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АНГЛИЙСКИЙ ЯЗЫК

Методическая разработка
по внеаудиторному чтению
для студентов
экономического факультета
специальности «Менеджмент»

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T

- 200. tax revenues – налоговые доходы
- 201. technology – техника; технология; технические науки; прикладные науки; технологические науки
- 202. technology design – проектные технологии
- 203. the list of complaints – перечень хлопот
- 204. the remaining task – остаточное задание
- 205. the size and scale – размер и масштаб
- 206. tightly – тесно; плотно; крепко

U

- 207. undercapitalized – имеющий недостаточный оборотный капитал, обладающий недостаточным капиталом
- 208. under-resourced – не имеющий достаточно ресурсов
- 209. unstructured – расплывчатый; неопределённый; неструктурированный
- 210. upward – направленный или движущийся вверх; кверху; наверх;двигающийся вверх
- 211. to underpin – подкреплять
- 212. to urge smth. – убеждать, настаивать на чем-либо

V

- 213. vending machine – торговый автомат
- 214. vital – жизненный, жизненно важный

W

- 215. warehouses – товарные склады
- 216. wealth – благосостояние; богатство
- 217. working out options – разработывание цены в определенный срок, тарификация

Y

- 218. to yield – производить; приносить; давать; сдавать; сдаваться; уступать; соглашаться (на что-либо); поддаваться

Text 1

I. Read and translate the text.

MBA'S MIND THEIR MANNERS

It is the job interview scenario that worries MBA's students the world over: a meeting with high-powered executive over cocktails and dinner.

Northeastern University Graduate School of Business Administration has set out to make the dinner less daunting. Students can now attend a two-hour workshop on business etiquette and networking. The workshop is structured like a recruiting event and aims at helping students interact with corporate executives, as well as teaching them the correct manners in a professional setting.

“This generation has grown up thinking “It's all about me”, but when you get into the workplace it's not all about you, it's about who you work for”, says David Rand, executive director of catering and special events for Northeastern University in Boston and consultant on professional etiquette, who teaches the class. “It's about how well you represent that company”.

The workshop is a part of a semester-long course on career management, which covers basics such as interviewing skills and resume and cover letter writing. It is part of Northeastern's new focus on cultivating interpersonal skills.

Northeastern revamped its MBA program two years ago and today combines traditional courses on financial accounting, strategy analysis and marketing, with a “shadow curriculum” of seminars that include lessons on how to use data in a persuasive manner and how to lead teams and projects effectively.

The workshop starts with a mock cocktail party. Breakfast hors d'oeuvres are served and Mr. Rand encourages the students to mingle with the eight IBM executives in attendance.

“I tell students to project an air of confidence: look people in the eye, give a firm handshake, but not so hard as to break the knuckles”, he says. “Be sure to hold your drink in your left hand so that you may grip with your right more easily and so that you don't offer a wet, clammy greeting. When you are introduced, repeat the other person's name back to them”.

Mr. Rand advises students to think up “small tidbits to start the conversation”.

Students then are seated for the meal. Mr. Rand gives students a simple mnemonic device to remember the order of their place setting: BMW. “Everyone can remember BMW: it’s bread on your left, meal in the middle and water on your right. With silverware, you work from the outside in.”

He gives a running commentary during brunch, telling students when to unfold their napkin (only after your host does so, or everyone at the table is seated), how to pass the bread basket (counter clockwise) and what to do when asked to pass the salt (pass together with the pepper and never salt your own food before passing).

Kathy Collucci, a 27-year veteran on IBM finance, says the course is especially helpful for those considering client- or customer-facing roles. “The message was: understand you’re being judged.

I am not a stickler for manners, but I do notice when someone does something improper,” she says. “And it stays with me.”

II. Notes.

1. to set out – приступить к; решить
2. daunting – устрашающий, ужасный, страшный
3. catering and special events – общественное питание и особые случаи
4. to revamp – изменить
5. a clammy greeting – липкое и холодное рукопожатие при приветствии
6. a shadow curriculum – «теневая» учебная программа
7. to project an air of confidence – создавать/излучать уверенный вид
8. silverware – столовые приборы
9. a stickler for manners – сторонник строгого соблюдения манер
10. hors d’oeuvres – закуски

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. This generation has grown up thinking “It’s all about me”, but when you get into the workplace it’s not all about you, it’s about how well you represent the company.
2. The workshop is part of Northeastern’s new focus on cultivating students’ interpersonal skills.
3. The workshop – sponsored by IBM – aims at helping students interact with corporate executives, as well as teaching them the correct manners in a professional setting.

168. revenue – годовой доход, доходные статьи
169. rival – соперник, конкурент
170. routine – рутина, заведенный порядок
171. to recover any loss of reputation – восстановить любую потерю репутации
172. to refresh – «освежить»; подкрепить запасами (напитками)
173. to respond – отвечать; реагировать; отзываться
174. to revive – оживать, оживлять, воскрешать

S

175. sanitation – оздоровление; санитарные условия
176. scales – весы
177. sense of purpose – чувство стремления
178. separately – отдельно
179. set up – установленный (воздвигнутый)
180. shareholders – акционеры
181. small pool – маленькое число
182. small-scale ventures – мелкие предприятия
183. social progress – общественное развитие
184. social responsibility – социальная ответственность
185. special – особый
186. staff – опора, поддержка, штат, штаб, персонал
187. statement – утверждение, заявление
188. strongly identified – прочно ассоциирующийся
189. subjective – субъективный; личный; свойственный подлежащему; субъектный
190. subordinate – подчиненный
191. subordinate – подчиненный, второстепенный
192. subsidiaries – вспомогательные, дополнительные
193. SWOT analysis (strength, weakness, opportunities and threats) – SWOT анализы (мощи, слабости, возможности и угрозы)
194. to set into – приводить в; вводить данные в; вставлять (одно в другое)
195. to set out – приступить к; решить
196. to suggest – предлагать
197. to suit to – приспособливать что-л. к чему-л.; приводить что-л. в соответствие (с чем-л.)
198. to sustain – поддерживать; подтверждать; подкрепить; испытать; вынести; выдержать
199. to switch a telephone set into the line – включать телефонный аппарат в линию

137. perceptions – восприятие; суждения; представления; мнение
138. performance – представление
139. periodic – периодический
140. periodic reviews – периодическая проверка
141. perspective – перспективный
142. policies – политические меры; меры экономической политики; обязательные процедуры (политика, политики); принципы (политика, политики); методы; методы действий; порядок действий; методика; политика
143. poor – бедный; неимущий; малоимущий; недостаточный; плохой; неважный; некачественный; сырой
144. “portfolio” of beverages – меню напитков
145. possibility of scale – возможность проявления/возможность уровня проявления
146. practices – практические методики; правила; инструкции; деятельность; практика; технология
147. precise – точный
148. pricing – цены; ценообразование; установление цен; система ценообразования; калькуляция цен; тарификация
149. principal social contribution – принципиальный социальный вклад
150. principles – принципы
151. priority – приоритет, старшинство
152. profit – прибыль
153. proposal – предложение, заявка, план
154. provenance – происхождение
155. purpose – цель
156. pursuits – устремления (занятия, поиски)
157. to persuade – уговаривать
158. to praise for – хвалить за
159. to protect environment – охранять окружающую среду
160. to provide – обеспечивать

R

161. racial – расовый
162. realm of artists – сфера занятий художников
163. recalled – отозванный, отмененный
164. receipts – денежные поступления
165. relation – отношение
166. rented space – площадь, сдаваемая в аренду
167. retailer – розничный торговец

IV. Answer the following questions.

1. Why are MBA’s students so worried about the job interview scenario?
2. What steps did the Northeastern University administration undertake to solve the problem? Give detailed answers.
3. What did Mr. Rand advise? Enumerate.
4. Why is it really important to project an air of confidence and observe the BMW rules? What is your personal opinion?
5. Why does Mr. Rand advise his students to think up “small tidbits to start the conversation”? Give your opinion and sample “small tidbits to start the conversation”.
6. What does Kathy Collucci want to stress by saying “And it stays with me”? Can you give examples from your experience to prove Kathy Collucci’s words?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. Northeastern University has changed the curriculum by introducing a number of add-in subjects on successful team leadership, project implementation and on how to be convincing.
2. Majority of students specializing in business administration is concerned about manners when meeting with top executives.
3. The workshop starts with a training cocktail party and creates a real-life situation.
4. Very often students exaggerate their significance for the future workplace and forget about the image of the company.
5. The aim of the workshop is to develop communication skills.
6. One should never forget that in most cases it is the first impression that matters.
7. Prepare some sensible and effective questions to start up the conversation and think before you speak.
8. As for the forks, spoons or knives, the direction is from outside to your plate.
9. You’d better have your right hand free to be ready to shake hands.
10. It is easier to remember the rules of placing meals if you use symbols.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

T F

1. It is not necessary to repeat the other person's name back to them when being introduced. Otherwise they may think that you didn't listen to them.
2. When during the brunch someone asks you to pass the salt pass it together with the pepper even if nobody asked you for it.
3. During the mock dinner the teacher checks how well the students have learnt the rules and after the workshop he usually makes comments on the lesson.
4. The MBA program combines traditional courses on financial accounting, strategy analysis and marketing and lessons on how to lead teams and projects effectively.
5. The message of such workshops is to remember that when you apply for a job you are always judged by your would-be employers.
6. The disciplines introduced by the Administration are especially important for future diplomats because they represent their country.
7. A clammy handshake can produce a negative effect on people.
8. Some instructions are aimed at improving memory.
9. According to Kathy Collucci, the course is especially helpful for those who face top executives every day.
10. The workshop is arranged in such a way so that students could feel free. Besides, there is no need to encourage them to mingle with the executives.

VIII. Insert the missing words and translate the sentences (recruiting event, host, veteran, grip, catering, unfold, improper, professional etiquette, cover letter, mnemonic device, persuasive, semester-long, daunting, shadow curriculum, mingle with).

1. David Rand is an executive director of ... and special events and a consultant on
2. The Administration has decided to make the dinner interview less
3. The workshop is a part of a ... course on career management, which ... basics.

