1975.

a) find b) found c) founded d) have found e) have founded

77. The company … just 25 years to become Europe’s third-biggest maker of fridges, cookers and washing machines.

a) take b) took c) is taking d) taked e) takes

78. It … as a big company.

a) not to start b) don’t start c) doesn’t starts d) didn’t start

e) not started

79. It was a small firm which later … the Ariston brand.

a) buy b) buys c) bought d) buyed e) buying

80. Mr Merloni … the firm by buying up his competitors and expending his markets to other countries.

a) develop b) developing c) developed d) have developed

e) will developing

81. There isn’t a cloud in the sky, but it … cloudy in the morning.

a) is b) was c) were d) are e) will

82. Mrs Clay usually finishes her work at half past three, but she … it later yesterday afternoon.

a) finish b) finishes c) finished d) will finish e) is finishing

83. Every day I help my Mom about the house, but last week I was very busy with my exam. So I … her much.

a) not to help b) not helped c) didn’t helped d) didn’t help

e) not helped

84. Tom isn’t playing tennis tomorrow afternoon, he … tennis yesterday.

a) doesn’t play b) don’t play c) not to play d) did not played

e) didn’t play

85. We generally have lunch at 12.30, but yesterday we … later.

a) had lunch b) have lunched c) had had lunch d) have e) was having

86. When Kodak … the Brownie in 1900, photography became a popular hobby.

a) launch b) launched c) have launched d) has launched

e) is launching

87. I … to the market myself last time, but now I don’t remember how to get there.

a) getted b) goted c) got d) was getted e) has got

88. When you … to your parents last time?

a) When do you writed b) When did you write c) When did you wrote

d) When you write e) When you wrote

89. When Jill … school?

a) When did Jill finished b) When was Jill finish c) When did Jill finish

d) When Jill finish e) When Jill finished

90. Even the … digital cameras are easy to use and produce good images.

a) most cheap b) more cheap c) cheapiest d) cheapest e) cheappest

91. I have bought a computer, … is more expensive than this one.

a) who b) which c) that d) he e) where

92. There … some books on the shelves.

a) isn’t b) are c) aren’t d) is e) have

93. There isn’t … coffee in the cup.

a) any b) some c) a d) no e) not

94. He … too much.

a) talk b) talking c) talks d) talken e) have talked

95. … she … her friends yesterday?

a) Did … saw b) Did … see c) Did … sees d) Did … seen

e) Did … seeing

96. We like … . (Mark and Alice)

a) you b) us c) them d) they e) him

97. We want to meet … Monday.

a) at b) in c) of d) under e) on

98. Put …. postcards on the table.

a) this b) those c) that d) a e) –

99. This armchair is … than that armchair.

a) comfortabler b) most comfortable c) comefortablest

d) more comfortable e) comfortable

100. I am busy at the moment. I … an important email.

a) am writing b) writing c) write d) writes e) is writing

101. Ted Foster hopes that he … be the first person to provide a private shuttle service to the moon.

a) will b) may c) might d) could e) need

102. He is currently working on the designs and expects that the first model … be ready to fly by 2020.

a) will b) may c) might d) could e) need

103. Investors are worried that they … see a big return on their investment.

a) will b) may c) might d) could e) won’t

104. The meeting is cancelled. You … prepare your presentation.

a) not have to b) mustn’t c) don’t have to d) are e) are to

105. I … go out today.

a) not can b) canot c) cannot d) can not e) not to can

106. I … a cup of coffee now.

a) liked b) would like c) likes d) would rather e) had better

107. She broke her friend’s clock yesterday. I think she … buy him a new one.

a) shall b) should c) have to d) is e) would

108. They … to finish the work in time.

a) must b) can c) was d) were able e) could

109. Let’s call him. He … be at home now.

a) has to b) must c) is allowed to d) ought e) is

110. You look tired. You … go to bed.

a) must b) would c) should d) could e) have

111. My grandfather … speak six languages many years ago.

a) should b) shall c) could d) need e) ought

112. I didn’t … to get up early, so I didn’t.

a) must b) should c) need d) ought e) can

113. I haven’t decided yet where to go for my holiday. I … go to Greece.

a) can b) may c) should d) would e) have

114. I understand it very well. You … explain it further.

a) shouldn’t b) wouldn’t c) mustn’t d) needn’t e) hasn’t

115. … I have one of these cakes?