M

111. management skills – навыки/умения управлять/в управлении
112. market changes – рыночные изменения; изменения на рынке
113. mass customer loyalty – преданность массового покупателя
114. minority – меньшинство
115. mixed reactions – смешанные действия
116. motivating – побуждение
117. multinational – транснациональная
118. multiple – составной, многочисленный
119. to map out – наметить план по решению; исключить; составлять план; планировать; распланировать; наметить

N

120. negotiations – ведение переговоров
121. new approach – новый подход
122. nimble – проворный; ловкий; живой (об уме); подвижный; гибкий; сообразительный; находчивый; изворотливый; умелый
123. nongrowth oriented – не ориентированные на расширение, рост
124. to nurture – воспитывать; обучать; питать; вынашивать (план и т.п.); выращивать

O

125. objective – цель
126. on a concessionary basis – на льготной основе
127. on obesity – что касается ожирения
128. opportunity – возможность, удобный случай
129. option – выбор, право выбора
130. outlook – вид, перспектива, точка зрения
131. over marketing of soft drinks – открытый рынок безалкогольных напитков
132. overseas – заморские, заграничные
133. to offer – предлагать, предложение

P

134. padded – обитый (наполненный прокладочным материалом)
135. partnership – сотрудничество, партнерство
136. Penny bazaar – магазин дешевых товаров

H

89. hospital boards – клиническое правление (совет)
90. human capital – трудовой капитал; кадровые ресурсы; человеческий капитал (способности и трудовые, навыки, приложение которых приносит доход)
91. to have clear goals – иметь четкие цели

I

92. ill-informed – плохо осведомлённый
93. ills – проблемы
94. improvements – улучшения
95. in anticipation of the results – в ожидании результатов
96. in order to do smth. – для того, чтобы делать что-либо
97. in terms of – относительно, касательно; на предмет чего-либо; по показателю; в рамках
98. incompatible – несочетающийся; несмешиваемый; несовместимый; несообразный
99. incremental innovation – незначительные инновации (частичное усовершенствование продукта)
100. innovative – новаторский; рационализаторский; инновационный
101. integrity – честность, чистота; целость; сохранность; цельность; принципиальность
102. interest rate – процентная ставка
103. to improve the conditions – улучшить состояние, положение
104. to incur – навлекать на себя; подвергаться (чему-либо); подвергнуться; потерпеть; нести

J

105. judgment – приговор, решение суда

L

106. leap forward – скачок вперед
107. levee – дамба; насыпь; плотина; гать; береговой вал реки; набережная
108. locale – место действия; местность; место
109. long-term – долгосрочный
110. to land – выгружать (на берег); высаживать(ся); прибывать (куда-либо); достигать (какого-либо места); приводить (к чему-либо); оказаться; выиграть; поймать; приземляться

4. Be sure to hold your drink in your left hand so that you may ... with your right.
5. Mr. Rand gives students a simple to remember the place setting of the meals.
6. Students are told to ... the napkin only after the ... does so.
7. A includes lessons on how to use data in ... manner.
8. The workshop is structured like a and helps students ... corporate executives.
9. The basic subjects at the university are interviewing and resume and writing.
10. “I do notice when someone does something ...”, says a 27-year ... of IBM finance.

VII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. setting
2. basics
3. to cultivate
4. persuasive
5. to recruit

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. counter clockwise
2. improper
3. to encourage
4. clammy analysis

IX. Translate the sentences from Russian into English.

1. Я говорю своим студентам, что они должны излучать уверенность: рукопожатие должно быть крепким, а при знакомстве или разговоре надо смотреть людям в глаза.
2. Курс особенно полезен для тех, кто в своей работе будет ежедневно сталкиваться с заказчиками или клиентами.
3. Бокал следует держать в левой руке, чтобы правой вы легко могли достать из кармана визитную карточку или приветствовать кого-либо рукопожатием.
4. Во время так называемого «бранча» преподаватель на ходу поясняет, когда развернуть салфетку, как передавать корзинку с хлебом или соль, если кто-то попросит.

5. Семинар является частью курса по управлению карьерным ростом длительностью в семестр и включает в себя такие основные предметы, как «Составление резюме и сопроводительных писем».
6. Теперь студенты могут посещать семинары по деловому этикету и созданию сети полезных деловых связей и контактов.
7. Интервью при приёме на работу – вот, что заботит студентов, обучающихся на магистров делового администрирования.
8. Семинар, спонсируемый IBM, организован как мероприятие по набору кадров, и нацелен на оказание помощи студентам при общении с руководителями корпораций, а также на обучение студентов соответствующим манерам в профессиональной обстановке.
9. Во время тренировочной коктейль-вечеринки подаются закуски, а мистер Рэнд подбадривает студентов, чтобы они общались с присутствующими руководителями компаний.
10. Идея проведения семинара заключается в том, чтобы студенты поняли, что их оценивают. Хотя и не все руководители придираются к манерам, но если кто-то ведёт себя не так, как надо, то это замечается, и впечатление может сохраниться надолго.

X. Make up a plan to the text.

XI. Write an annotation (10s-s).

XII. Retell the text.

Text 2

I. Read and translate the text.

CUBICLES IMPROVE PRODUCTIVITY

Cubicles are a commonplace through many offices. Whether it is a call center, insurance companies or a small business looking to maximize space, cubicles are a cost efficient way to set up an individualized work space for each employee.

When moving offices or setting up workspaces, build out for individual offices can easily push a project over budget quickly. Often it wastes space as well as where as offices usually are set through out the wall space leaving an open middle forcing more room to be needed per employee. Cubi-

62. to deploy – развёртываться; развернуть; развернуться; дислоцировать; размещать; базировать; перемещать
63. to discuss the statements – обсуждать заявления

E

64. efficient – квалифицированный; деятельный; расторопный; эффективный; действенный; целесообразный; рациональный; умелый (о человеке)
65. efficient pricing available – выгодные и доступные цены
66. employee – служащий
67. enterprise – предприятие
68. entrepreneurial – предпринимательский; предприимчивый; находчивый
69. establisher – основатель
70. event – случай; событие
71. experienced – опытный
72. explicit – явный; ясный
73. external – наружный; внешний; находящийся вне (чего-либо); иностранный (о политике, торговле); за пределами; несущественный; лежащий вне
74. to emphasize – подчеркивать
75. to emphasize smth. – делать акцент на; подчёркнуть

F

76. facing fierce competition – сталкиваясь с жесткой конкуренцией
77. flair – способность; склонность; вкус (к чему-л.); особый отпечаток; своеобразие; талант; врождённый талант; дар; врождённая способность; нюх; чутьё
78. flight – рейс; полёт; взлёт
79. fortune – судьба, удача
80. to fall apart – развалиться на части

G

81. generate – создавать
82. global approach – глобальный подход
83. good local citizenship – ответственная социальная позиция на месте
84. government receipts – государственные денежные поступления
85. greeting – рукопожатие при приветствии
86. growth in tax revenues – рост налоговых доходов
87. guideline – норматив; руководящий принцип; руководящий документ
88. to global beverages company – глобальная компания по производству прохладительных напитков

C

- 34. catering – общественное питание
- 35. Chief Executive Officer (CEO) – топ-менеджер; директор предприятия; руководитель
- 36. circumstance – обстоятельство
- 37. citation – ссылка; упоминание; цитирование; цитата; перечисление
- 38. clammy – липкий; холодный
- 39. coercion – сдерживание (силой); обуздание; принуждение; использование силы для подавления беспорядков; насилие
- 40. competencies – конкурентоспособные характеристики; компетенции; области
- 41. complexity – сложные проблемы; сложные моменты; сложность; запутанность; запутанное дело; комплексность
- 42. concept – понятие специализации
- 43. conscious – сознающий, сознательный
- 44. containment – сдерживание; политика сдерживания (агрессора, экспансии); вместимость; герметичность; локализация
- 45. continuum – диапазон; непрерывное множество; непрерывность
- 46. contribution – вклад
- 47. cost efficient – экономичный, рентабельный
- 48. coupled – взаимно связанный; взаимосвязанный (напр. об эффекте); совместный
- 49. creative – творческий
- 50. crucial – решающий; ключевой; критический; значимый
- 51. to capitalize on smth. – воспользоваться чем-либо
- 52. to carry out – выполнять
- 53. to consider – рассматривать, полагать
- 54. to consist of smth. – состоять из чего-либо
- 55. to create – создавать
- 56. to cut prices – урезать цены

D

- 57. damage – вред; повреждение; поломка; порча; убыток; ущерб; урон; компенсация за ущерб; компенсация за убытки; возмещение убытков; износ; нарушенное состояние
- 58. degree of risk – степень риска
- 59. design – замысел; план; цель; намерение; проект; планирование; чертёж; эскиз; конструкция
- 60. diversity – разнообразие; многообразие; непохожесть
- 61. to demonstrate – показать; продемонстрировать

cles allow you to maximize the density of your office and determine how much floor space should be allocated per employee.

Cubicles are generally five to seven foot panels that are arranged in a way to make an office for an employee, which has become known as a cube. These partitions are set up and padded to help deaden noise which will help maximize productivity because the cross talk traffic is cut down.

As with any office area that bustle with activity, cutting the noise level is a very real problem. Cross chatter serves to distract employees, cuts down on privacy which allows conversations to be overheard or makes it difficult to concentrate on individual work. The simple principle of sound absorption allows for the cross chatter to be limited and makes any employee more productive.

Another factor is that employees are more productive when they are not in an open area distracted by other's phone calls or customer interactions. If you have ever worked in an open area where employees are not afforded privacy you will see that there is a much lower productivity rate because the concentration levels of tasks diminish.

There are a few different ways to purchase cubicles and depending on the budget used cubicles may be a great alternative. Many of the used cubicles are in pristine condition and open an avenue to furnish a large work area with office space for the most efficient pricing available. It's as simple as defining your work space.

Defining a work space with a cubicle gives each employee a feeling of personal space and allows him "to own" his area, better investing him in your business. It's a way to help your employees feel like they have a place in the company and not just thrown into a room. This allows them to personalize their area making their work environment more comfortable which will further increase productivity.

One can also expect to save some on cubicles that have desk/table areas built into them. This is a way to efficiently provide a work space for the employee without incurring the cost of additional furniture. Defining work spaces in this manner allows you to maximize space as well as roll in the cost of furniture because of how it is constructed.

Overall, in the modern workplace, with the advent of telephones and computers, the cubicle makes a better way for any company to make the best use of their space. Gone are the days of the open office format because of the need for greater productivity and privacy.

II. Notes.

1. a cubicle – отгороженный модуль, комнатка, кабинка
2. a cost efficient way – экономичный, рентабельный
3. to push a project over budget – превысить смету (проекта)
4. build out – расширение имеющегося пространства, пристройка, выравнивание, коррекция
5. to cut down – сокращать, снижать, сбивать
6. without incurring the cost of – без затрат на, не тратясь на
7. pristine – первоначальный, нетронутый, свежий, чистый, исходный
8. the most efficient pricing available – самые выгодные и доступные цены
9. to open an avenue for – открывать возможности для, предоставлять способы для
10. to be set up and padded – установленный (воздвигнутый) и обитый (наполненный прокладочным материалом)

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. Cubicles are a cost efficient way to set up an individualized work space for each employee.
2. Defining a work space with a cubicle gives each employee a feeling of personal space and allows them to “own” their area, better investing them in your business.
3. The cubicle makes a better way for any company to make the best use of their space.

IV. Answer the following questions.

1. What are the problems of a modern office today?
2. What does a cubicle look like? (Give a description.)
3. Why are cubicles a cost efficient way to set up an individualized work space?
4. How do cubicles improve productivity? (What are the advantages of cubicles?)
5. Would you like to perform your work in a cubicle? Give reasons to justify your answer.
6. Can there be any disadvantages in using cubicles? What are they? Give extended answers.

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. Cubicles provide an opportunity to save space in the office at the maximum.
2. Marking the space limits in the office will not entail any additional expenses on purchasing additional furniture.

6. advantages and disadvantages – преимущества и недостатки
7. annual results – ежегодные результаты
8. art exhibition – художественная выставка
9. as a result of increased antagonism to – как результат возросшего противодействия к
10. as far as smth is concerned – поскольку это касается кого-л./чего-л.; что касается кого-л./чего-л.
11. aspiration – устремление; желание
12. assets – активы
13. available – наличный; имеющийся в распоряжении; доступный; свободный
14. aware – сознающий, осведомленный
15. to acquire – приобретать; получать; достигать; овладевать (каким-л. навыком)
16. to advertise heavily – рекламировать широко
17. to announce – извещать, публиковать
18. to anticipate – ожидать; предвидеть; предчувствовать; предвкусывать; предупреждать; предвосхищать; опережать; ускорять (наступление чего-либо); опередить; опасаться; намереваться
19. to appeal younger buyers – привлекать молодых покупателей
20. to attract enormous interest – привлечь огромный интерес

V

21. be blamed for many ills – винить во множестве проблем
22. behaviors – характеристики; нормы поведения
23. better – здоровый; выздоровевший; хороший; в удовлетворительном состоянии; зажиточный; состоятельный; процветающий; удачный; желательный; целесообразный; лучший; улучшенный
24. bleak organization – незащищенная организация
25. blotter manager – менеджер, который корректирует работу
26. bottling partners – партнеры по производству прохладительных напитков
27. branding – обозначение продукта (использование дизайна, символа, имени или их комплекса для идентификации продукта); брендинг
28. to be applied in smth. – быть примененным в чем-либо
29. to be expected – ожидать
30. to be performed – быть представленным
31. to benefit – приносить пользу; помогать
32. to bid up – набавлять цену; повышать ставку
33. to breach – пробивать брешь; проламывать; проделать проход; нарушать

A person who described his least-preferred co-worker favourably tended to be 'human-relations oriented and considerate of the feelings of his men.' He was a relationship-motivated leader. On the other hand, someone who described his least-preferred co-worker unfavourably, giving him/her a low LPC rating, tended to be 'managing, task-controlling, and less concerned with the human relations aspects of the job.' This person was a task-motivated leader.

Throughout his work, Fred Fiedler emphasised that both styles of leadership could be effective in appropriate situations. There was no best style for all situations. Effective leadership depended on matching the leader to the task and the situation.

Another example of being 'visible' is provided by Brian Nelson, Group Managing Director of Bulmer, the cider-making firm. Every six months, he goes out in a lorry which delivers cider, and works as the lorry driver's mate. This gives him the opportunity to learn about the delivery service, and to talk frankly to employees about their problems.

Besides being visible, the leaders of these top companies provided a 'clear mission'. In other words, they knew where the organisation was going and persuaded staff to follow them. Sometimes, they spelled out the mission in a written statement. For example, Saatchi and Saatchi, the advertising group, include a statement of their principles in all annual reports. The statement says that Saatchi and Saatchi must be 'sharp in the definition of their long-term objectives.' And the documents also cover matters like employees, clients, creativity, market position and profitability.

Finally, successful organisations have clear values. And it is the job of the leader to show what they are. As Douglas Strachan, Managing Director of Allied Lyons Beer Division, says, 'You have to keep telling people your values. If you repeat it often enough, it does go down the line.' Thus, the leader is not only someone who 'lifts a man's vision'. He/She must also protect and promote the organisation's values.

Glossary:

A

1. a contribution – содействие, вклад
2. a customer – заказчик, покупатель, клиент
3. absenteeism – прогул, невыход на работу
4. accountability – ответственность; подотчётность; учитываемость; возможность учёта; отчётность; учёт; прозрачность финансовая, политическая; контроль и учёт
5. additional information – дополнительная информация

3. Having a personal work place has a beneficial effect both on the moral state of an employee and on business altogether.
4. Business productivity is believed to increase when employees have an opportunity to completely concentrate on their individual work.
5. Walls covered with noise insulating materials are said to help maximize work efficiency.
6. The cheapest way to provide each employee with his own work place is to use cubicles.
7. Offices with no privacy have low productivity rate because the concentration on tasks is small.
8. As practice showed, second-hand cubicles are, as a rule, in very good condition and sold at reasonable prices allowing companies with limited budgets to save money.
9. When an employee has an opportunity to decorate his own work area to his taste and with the things that are dear to him, he will work more efficiently.
10. Expanding work area in offices can incur additional and unnecessary costs that may exceed the company's budget.

VI. Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

T

F

1. For many modern offices cubicles have become a tradition.
2. When people work in an open area they feel as a team that results in high productivity.
3. Cross chatter allows employees to hear all necessary information that can later be used in their work.
4. What makes cubicles more attractive from the financial point of view is that they are equipped with built-in furniture.
5. To cut down the noise level has become a problem because when people work it is natural for them to bustle and hustle.
6. Nowadays privacy and separate spaces at work are not in demand and will soon disappear.
7. The noise from customer interactions and cross talk can be deadened if the partitions contain special padding.

8. To personalize a workplace is undesirable and inadmissible because this will remind of a home and, as a result, may reduce the productivity level.
9. Build out for individual offices may result in exceeding the project budget.
10. Usually tables are arranged against walls leaving an open middle and, thus, providing more room per each employee.

VII. Insert the missing words and translate the sentences (diminish, cutting, push, purchase, over, sound absorption, best use, alternative, space, productivity rate, build out, roll in, arranged, invent, generally, bustle, distract, panels, be overheard, privacy, be allocated, be limited).

1. Cross chatter serves to ... employees, cuts down on privacy which allows conversations to
2. Overall, with the ... of telephones and computers, the cubicle makes a better way for any company to make the ... of their space.
3. Cubicles are ... five to seven foot ... that are ... in a way to make an office for an employee.
4. There are a few different ways to ... cubicles and depending on the budget, used cubicles may be a great
5. If employees are not afforded ..., there will be a much lower ... because the concentration levels of tasks
6. Defining work spaces allows the company to ... the cost of furniture because of how it is constructed.
7. The simple principle of ... allows for the cross chatter to
8. Cubicles maximize the ... of your office and show how much floor space should ... per each employee.
9. As with any office area that ... with activity, ... the noise level is a very real problem.
10. ... for individual offices can ... a project ... budget quickly.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. to deaden
2. privacy
3. to concentrate
4. to cut down
5. intake

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. team/group work
2. density

a focus for their aspirations. As Peter Drucker, the American writer, says, 'Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations.'

When psychologists and other researchers first studied leadership, they tried to find out if leaders had special personal qualities or skills. They asked the question: Were there specific traits which made leaders different from other people? The results of their research were disappointing. In time, it became clear that there was not a set of qualities distinguishing leaders from non-leaders. Some studies had suggested, for example, that leaders were more intelligent, more self-confident, had better judgement etc. than other people. But, it was pointed out, many people with these traits do not become leaders. And many leaders do not have such traits!

In 1974, a researcher, Ralph Stogdill, reviewed a large number of projects on leadership.

However, as early as the 1950s, the trait approach to leadership had become discredited. It is generally agreed now that you cannot say if a person is a leader because he/she possesses a special combination of traits. All you can say is that some qualities like above-average intelligence and decisiveness, are often associated with leaders.

An important analysis of leadership has been made by Fred Fiedler, Professor of Psychology and Management at the University of Washington. For over twenty years, he has carried out research into effective leadership in a number of organisations – businesses, government agencies and voluntary associations. Fiedler observed how leaders behaved, and he has identified two basic leadership styles:

Task-motivated leaders 'tell people what to do and how to do it.' Such leaders get their satisfaction from completing the task and knowing they have done it well. They run a 'tight ship', give clear orders and expect clear directives from their superiors. This does not mean that they show no concern for other people. But their priority is getting the job done.

Relationship-motivated leaders are more people-oriented. They get their satisfaction from having a good relationship with other workers. They want to be admired and liked by their subordinates. Such leaders will share responsibility with group members by encouraging subordinates to participate in decisions and make suggestions.

One of Fiedler's most original ideas was to offer a method for measuring a person's leadership style. In a questionnaire, he asked leaders to think of all the people they had worked with. From this group, the leaders had to choose the person with whom they could work the least well. The leader then had to rate this person – the least-preferred co-worker (LPC) – on a number of scales, as in the chart below.

Allen studied the effect of location on communication in engineering and research departments. He showed that if people were more than ten metres apart, the probability of communicating at least once a week was about 8%. When they were five meters apart, the probability was 25%.

The physical layout of an office must be carefully planned. Open-plan offices are designed to make communication easier and quicker. However, it is interesting to note that employees in such offices will often move furniture and other objects to create mini-offices.

Excellent companies use space to create good communications. The Corning Glass Company in the United States installed escalators, rather than lifts, in their new engineering building because they wanted to increase the chances of employees meeting face – to – face.

Another important barrier to communication is selective perception. Put simply, this means that people perceive things in different ways. The world of the sender is not the same as the world of the receiver. Because their knowledge and experience is different, sender and receiver are always on slightly different wavelengths. Therefore, a manager will say something, but the employee will interpret his meaning incorrectly. The message becomes distorted.

Communication problems will arise, from time to time, in the best-run companies. However, to minimise such problems, managers must remember one thing. Communication should be a two-way process. Managers should encourage staff to ask questions and to react to what the managers are saying. Feedback is essential. The most useful question a manager can ask is 'Did you understand that?'

Text 11

LEADERSHIP

Leadership is needed at all levels in an organisation. It is likely, however, that the leadership qualities required by a supervisor or manager are not the same as those required by the chief executive of a company. It is, therefore, difficult to define leadership satisfactorily.