a) Could b) Must c) Have to d) May e) Can

116. We haven’t much time. We … hurry.

a) must b) needn’t c) can d) should e) has

117. Are you going to read the report? – No, I … already know what it says.

a) mustn’t b) shouldn’t c) needn’t d) can’t e) have

118. If you want to become a teacher, you … go to teachers training college for four years.

a) may b) should c) have to d) must e) are

119. I … rather stay at home than go out.

a) could b) would c) must d) shall e) have

120. He is terribly fat. He … eat too much.

a) mustn’t b) can’t c) should d) would e) need

121. When I was a teenager I … a lot. But I don’t do it now.

a) smoke b) was smoking c) used to smoke d) have smoke

e) has smoked

122. She … us tomorrow.

a) will call b) calls c) call d) called e) calling

123. Oh, we don’t have any bread at home. I … go and buy some.

a) am going to b) would c) have d) am

124. I think that picture is … .

a) worse b) the worst c) worst d) badder e) baddest

125. … I am going to travel all August.

a) That year b) This year c) In this year

d) On this year e) At this year

126. … the window?

a) Will I open b) Shall I open c) Am I opening

d) Am I going to open e) Will I opening

127. Every student … the English exam in June.

a) is taking b) will take c) is going to take d) takes

e) will taken

128. Hurry up! The train … .

a) is about to leave b) is to leave c) is on the brick of leaving

d) will be leaving e) leaving

129. I … come with you.

a) shalln’t b) shan’t c) not shall d) don’t shall

e) doesn’t shall

130. It’s too late to telephone Tom now. I think I … him in the morning.

a) will call b) am going to call c) will be calling

d) will have called e) will called

131. The windows in my flat are dirty. I haven’t cleaned them yet. I … it this Saturday.

a) will do b) will be doing c) am doing d) am going to do

e) will doing

132. It is not clear if the weather … for the better, and we want to know if our plane will be late.

a) changes b) will change c) will be changing d) will have changed

e) is changing

133. Don’t worry. I will switch off all the lights in the house when I … to bed.

a) will go b) will have gone c) go d) will be going e) goes

134. You can’t see this film on TV tonight, they … it only next Sunday.

a) are showing b) will show c) show d) will be showing

e) are show

135. You have bought a lot of paint. … your kitchen?

a) Will you redecorate b) Are you going to redecorate

c) Will you decorated d) Shall you be redecorate

e) Will you redecorating

136. He has just been taken to hospital with a broken leg. – I am sorry to hear that. I … him some grapes.

a) will send b) am going to send c) will sending d) send e) sends

137. I have hired a typewriter and I … to type.

a) will learn b) am going to learn c) will learning d) learns

e) will have learn

138. We … to the USA this month. We have already reserved a hotel in New York.

a) are going b) will go c) go d) will be going e) going

139. They don’t have money to buy a house. If they … enough money, they … buy one.

a) have, will b) had, will c) had, would d) have, would

e) had, will

140. Next month I will go on holiday. When I … on holiday, I … to Paris.

a) went, will fly b) go, would fly c) go, will fly

d) gone, flew e) went, would fly

141. If we … him he will take us there.

a) asked b) will ask c) ask d) asks e) asking

142. How … money did you spend?

a) much b) few c) many d) a few e) a

143. We have … eggs in the fridge.

a) any b) little c) a few d) an e) a little

144. … you ever … to Turkey?

a) Has … been b) Have … be to c) Have … been

d) Have … be e) Have … were

145. If you don’t have your pen, take … .

a) my b) me c) mine d) myself e) I

146. Sleeping pills are as … as warm milk and honey if you can’t fall asleep at night.

a) better b) good c) best d) gooder e) goodest

147. They come … the USA.

a) from b) in c) at d) about e) among

148. I have … to do today.

a) nothing b) anything c) everything d) somebogy

e) everywhere

149. He promised … in time.

a) to come b) coming c) come d) comes e) came

150. You haven’t been to Australia,…?

a) haven’t you b) did you c) have you d) didn’t you

e) not have you

Ключі до тестів

1e 2b 3c 4a 5d 6a 7b 8c 9d 10a

11c 12a 13d 14c 15b 16d 17a 18d 19c 20a

21b 22b 23a 24b 25b 26a 27d 28b 29c 30b

31a 32c 33d 34d 35c 36a 37b 38c 39b 40d

41d 42a 43b 44a 45c 46e 47d 48a 49b 50c

51b 52a 53b 54c 55b 56a 57b 58b 59c 60b

61b 62b 63d 64a 65b 66c 67d 68c 69d 70c

71b 72a 73a 74a 75b 76c 77b 78d 79c 80c

81b 82c 83d 84e 85a 86b 87c 88b 89c 90d

91b 92b 93a 94c 95b 96c 97e 98b 99d 100a

101a 102a 103e 104c 105c 106b 107b 108d 109b 110c

111c 112c 113b 114d 115d 116a 117c 118b 119b 120a

121c 122a 123a 124b 125b 126b 127d 128a 129b 130a

131d 132b 133c 134b 135b 136a 137b 138a 139a 140c

141c 142a 143c 144c 145c 146b 147a 148a 149a 150c