A typical definition is that the leader 'provides direction and influences others to achieve common goals.' This is true in the case of supervisors and managers, but is it a good definition of the leader of an organisation? A chief executive must indeed give 'direction' but he must do much more than that. He has to create 'a sense of excitement' in the organisation, and convince staff that he knows where the business is going. In addition he must be

3. to set up
4. to waste
5. distracted

IX. Translate the sentences from Russian into English.

1. Перегородки из звукоизоляционного (шумопоглощающего) материала позволяют снизить помехи от перекрёстных разговоров и увеличить производительность труда.
2. Прошли времена открытых конторских помещений; нынче наблюдается спрос на конфиденциальность и тайну личного пространства.
3. Отдельные секционные модули – самый выгодный способ для организации личного рабочего пространства каждого сотрудника, будь то операторский центр, или страховая компания.
4. Отдельные секционные модули представляют собой от 5 до 7 опорных панелей, собранных так, чтобы создать кабинет для каждого работника.
5. Другим фактором увеличения производительности труда является тот факт, что сотрудников не отвлекают ни телефонные звонки, ни общение клиентов между собой.
6. Тот факт, что бывшие в употреблении кабинки в большинстве случаев находятся в своём первоначальном (новом) состоянии, даёт возможность оборудовать большую рабочую площадь по наиболее выгодным и доступным ценам.
7. Если вы когда-нибудь работали в открытом помещении, где работники лишены конфиденциальности, то вы наверняка замечали, что производительность труда в подобных условиях невелика, так как уровень концентрации над выполняемым заданием снижена.
8. Так как зачастую секционные модули оборудованы встроенными столами, то их покупка не влечёт за собой дополнительных затрат на мебель.
9. Благодаря секционным модулям, рабочие помещения становятся более компактными.
10. Определение границ рабочего пространства с помощью кабинок даёт каждому сотруднику чувство «владения» персональным местом, позволяя вам эффективнее использовать персонал в вашем бизнесе.

X. Make up a plan to the text.

XI. Write an annotation (10s-s).

XII. Retell the text.

Text 3

I. Read and translate the text.

TIME TO TAKE MESS MANAGEMENT SERIOUSLY

An odd aspect about the financial mess is how little discussion has been given to managing it, and the economic crisis with it, as messes.

In all the finger-pointing, one party has escaped with less attention than deserved – business schools. It is opportune to ask what schools would be teaching if they took mess management seriously.

First, they would be teaching systems thinking, not the mathematical modeling that passes for it today. Mess management requires people who know the interconnections among diverse systems of households, finance, the economy, politics and society. It requires people that tolerate and map out complexity. Too many business faculties do not do this, consequently adding to the mess instead of helping to manage it.

Second, inter-systems experts are not in business schools. Some artists showed how important Osama bin Laden was and placed him in an earlier financial and political crisis in 1979! By ignoring the “messiness” of complex systems, many in business schools are guilty of solving wrong problems precisely.

Third, we need to show students how connecting the dot in the financial crisis changes the dots. The crisis has been described as a hurricane breaching the levees of banking and financial institutions. This confuses the hurricane with the limitations of the levees.

Levees can be overwhelmed to the extent that independent flood protection systems become tightly coupled systems spreading the disaster further. Unless we mitigate climate change, we cannot lessen future hurricanes, but we can design and manage better levees. In crisis and reliability management, we can and should design systems that work even when independent risks turn out to be inter-dependent and rescues create their own messes. This requires better damage containment systems before the arrival of the next crisis and better management of setbacks during the crisis.

Fourth, good mess managers are also professionals in IT units, engineering divisions and business continuity operations. Governments promoting infrastructure development as an economic stimulus need to understand and capitalize on their management skills in recognizing system patterns and formulating local scenarios.

Text 10

ADDITIONAL TEXT COMMUNICATION

One problem with communication is that people think they have got their message across when in fact they have not. We do not, in fact, communicate as effectively as we think we do. Several studies have shown this. In 1954, a study was made of a production department in a British company. The department manager believed he had given ‘instruction or decisions in 165 out of 236 episodes, but his subordinates considered they had received instruction on only 84 occasions. Research done by Rensis Likert in 1961 showed that 85% of the supervisors thought their subordinates felt free to discuss important things with them. However, only 51% of the employees agreed with this opinion!

This finding is important for managers. It suggests that, when giving instructions, managers must make sure that those instructions have been understood and interpreted correctly.

A breakdown in communication is quite likely to happen if there is some kind of ‘social distance’ between people. In organisations, people may have difficulty communicating if they are different in status, or if one person has a much higher position than the other. For example, a couple of production workers will probably speak frankly to each other about things that are going wrong in their department. But if the Chief Executive of the company passes by and asks how things are going, they’ll probably say, ‘Just fine, thank you.’ It is risky to tell the truth to someone higher up in the hierarchy – they may not like what they hear and hold it against you.

For this reason, staffs often ‘filter’ information. They deliberately alter the facts, telling the boss what he/she wants to hear. They do not want to give bad news, so they give their superior too good an impression of the situation. ‘The project’s coming along fine,’ they say, when in fact it is a month behind schedule! There’s nothing new about all this. One thinks of Cleopatra and the problem she had in her military campaigns. She used to give gold to messengers bringing good news, but executed those bringing bad news. It is not surprising, therefore, that the information she received was unreliable!

One way of reducing social distance – and improving communications – is to cut down on status symbols. It is possible, for example, to have a common dining-room for all staff. It is worth noting, too, that in Japanese companies, it is common for all the staff to wear uniforms.

Physical surroundings and physical distance limit or encourage communication. Studies show that the further away a person is, the less he/she communicates. At the Massachusetts Institute of Technology (MIT), Thomas

According to Sloan, every large enterprise has to face one major problem. It must decide how much it wishes to centralise or decentralise its business. What are centralisation and decentralisation? The terms refer to the degree of authority that is given to various levels of management and to the divisions of an organisation. Authority may be defined as the right to make decisions, to direct the work of other people and to give instructions. When we talk about centralised and decentralised businesses, we mean the extent to which authority has been passed down – delegated – to lower levels or divisions of an organisation.

Nowadays, decentralisation is the fashion, the “buzz” word. Believers in decentralisation argue along these lines: they say that it helps to “develop people” because staffs get more responsibility, make more decisions, and so gain experience for later managerial positions. If an organisation is too centralised, people become robots – which is demotivating. Decentralisation allows top managers to delegate jobs, so these managers will have more time to work on setting goals, planning corporate strategy and working but policies. The strongest argument for decentralisation is that, in competitive conditions, the “looser” companies will be more flexible, better able to make quick decisions and to adapt to change.

In a famous book on management, *In Search of Excellence*, the writers argue that America’s best-run companies know how to balance control and delegation. Excellent companies, say the authors of the book, have “loose-tight” characteristics. On the one hand, they have a simple structure, generally based on product divisions which also have great autonomy. These divisions have control over functions like product development, purchasing, finance, personnel etc. On the other hand, the centre of these excellent companies – top management – provides “firm central direction”. It continually stresses the “core values” of the organisation, e.g. quality, need for innovation, service, informal communications and so on. These central values provide the context within which staff can be creative, take risks – even fail.

It is normal for people to like independence, to dislike control. The more educated staff are, the more they will want to make decisions, to have authority. However, it is not easy to have more decentralisation if the right staffs are not available, if you own a chain of stores, it may be difficult to give more authority to employees. The employees may be used to following rules, so they may not be able to take decisions, to show initiative. As Charles Handy, the expert on organisation says, “It is one thing to prescribe diversity, decentralisation and differentiation. It is another to manage it.”

Financial and economic services cannot be reliable without equally reliable telecommunications and electricity. Those who provide these services constantly work on the edge, around the messes created by ill-informed policies and poor technology design. These managers keep our interconnected critical infrastructures running and prevent accidents which would add billions more to the financial and economic crises. Society’s most under-utilized resource remains the skills of professionals who keep our infrastructures reliable. Business schools would do well to learn a lesson from the September 11 attacks; air traffic controllers achieved the unprecedented in landing all 4,500 commercial and general aviation aircraft in the US safely. Success meant managing all the messes in between.

This is what we expect from business faculties – guidance in landing the economy and finance safely. They could do more if they understood better what experienced mess managers are doing to land the assets set into flight by business schools.

II. Notes.

1. to map out complexity – наметить план по решению сложных проблем; исключить сложные моменты
2. mess management – управление беспорядочной ситуацией; управление хаосом
3. to breach the levees – снести или прорвать дамбу или укрепление
4. tightly coupled systems – тесно взаимосвязанные системы
5. better damage containment system – улучшенная система локализации или сдерживания аварийных ситуаций (возможного ущерба)
6. ill-informed policies and poor technology design – плохо осведомлённая политика (плохая осведомлённость) и неудовлетворительные (сырые) проектные технологии
7. to land the assets set into flight – обеспечить благоприятное «приземление/освоение» (благоприятный исход) активов/капитала/ресурсов, запущенных в дело («в полёт»)
8. setbacks – потери, неудачи, спад
9. in between – попутно, в период между, в промежутке между
10. to capitalize on their management skills – воспользоваться своими навыками/умениями управлять/в управлении

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. It is opportune to ask what schools would be teaching if they took mess management seriously.
2. Governments promoting infrastructure development as an economic stimulus need to understand and capitalize on their management skills in recognizing system patterns and formulating local scenarios.
3. This is what we expect from business faculties – guidance in landing the economy and finance safely.

IV. Answer the following questions.

1. What is the difference between mathematical modeling and systems thinking? Give your opinion.
2. Why does the author of the article say that there are almost no inter-systems experts in business schools? Give facts if you know any.
3. What is the role of IT-specialists and engineers in our life?
4. What are the requirements to modern crisis and reliability management?
5. What challenges does modern business education face?
6. What other subjects, to your mind, should management students be taught? Give your reasons.

V. Locating information. Find the passage in the text where the following ideas are expressed.

1. Technology specialists very often work in extreme conditions.
2. It is more important to predict critical situations and plan rescue activities than to model them mathematically.
3. Sometimes it is not managers who see the links between certain events.
4. “All is not gold that glitters.”/Not all well-known economists (or financiers) are good managers.
5. Unless climate change is alleviated, the number of hurricanes in future cannot be diminished.
6. Management schools should teach students to connect events no matter how far they may seem from each other. Such practice can help students understand the core of the problem.
7. Sometimes barriers meant to eliminate critical situations become useless.
8. Business schools should pay more attention to how certain services cope with their work in critical conditions. On 11 September air controllers ensured successful landing for many planes.
9. A number of catastrophes have taken place lately, and it is high time for educational institutions to study such cases with utmost attention and introduce certain disciplines into the curriculum.

if a person was starving, he would not be too concerned about security and social needs. But once he had enough food, he would start thinking about those other needs.

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

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

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

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

Text 9

CENTRALISATION

Alfred Sloan (1874-1966) was an outstanding figure in the business world of America. He worked for forty five years in the General Motors Corporation (GM). From 1923 to 1946, he was Chief Executive of the corporation, and he stayed on as Chairman of the Board until 1956. In 1963, Sloan published an account of his career with the organisation, calling his book *My Years with General Motors*. In it he described some of the management problems he had had, and how he had dealt with them.

gether in a logical manner. As a result, shoppers get tired out looking for the goods they want.

At present, it looks very much as if Benson has lost its dynamism and sense of purpose. Investors holding shares in the group might be well advised to sell.

Text 8

MOTIVATION

The work of managers is to ensure that staffs work efficiently in an organisation. To achieve this, it is clear that managers must know what motivates people. By understanding the factors influencing motivation, they can create the conditions in which employees will perform to their maximum potential.

One of the best known theories of motivation was put forward by an American psychologist, Abraham Maslow, in a book entitled Motivation and Personality (1954). In his theory, he presents a hierarchy of needs. He identified certain basic human needs and classified them in an ascending order of importance. Basic needs were at the bottom of the hierarchy, higher needs at the top. His classification is shown below:

Physiological needs

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

Security needs

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

Social needs

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

Esteem needs

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

Self-actualisation needs

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

Maslow said that people satisfied their needs in a systematic way. When a need had been met, it stopped being a motivating factor. For example,

10. There is a need to find interdependence or interlinks between earlier and later crises to prevent them in future.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|---|
| | 1. Practice shows that independent risks remain in the same condition in crisis, and they hardly ever depend on each other or create their own messes. |
| | 2. Banks usually undertake a number of preventive measures in case a financial crisis occurs; the financial levees are reliable enough to be overwhelmed to the extent that independent flood protection systems become tightly coupled systems spreading the disaster further. |
| | 3. Current business environment requires people who can map out complexity and are able to make interconnections among diverse systems of households, finance, the economy, the politics and society. |
| | 4. Those who are responsible for the infrastructure constantly work on the edge, therefore, in the course of time such specialists get used to critical situations and sometimes may overlook the danger. |
| | 5. Governments should take an advantage of the skills of the engineering personnel in recognizing system patterns and formulating local scenarios. |
| | 6. To design and manage better levees in order to lessen future hurricanes is in our hands. |
| | 7. The article tries to draw the attention of various specialists to business schools because inter-systems experts can be found only there. |
| | 8. To achieve success it is enough to focus on the main problem, one should also predict and know how to deal with minor problems that may arise during the work. |
| | 9. Business schools should learn a lesson from the September 11 attacks, when the unprecedented number of aircrafts failed to land safely in the US. |

10. Comparing facts and making conclusions on the basis of these facts can change the whole vision of the situation.

VII. Insert the missing words and translate the sentences (guidelines, spread, failed, hurricanes, disaster, ill-informed policies, promote, diverse, lack, floods, systems thinking, setbacks, wrong).

1. Since ancient times people have been raising levees to protect localities from
2. are said to add to messes.
3. ... are reported to have increased in number lately.
4. Financiers have to admit that they ... the knowledge in managing ... during the crisis.
5. Business faculties are expected to provide ... in landing the economy and finance safely.
6. In some cases mathematical modeling has ... to provide interconnections among ... systems of households, finance, the economy, politics and society.
7. The first thing that should be taught in business schools is
8. Governments should ... infrastructure development to lessen the risk of catastrophes.
9. Unless we make connections between similar situations, we manage the ... problem.
10. Sometimes rescue operations may create their own messes which can ... the ... further.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. opportune
2. general aviation
3. reliable
4. complexity
5. to mitigate

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. assets
2. setback
3. mess
4. arrival
5. stimulus

Text 7

BENSON FACES UNCERTAIN FUTURE

BENSON Inc., the department store group, announces this year's annual results on Wednesday. Once again, profits are expected to be well below expectations.

Benson built its first store in 1952. It now owns ten stores in the southern region of the United States, and two in Ontario, Canada. All the stores are on prime sites in the high streets of major cities. The Group's head office is in Petersville.

Recently, Benson's performance has been extremely disappointing. Two years ago, pre-tax profits had fallen to just \$8.3m on a turnover of \$225m. This year, profits are expected to be down yet again. A sale per employee is also much lower than the industry's average.

Fortunately for Benson, it still has a number of loyal customers who would not think of shopping elsewhere. However, the Group is facing fierce competition from Hi-Mark and up-and-coming Levinson Brothers. Hi-Mark are well established, with a clearly defined up – market image. It has a reputation for selling good quality merchandise but at high prices. Levinson Brothers set up its first store seven years ago. Since then, it has expanded fast. It now has eight stores located in big cities. Levinson Brothers' target consumer is the 16 – 25 wage-earner. Nevertheless, it attracts to its stores people of all ages and from all income groups.

Levinson Brothers' marketing is more aggressive and effective than that of its two main competitors. It often cuts prices, and even offers goods at giveaway prices to get people into its stores. It advertises heavily in local newspapers, and on local television. Its special promotions are always accompanied by a great deal of razzmatazz. Levinson Brothers' share price stands at \$12 – its highest rating this year. Even so, the share is still probably a good buy for investors.

In order to compete more effectively, Benson changed its business strategy about eighteen months ago. It began to rent space to outside firms on a concessionary basis. Almost 20% of its stores' space was rented to selected companies from outside the organisation. Unfortunately, this strategy has not been too successful. Several firms renting space complain that their sales have been poor.

Benson's stores were redecorated recently. This 'facelift' has met with mixed reactions from its customers. The layout of the stores continues to confuse customers. The customers complain that departments are not grouped to-

The values that underpin our success are integrity, quality, accountability, diversity, relationships based on our respect for each other, for the communities where we do business and for the environment. People know what to expect from the Coca-Cola Company precisely because we have always lived by our values. When a consumer enjoys a bottle of Coke, when people invest in us, when partners do business with us, or when we operate in a community, we keep our promise to benefit and refresh them. We create value – economic and social – reliably and predictably.

Text 6

TOSHIBA SETS UP MICROWAVE FACTORY IN PLYMOUTH

THE JAPANESE manufacturing giant, Toshiba, has just opened a microwave oven plant in Plymouth, Devon.

The new factory cost just under £3million and will eventually produce ovens for all of the major European markets. Toshiba say that in its second year it will be producing at least 20,000 units per year.

Toshiba are, of course, very well known in the Plymouth area, having already established a TV and video facility there. This has shown steady growth since being set up five years ago.

This morning ceremony to mark the opening of the microwave plant was remarkably informal. There was just one speech, given by Dr David Owen, the local Member of Parliament.

Following the ceremony, Eric Hammond, General Secretary of the Electrical, Electronic, Telecommunications and Plumbing Union (EETPU), spoke about the agreement his union had made with Toshiba's management. Both sides had agreed that strikes would only be allowed in exceptional circumstances.

With regard to Toshiba's much publicised system of open management, Mr. Hammond explained that there was a Company Advisory Board where employees and managers regularly meet to discuss sales results, company finances, productivity, quality control etc. However, only the most senior managers were allowed to see important documents.

Toshiba is doing extremely well in Great Britain. Their profits for last year were approximately £200 million. Labour relations are excellent and people obviously enjoy working for the company. Toshiba's aim now is to achieve an average growth rate of 30% for its UK companies in the next two years.

IX. Translate the sentences from Russian into English.

1. Те, кто обеспечивают надёжную работу энергосистем и связи, постоянно работают «на взводе».
2. Кризис сравнивают с ураганом, который сносит все защитные ограждения, возведённые банковскими и финансовыми учреждениями.
3. Многие коммерческие колледжи виноваты в том, что решают не те проблемы.
4. В области управления кризисами мы можем и должны разрабатывать системы, которые будут работать, даже если независимые (автономные, отдельные) риски окажутся взаимозависимыми, а спасательные операции начнут создавать путаницу.
5. Успех – это, когда удаётся попутно управлять всеми запутанными ситуациями, возникающими в ходе работы.
6. До тех пор, пока мы не смягчим процесс изменения климата, мы не вправе недооценивать будущие ураганы, но мы в состоянии спроектировать и организовать лучшие оградительные сооружения.
7. Коммерческие колледжи могли бы оказать больше пользы, если бы лучше понимали, что делают опытные менеджеры по управлению беспорядочными ситуациями, чтобы обеспечить удачное «приземление» ресурсов и капитала, запущенных ими в дело («полёт»).
8. Пришло время задать коммерческим колледжам вопрос: чему бы они учили, если бы воспринимали управление беспорядками серьёзно?
9. Навыки профессионалов, обеспечивающих надёжное функционирование инфраструктуры, используются обществом не в должной мере.
10. Многие факультеты управления не готовят специалистов, способных наметить план по решению сложных проблем, тем самым создавая ещё больший беспорядок вместо того, чтобы устранять его.

X. Make up a plan to the text.

XI. Retell the text.

Text 4

I. Read and translate the text.

DIRECT MARKETING

Direct marketing is a form of advertising that reaches its audience without using traditional formal channels of pushing goods and services, such as TV, newspapers or radio. Businesses communicate straight to the con-

sumer with advertising techniques such as fliers, catalogue distribution, promotional letters, and street advertising.

Direct Advertising is a sub-discipline and type of marketing. There are two main characteristics which distinguish it from other types of marketing. The first is that it sends its message directly to consumers, without the use of intervening commercial communication media. The second characteristic is the core principle of successful Advertising driving a specific “call-to-action.” This aspect of direct marketing involves an emphasis on trackable, measurable, positive responses from consumers (known simply as “response” in the industry) regardless of medium.

If the advertisement asks the prospect to take a specific action, for instance call a free phone number or visit a website, then the effort is considered to be direct response advertising.

Direct marketing is predominantly used by small to medium enterprises with limited publicizing budgets which do not have a well recognized brand message. A well executed direct advertising campaign offers positive return on investment, as the message is not hidden with over complicated branding, does not directly sell more cars, instead direct advertising is straight to the point, it offers a product, service or event and explains how to get the offered product, service or event.

Direct marketing is attractive to many marketers, because in many cases its positive effect (but not negative results) can be measured directly. For example, if a marketer sends out one thousand solicitations by mail, and one hundred respond to the promotion, the marketer can say with some confidence that the campaign led directly to 10% direct responses. The number of recipients who are offended by the junk mail or spam, however, is not easily measured. By contrast, measurement of other media must often be indirect, since there is no direct response from a consumer. Measurement of results is believed to be a fundamental element in successful direct marketing and is explored much today.

The Internet has made it easier for Marketing Managers to measure the results of a campaign. This is often achieved by using a specific website landing page directly relating to the promotional material, a call to action will ask the consumer to visit the landing page and the effectiveness of the campaign can be measured by taking the number of promotional messages distributed (e.g.1000) and divide it by the number of responses (people visiting the unique website page).

Another way to measure the results is to compare the projected sales for a given term with the actual sales after a Direct Advertising Campaign.

While many marketers recognize the financial benefits of increasing targeted awareness, some direct marketing efforts using particular media have

agers may need to acquire external resources such as consultants, researchers, or advertising agencies.

Developing new capabilities

This strategy involves developing or acquiring new technologies, competencies, services, and businesses to serve the current strategic scope better. Major advantages of this strategy include builds and sustaining long-term customer loyalty. However, it requires a much higher investment and execution time. To deploy this strategy, managers must create a structure that is highly flexible and permits boundary crossing including joint ventures, strategic alliances, and licensing.

Creating revolutionary change

This strategy involves going far beyond the organization’s current product and service lines to achieve fundamental changes to the strategic scope. Using this strategy, the organization envisions new business models, new markets, and new industries. The advantages of this strategy are that the organization becomes known as a “first mover” and “groundbreaker.” Weaknesses include a lack of urgency, since the organization is likely way ahead of market needs, and there is a high risk of imminent failure.

Text 5

BRAND AND REPUTATION: COCA-COLA

Coca-Cola, a global beverages company which owns one of the world’s most famous brands, faces a number of challenges to its reputation as a result of increased antagonism to global brands, especially those so strongly identified with the United States.

Coca-Cola has taken several steps to recover any loss of reputation it has suffered. On obesity, which some have attempted to link to soft drinks, the company and its bottling partners have emphasized the choice of “diet” and other drinks. Its guidelines say that there should be no over marketing of soft drinks to children who are 12 or under, vending machines offer a “portfolio” of beverages (soft drinks, water, fruit juice), and sponsored programs in schools reinforce an active lifestyle.

As far as anti-Americanism is concerned, Coca-Cola may be an American brand, but its philosophy and the way it operates are international.

Outside the United States it has local managers and employees and takes care to demonstrate good local citizenship. Doug Daft, Coca-Cola’s CEO (Chief Executive Officer), states in the company’s recent annual report:

Text 4

ORGANIZATIONAL STRATEGIES FOR SUCCESSFUL INNOVATION

One of the myths of innovation is that valuable innovations are always revolutionary. In fact, most innovations in organizations are derived from incremental or evolutionary changes. Incremental innovation involves taking an idea that is already in existence such as product, service, distribution method, process, and so forth, and adapting it to bring new value to the customers. These may be a series of small changes to what the organization produces or distributes. Evolutionary innovations involve taking existing ideas and building on them in entirely new ways such as offering a way to do something better (or quicker, cheaper, or with more choices) than it is done presently or for different market segments. Revolutionary innovations reject existing ideas and present a way to do things that is radically different. Revolutionary strategies are often breakthrough in nature. However, very few organizations have implemented revolutionary strategies because of the risk and the resource commitments required. In 2002 some scholars proposed four distinct innovation strategies for organizations that have unique advantages and structural requirements.

Improving core business

This strategy involves the development of incremental improvements to core products and services that can be rapidly developed and produced inexpensively. The advantages of this strategy are speedy execution, since “new and improved” changes to the organization’s offerings can be done quickly. Further, competitors often do not notice small changes, and they can add great value to the overall product or service experience. However, a disadvantage is that the incremental improvement may be an inadequate response to environmental changes (i.e., too little, too late). To implement this strategy, innovation supports that encourage these types of improvements are necessary.

Exploiting strategic advantages

This strategy moves the firm’s innovation focus beyond its current strategic scope. It enables managers to leverage a unique brand and expand to reach a broader range of customers. Its advantage is a relatively low-risk investment for potential high return. A key disadvantage is this type of innovation could be easily duplicated by competitors. To support this strategy, man-

been criticized for generating unwanted solicitations, not due to the method of communication but because of poorly compiled demographic databases, advertisers do not wish to waste money on communicating with consumers not interested in their products. For example, direct mail that is irrelevant to the recipient is considered junk mail, and unwanted e-mail messages are considered spam. Some consumers are demanding an end to direct marketing for privacy and environmental reasons, which direct marketers are able to provide by using “opt-out” lists, variable printing and more targeted mailing lists. In response to consumer demand and increasing business pressure to maximize the effectiveness of reaching the right consumer with Direct Marketing, companies such as Ireland Advertising specialize in targeted Direct Advertising to great effect, reducing advertising budget waste and raising the effectiveness of delivering a marketing message with better geodemography information, supplying the advertising message to only the consumers interested in the product, service or event on offer.

II. Notes.

1. a flier – рекламный листок
2. call-to-action – призыв к действию; дальнейшие указания
3. trackable – прослеживаемый, отслеживаемый
4. a solicitation – приглашение о направлении заявок на покупку, запрос; навязывание, привлечение
5. junk mail – рассылка рекламы по почте, нежелательная почта, макулатурная почта
6. opt-out lists – отказные рассылочные преискурранты или каталоги
7. targeted awareness – целенаправленное упоминание, адресная (целевая) осведомлённость (знания)
8. projected sales – планируемый объём сбыта, планируемая сумма продаж
9. variable printing – различные брошюры (печатные материалы)
10. a landing page – исходная страница, целевая страница после нажатия на рекламный баннер, страница – результат нажатия на рекламное объявление

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. Businesses address the consumer market through specific advertising techniques such as street advertising, catalogue distribution and others.
2. In response to consumer demand and increasing business pressure to maximize the effectiveness of reaching the right consumer with Direct Marketing companies specialize in targeted Direct Advertising reducing

advertising budget waste and raising the effectiveness of delivering a marketing message with better geodemography information.

3. Direct marketing denies using information intermediaries and accentuates receiving favorable consumer response through data monitoring.

IV. Answer the following questions.

1. What is direct marketing? Give the definition using your own words.
2. What are the peculiar features of direct marketing that make it different from other types of marketing?
3. What are the characteristics of a well executed advertising campaign?
4. How can selling companies measure the customer's response to the goods or services advertised?
5. What are the pros and cons of direct advertising?
6. Compare direct and indirect marketing methods. Before you speak, collect the necessary information.

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. Some companies manage to economize on advertising and increase sales volume by addressing target consumer audience.
2. Customers feel irritated for privacy reasons, when they are distracted from their work in the Internet. To avoid this, selling companies should carry out regular monitoring research of a consumer market.
3. One of the ways to see the outcomes of a well accomplished advertising campaign is to compare the target sales figures with the factual ones.
4. Unfortunately, there are a number of companies that overload customers with unwanted ads not taking into account their age, educational level and social background.
5. One of the aspects of direct marketing comprises tracing and evaluating the information about customers' tastes and preferences.
6. Information that is irrelevant to recipients is known as "spam" among internet users.
7. To obtain the precise information about the effectiveness of an advertising campaign marketers use special landing websites containing direct promotional material.
8. One of the advantages of direct marketing is that its success can be estimated immediately.
9. One of the drawbacks of advertising through other media is the impossibility to obtain a response directly from the consumer.
10. However, the number of PC users offended by junk mail is difficult to calculate for a number of reasons.

"pulse" of the organization – how it feels overall at a particular time. When there is shared agreement among organizational members, a strong organizational climate exists. Management scholars have studied different types of climate including safety climate, justice climate, and climate for change.

Justice climate plays a particularly powerful role in shaping people's reactions to organizational attempts to gather information. On the one hand, it acts as a driver – determining the types of organizational information-gathering practices that are deemed necessary – that is, climate can affect organizational decision makers' perceived need for personal information, prompting them to enact monitoring and related practices. On the other hand, climate provides information to employees as they try to assess the impact of their organizations' efforts to gather their personal information.

Early research on justice climate focused on procedural justice climate – the climate associated with the fairness of procedures an organization uses in reaching its decisions about employees. However, justice climate can also encompass interpersonal justice – the extent organizations treat its employees with dignity and respect, and informational justice – the extent organizations provide information and explanations for decisions. Justice climate refers to the total justice climate including procedural, interpersonal, and informational components.

In addition to organizational climate, critical events in the immediate time period may further fuel organizational decisions – that is, fuel the perceived need to collect more information – prompting the organization to increase the intensity and breadth of its information-gathering practices. For example, organizations may feel vulnerable to some harassment lawsuits (prompted by an employee complaining about a coworker sending inappropriate e-mail messages), and consequently, this vulnerability drives or increases the perceived need to more diligently gather personal information to control the actions of employees.

When organizations have strongly positive justice climates, managers will be less likely to initiate and sustain information-gathering efforts. Under such circumstances, the perceived need for information is lower, and managers are consequently willing to live without the additional personal information. When trust exists, there is less need for external control mechanisms such as monitoring. Trust, therefore, is an alternative or substitute for formal controls. When trust is high, organizations are willing to take on greater risk.

tion, integrated optical and advanced manufacturing, biotech and pharmaceuticals, new materials, new energy, aeronautical engineering, ocean technology, high technology agriculture, environmental protection, and nuclear applications.

Some 5,000 new ventures were reportedly founded in the Beijing TDZ between 1988 and 1998, while the China Statistics Yearbook (1999), reported that 16,097 new technology-intensive firms existed in China in 1998. Some western experts (2001) assert that entrepreneurial activity in a country is positively associated with national economic growth. But of the 5,000 new ventures founded in the Beijing TDZ between 1988 and 1998, only 9% survived 5 years (1998), and only a miniscule 3% survived to their 8th year of life. Survival rates of 60% and 62% for new firms in the United States and Germany are far more robust than for Chinese firms: a 20 to 21 times greater proportion of new U.S. semiconductor firms survived to year 8 than did Beijing firms (2007).

The high death rates of the Chinese companies demonstrate that economic incentives alone are not adequate for new firms to prosper. We are again reminded of the complex network of interrelated technology and service firms located in close proximity to one another in the Silicon Valley region, along with an inclination in the region for firms to collaborate and form strategic alliances.

Text 3

FACTORS AFFECTING INFORMATION PRIVACY

The key question is – at what point does a company cross the line? That is, when do the actions of an organization, for example, monitoring employees to gather personal information, lead to invasions of privacy (e.g., when people's actual levels of interaction are higher than their desired levels of interaction) where invasion implies some suboptimal level of information control? As can be seen, climate plays a critical dual role in triggering information privacy concerns.

Climate

Climate refers to employees' perceptions of formal and informal organizational policies and procedures and the climate literature distinguishes between individual perceptions (i.e., psychological climate) and group or aggregate perceptions (i.e., organizational climate). Climate reflects the current

VI. Understanding of passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|--|
| | 1. Taking into consideration geographical and demography parameters may significantly reduce the budget waste and increase the effectiveness of marketing policy. |
| | 2. Direct marketing is based on using both traditional information channels (TV, radio and newspapers) and non-traditional ones (fliers, street advertising and catalogue distribution). |
| | 3. If the advertisement asks the prospect to take a specific action, then the effort is considered to be indirect response advertising. |
| | 4. The Internet has made the measurement of an advertising campaign more complicated: recipients simply neglect unwanted mail. |
| | 5. Opt-out lists facilitate for marketers to get a clearer idea about the preferences of consumers. |
| | 6. Opt-out lists pollute the internet user environment and intervene in his privacy. |
| | 7. One of the distinctive features of direct marketing is that it sends its message directly to consumers, without the use of intervening commercial communication media. |
| | 8. To measure the publicizing campaign is not essential for direct marketing because it is practically impossible to calculate the number of people who replied the messages. |
| | 9. Many marketers admit that targeted awareness brings financial benefits to the company. |
| | 10. The companies which hate the idea of wasting money on consumers not interested in their products are wrong as it may result in the loss of patrons. |

VII. Insert the missing words and translate the sentences (junk, low-budget, generating, irrelevant, opt-out, appropriate, message, lower efficient, divide, employed, predominantly, interest, respond, spam, targeted, environmental).

1. Some direct marketing efforts using particular media have been criticized for ... unwanted solicitations.
2. When sending out ... mail, advertisers expect recipients to ... positively.

3. In comparison to other types of marketing voice mailboxes are much ...
4. The most common form of direct marketing is ... mail, sometimes called ... mail, used by advertisers who send paper mail to all postal customers in an area or to all customers on a list.
5. Any ... medium that can be used to deliver a communication to a customer can be ... in direct marketing.
6. A person who has demonstrated an ... in golf may receive direct mail for golf related products or perhaps for goods and services that are ... for golfers.
7. Some consumers are demanding an end to direct marketing for privacy and ... reasons, which direct marketers are able to provide by using ... lists, variable printing and more targeted mailing lists.
8. The effectiveness of the campaign can be measured by taking the number of ... messages distributed (e.g. 1000) and ... it by the number of responses (people visiting the unique website page).
9. Direct mail that is ... to the recipient is considered junk mail, and unwanted e-mail messages are considered...
10. Direct marketing is ... used by small to medium enterprises with limited publicizing budgets which do not have a well recognized brand...

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. a recipient
2. a flier
3. targeted
4. promotional
5. projected

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. awareness
2. commercial
3. regardless of
4. benefit
5. to great effect, efficiently

IX. Translate the sentences from Russian into English.

1. Если продавец (рыночная фирма) высылает тысячу запросов по почте, а сто человек ответят на рекламу, то можно с какой-то долей

provided a useful substitute for personal knowledge of producers. But branding also provided the crucial component for economic growth and development: the possibility of scale. Without brands, producers of consumer goods would have been limited to selling their products to a small pool of local customers. Through their newly created brands, pioneers like Cadbury's and Kellogg's were able to expand their operations from the local to the national and then the global.

More customers led to increased sales and to more need for the industrial infrastructure to meet growing consumer demand. Workers became more productive, and because there were more than enough customers who wanted to buy the goods they made, the workers became more valuable, and were therefore paid more. This in turn made more money available to pay for the increased supply of goods produced, and so on. At the same time, global trade meant that goods could be bought from and sold to people in other countries, and raw materials could be imported in order to turn them into higher-priced goods that other people wanted to buy. This upward spiral – actually nothing more complicated than people making, buying and selling more of the things they wanted – made possible a huge growth in tax revenues that could be spent on social goods such as sanitation, health care and education.

This first great leap forward in global prosperity and living standards was of course limited to North America and Europe, and it is no coincidence that the world's biggest and most successful brands today are based in the world's richest countries. But these brands aren't there because the countries are rich: the countries are rich because they have the brands. Without brands, modern capitalism falls apart. No brand: no way to create mass customer loyalty; no customer loyalty: no guarantee of reliable earnings; no reliable earnings: less investment and employment; less investment and employment: less wealth created; less wealth: lower government receipts to spend on social goods.

Text 2

ENTREPRENEURSHIP IN CONTEMPORARY CHINA

After decades without private ownership or foreign investment, the Chinese government slowly opened its economy in the 1980s, then established national technology development zones (TDZs) to encourage local entrepreneurship in high technology industries, including electronic informa-

5. Они решили, что компания должна обеспечить покупателей от среднего класса до зажиточного товарами превосходного качества, с умеренными ценами.
6. Затем, они добавили продовольственные товары, как одну из главных отраслей деятельности.
7. Высшее руководство компании имеет определённые обязанности.
8. Сделав это, они проводят анализы коэффициентов:
 - финансовой устойчивости;
 - ликвидности;
 - рентабельности;
 - деловой активности.
9. Планирование и принятие стратегических решений является ключевыми действиями.
10. В какие новые рынки нам стоит войти?

X. Make up a plan to the text.

XI. Write an annotation (10s-s)

XII. Retell the text.

SUPPLEMENTARY TEXTS FOR MANAGEMENT STUDENTS

Text 1

BRANDS AND WEALTH CREATION

The rise of the consumer society in the developed world is frequently blamed for many ills but rarely praised for its principal social contribution: generating the wealth that pays for and sustains social progress.

Long-term improvements in health, education, living standards and opportunities depend on the process of wealth creation, and although wealth creation is a process normally associated with “capitalism” alone, the connection between capitalism, consumers and brands is rarely made explicit. But capitalism cannot work without a consumer society, and a consumer society is impossible without brands.

Brands arose in the 19th century as a form of consumer protection in the industrial age. Mass migration to cities meant that people no longer knew the precise provenance of the various products they bought, and branding

уверенности сказать, что результатом кампании стали 10% прямых ответов (кампания побудила 10% потребителей отреагировать напрямую).

2. Некоторые потребители требуют положить конец прямому маркетингу, так как он нарушает принцип конфиденциальности и загрязняет среду обитания интернет-пользователей.
3. Прямой маркетинг в основном используется малыми и средними предприятиями с ограниченным бюджетом на рекламную деятельность и плохо распознаваемым посланием бренда.
4. Хорошо проведённая рекламная кампания сулит окупаемость инвестиций.
5. Создание целевой потребительской аудитории оборачивается финансовыми выгодами: на потребителей, которые не заинтересованы в покупке, деньги не тратятся; остаются только заинтересованные в покупке клиенты.
6. Наиболее распространённой формой прямого маркетинга является прямая почтовая рассылка, иногда называемая «макулатурная рассылка (почта)», при которой рекламодатели рассылают рекламу всем почтовым клиентам одного района, либо всем клиентам по списку.
7. Непопулярность маркетинга по телефону без предварительной договорённости привела к созданию в США списков неподдерживаемых звонков и закона, налагающего крупные штрафы.
8. Одной из характеристик прямого маркетинга является рассылка рекламы без посреднических СМИ, обращение к покупателю напрямую.
9. «Призыв к действию» делает ударение на получение ответов, которые можно отследить, оценить и сосчитать, независимо от окружающей среды (носителя информации).
10. Определить результаты рекламной акции можно, используя призывы посетить специальные целевые страницы, содержащие открытый рекламный материал. При этом, число разосланных сообщений делится на количество людей, посетивших рекламную страницу.

X. Make up a plan to the text.

XI. Write a summary (20s-s).

Text 5

I. Read and translate the text.

INNOVATION IN THE 21ST CENTURY

Creative thinking and behavior leading to successful, sustainable innovations are vital in most organizations. Without them companies can hardly survive in modern, constantly changing business environment. Managers who can effectively navigate and promote these processes will enable their teams, departments, and organizations to become entrepreneurial, and thus much more nimble in anticipating and responding to market changes.

Management scholars have defined creativity as the construction of novel and useful ideas, opportunities, or solutions. Creativity is the first step in innovation. For an idea to be considered creative, it should be different from what has been attempted in the past, it should be of good fit to the problem it may resolve or the opportunity it may enable, and it should be actionable. Therefore, a creative idea cannot be simply original or unusual. It has to be connected to a purpose, to be appropriate to the need it is attempting to fill. Creativity is often a response to something that prompts individuals and groups to find a solution. It has been described as going beyond the existing boundaries: knowledge boundaries, technologies boundaries, current industry, management practices, social norms, or beliefs. It involves seeing and acting upon new relationships and combinations.

Creativity is a process: it involves perceptions and skills that enable individuals to see things from a different perspective and then act on those observations. There are many ways that individuals can be creative in their work, and researchers have described creativity as a way in which individuals actually approach their work. It might involve developing entirely new methods and arrangements of working, new strategies for the business, and combining products, services, or job processes in new ways to produce new or greater value. These creative outcomes should be unique and different, but not bizarre or so unusual that putting them into action is impossible.

Creativity is especially suited to unstructured, new problems or opportunities. The more ill defined a problem or situation is that managers and organizations face, the more likely a creative solution will be required. Creativity is not confined to a particular profession or occupation. Traditionally, creative behaviors or pursuits were considered a realm of artists, musicians, scientists, designers, and so forth. A more contemporary view is that every function, each position in an organization, entails some degree of creative thinking and behavior. The direction in which this creativity is expressed may

VII. Insert the missing words and translate the sentences (the head; specific; ten; retailers; a mission; strategic, decision-making; penny bazaar, food, opportunities, threats; performance).

1. Marks is one of the biggest British and most successful ... in the world.
2. The company looks at exterior factors, from the point of view of ... and
3. The organization examines its current
4. Michael opened his first ... in England in 1884.
5. Vail, who decided on their ... some sixty or so years ago.
6. Company planning and are keys activities of top management.
7. ... years later there were nine market stores.
8. The company will have worked out more ... targets.
9. ... products became as a major line of business.
10. Theodore Vail is a ... of the organization.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. embassy, legation
2. danger
3. to be, to live
4. goal, target
5. to determine, to resolve

Now find antonyms (i.e. words with an opposite meaning) for the following words.

1. indefinite
2. fortuneless
3. welfare
4. lack decision; shilly-shally, pendulant
5. loss

IX. Translate the sentences from Russian into English.

1. Во-первых, организация проверяет своё текущее состояние, оценивая финансовую устойчивость и ликвидность предприятия.
2. Обеспечение стоимости денег и было их задачей и целью.
3. Одним из основных заданий является принятие главных решений, влияющих на будущее организации.
4. Они почивали на своих лаврах.

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. Marks and Spenser could have rested on their laurels.
2. Food products were added as a main line of business
3. They developed a clear idea of problem and target.
4. One of the strategies they used was to focus on selling dress and goods.
5. They decided on their mission most part of the century ago.
6. Main task is to develop appropriate strategies to accomplish the objectives.
7. The planners have to look at the company's present performance.
8. Top managers have to permit which market to choose, whether new goods will be produced by themselves or acquired by purchasing other companies.
9. Occurrence of trading network has a prominent role for getting profits.
10. Marks and Spenser centered their mission on increasing quality of goods and reduction of prices.

VI. Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | | |
|----------|---|
| T | F |
| | <ol style="list-style-type: none">1. The top management of a company's responsibility is salary payment.2. First, planners have to decide strategies before looking at company's present performance.3. SWOT analyses are necessity for deciding strategies.4. Theodore Vail was the first who developed a clear idea of mission and purpose in business.5. Company's purpose is to indicate the strategic management to achieve its objectives.6. Food products were a major line of business of Marks and Spencer's company.7. Top managers must decide which cafe to go at somebody's birthday and how to celebrate it.8. The success of Marks and Spencer was founded on repairing cars.9. Increasing competition may be good news to company's existence.10. Theodore Vail is a designer of Dolce&Gabbana, the line of clothes. |

be different across professions and functional areas, but it is still of value to the organization.

Innovation is a process of taking the creative ideas and solutions generated, and selected to be most appropriate to the situation, and implementing those ideas and solutions in a way that creates new value for the organization, the industry, or the greater society in which they reside. The value can be economic, social, psychological, or aesthetic.

This view of innovation rises out of scholarship that defines it as the deliberate introduction and implementation of ideas, products, services, or technological processes designed to ultimately benefit the individual, team, organization, or wider society. In the context of business organizations, innovations can be new products or extending product lines, adding new services or levels of services, expanding markets served, offering products and services to entirely new markets, deploying new technologies, and implementing new or redesigned new work processes, among others.

Innovation can be viewed as a continuum, from incremental innovation that may involve a slight adaptation of what the organization already does, all the way to revolutionary, breakthrough innovation in which something that did not exist before is introduced, sometimes enabling the organization or entire industry to leap to a new level.

II. Notes.

1. nimble in anticipating and responding to market changes – способный предвидеть и быстро реагировать на изменения рынка
2. to involve perceptions and skills – включать в себя познания (проницательность) и навыки (умения)
3. to be suited to unstructured, new problems or opportunities – подходить нестандартным, новым проблемам или возможностям
4. to be considered a realm of artists – считаться сферой занятий художников
5. creative behaviors or pursuits – творческие характеристики или устремления (занятия, поиски)
6. a process of taking the creative ideas and solutions generated, and selected – процесс формирования (разработки) и отбора креативных идей
7. a continuum, from incremental innovation – непрерывность или непрерывный процесс, начинающийся с незначительных инноваций (с частичного усовершенствования продукта)
8. breakthrough innovation – прорывные инновации
9. to involve a slight adaptation – включать в себя или вовлечь небольшие видоизменения (подгонку)
10. to become entrepreneurial – стать предприимчивыми

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. Every function, each position in an organization, entails some degree of creative thinking and behavior.
2. Innovation can be viewed as a continuum, from incremental innovation enabling the organization or entire industry to leap to a new level.
3. Creative thinking and behavior leading to successful, sustainable innovations are vital in most organizations.

IV. Answer the following questions.

1. What is creativity? Give your interpretation of the term.
2. What is innovation? Give your thoughts on the subject.
3. Are original and unusual ideas creative? Give an extended answer.
4. What is the relationship between innovation and creativity?
5. Why do modern economists raise the subject of creativity and innovation? Give your reasons.
6. Give examples of creative ideas that have resulted in innovation.

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. One of the reasons for generating creative ideas can be a problem too complicated to be identified.
2. Creative approach to work usually results in introduction of effective innovations and stability of the company.
3. Innovation is a process that starts from slight modifications and ends with major ones getting the company up to speed.
4. It is important for companies to quickly adapt to constantly changing market conditions.
5. For an idea to be creative, it should differ from what has been done in the past, it should fit the problem it may resolve or the opportunity it may enable, and it should be feasible.
6. What makes individuals or teams resolve a problem can be called creativity.
7. Exploration of new markets for existing goods, market expansion, design of a new product and introduction of modern technologies can be referred to innovation.
8. While being implemented, innovations produce various assets.
9. Creative ideas deny any sort of limitations.
10. To be creative an individual needs to possess vision and experience in order to take a different approach to things.

Having completed the SWOT analysis, the company can now evaluate its objectives and work out new ones. They will ask themselves questions such as: Are we producing the right products? What growth rate should we aim at in next 5 years? Which new markets should we break into?

The remaining task is to develop appropriate strategies to achieve the objectives. The organization decides what actions it will take and how it will provide the resources to support those actions. Company planning and strategic decision-making are key activities of top management.

II. Notes.

1. to rest on one's laurels – почивать на лаврах
2. to decide on the mission and purpose – выбирать задачу и цель
3. to work out objectives – разрабатывать цели
4. to look at company's present performance – оценить текущее состояние компании
5. to look at external factors – смотреть на внешние факторы

III. Which statement best expresses the main idea of the text?

1. One of the top management key tasks is to make major decisions affecting the future of the organization.
2. Before doing any kind of strategic planning, the management must be sure of what is the mission and purpose of the company.
3. But before deciding strategies, the planners have to look at company's present performance, and at any external factors which might affect its future.

IV. Answer the following questions.

1. How do you think it is important to plan actions and strategic decision-making for company? If you think so, why? If you don't think so, explain your answer.
2. What does the mission and purpose of the company mean?
3. Does the company's present performance depend on external factors? What?
4. What will happen if the goods of company turn into ready money for a long time?
5. What was the mission and purpose of Marks and Spencer's public company?
6. Can you decode the SWOT analysis?

They also need to decide what it should be in the future. Deciding the mission and purpose is the foundation of any planning exercise.

Two examples will make this point clear – Marks and Spencer, the American biggest and successful retailers in the world, and the other, Michael Marks, the British first establisher of penny bazaar in 1884, in Leeds, England. Ten years later there were nine market stores and Marks had taken into partnership Tom Spencer, the cashier of his suppliers, then they became a public company in 1926. At that point, they could have rested on their laurels. Their later success was founded on developing idea of Marks and Spencer’s mission and purpose. They decide that the company was in business to provide goods of excellent quality, at responsible prices, to customers from working and middle classes. Providing value for money was their mission and purpose. One of the strategies they used was to concentrate on selling clothing and textiles. Later on, food products were added as a major line of business.

The second example concerns the head of American Telephone and Telegraph Company, Theodore Vail, who decided on their mission some sixty or so years ago. Their mission and purpose was giving efficient international communication services to customers. This became the overall objective of the company, and has remained so ever since.

Having decided on its mission and purpose, an organization will have worked out certain more specific objectives. For example, a car company may have the objective of producing and marketing new models of cars in the medium-price range.

But, before deciding strategies, the planners have to look at company’s present performance, and at any external factors which might affect its future. To do this, it carries out an analysis, called a SWOT analysis (strengths, weakness, opportunities and threats). First, the organization examines its current performance, assessing strengths and weakness. For example, a department store chain may have branches in good locations, but sales revenue may be low – a weakness. The longer goods of company turn into ready money; the lower is its weakness (liquidity). Second, the company looks at external factors, from the point of view of opportunities and threats. It also examines the activities of competitors. The department store chain, for example, may see the opportunity to increase profits by providing financial services to customers. On the other hand, increasing competition may be a threat to its very existence.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|---|
| | 1. The results of creative ideas should be fantastic, no matter what obstacles a company may face during the idea implementation. |
| | 2. Managers who can effectively navigate and promote creative and innovative processes will enable their teams, departments, and organizations to acquire the spirit of go-ahead. |
| | 3. Innovations are usually introduced by impulse because you never know when a creative idea occurs to you. |
| | 4. Staging of operations is rather a traditional approach. If a company wants to introduce changes, it is better to start this process at all levels and in all departments. |
| | 5. The next phase that follows creativity is innovation. |
| | 6. Extraordinary, sometimes even fantastic ideas are defined as creative. |
| | 7. Feasibility of the project is one of the principal requirements to creativity. |
| | 8. Unfortunately, even today creativity remains the realm of arts, music and science. |
| | 9. Creative solutions should be put into practice in such a way as to build up new values for the organization or industry. |
| | 10. To make a leap to the new level a company should introduce breakthrough technologies. |

VII. Insert the missing words and translate the sentences (leap, navigate, deliberate, novel, behaviors, nimble, beliefs, suited to, occupation, breakthrough, the realm, a slight adaptation, confined, rise out, pursuits, boundaries, bizarre).

1. Management researchers have defined creativity as the construction of ... and useful ideas.
2. This view of innovation ... of the humanities that define it as the ... introduction and implementation of ideas, products, services, or technological processes designed to ultimately benefit the individual, team, organization, or wider society.

3. Managers who can effectively ... and promote creativity and navigation will enable their teams, departments, and organizations to become more in anticipating and responding to market changes.
4. Innovation is ..., from incremental innovation that may involve ... of what the organization already does, all the way to revolutionary, breakthrough innovation in which something that did not exist before is introduced.
5. Creative outcomes should be unique and different, but not ... or so unusual that putting them into action is impossible.
6. Creativity is especially ... unstructured, new problems or opportunities.
7. Traditionally, creative ... or ... were considered ... of artists, musicians, scientists, designers, and so forth.
8. It has been described as going beyond the existing ...: knowledge boundaries, technology boundaries, current industry, management practices, social norms, or ...
9. Creativity is not ... to a particular profession or ...
10. ... innovation is something that did not exist before and when being introduced enables the organization or entire industry ... to a new level.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. bizarre
2. to navigate
3. vital
4. actionable, implementable
5. outcomes

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. continuum
2. sustainable
3. contemporary
4. nimble
5. innovative

IX. Translate the sentences from Russian into English.

1. Продвижение и управление креативными идеями и инновациями дают возможность организациям и компаниям стать более предприимчивыми, развить способность предвидеть, быстро отреагировать и приспособиться к рыночным изменениям.

IX. Translate the sentences from Russian into English.

1. Кроме того, у управления должна быть «глобальная перспектива».
2. Очевидно, это будет непопулярным решением.
3. Транснациональные корпорации критикуются иностранными правительствами по другим причинам.
4. Интересы транснациональных корпораций и иностранных правительств часто совпадают.
5. Менеджеры, работающие за границей, нуждаются в различных навыках.
6. Недавнее исследование показало, что менеджеры нуждаются, прежде всего, в навыках человеческих отношений, понимании другой культуры и способности адаптироваться.
7. Менеджер должен убедить местный штат сотрудничать с ним.
8. Многим европейцам и американцам нравится добираться до сути дела быстро, ведя переговоры.
9. И европейский и американский менеджер должен быть терпеливым, или иначе он уйдет несолоно хлебавши.
10. Даже написанные договоры, в некоторых странах, возможно, ничего не стоят.

X. Make up a plan to the text.

XI. Retell the text.

Text 12

I. Read and translate the text.

TOP MANAGEMENT – PLANNING AND STRATEGY

The top management of a company has certain unique responsibilities. One of their key tasks is to make major decisions affecting the future of the organization. These strategic decisions determine where the company is going and how it will get there. For example, top managers must decide which markets to enter, whether new products will be developed within the organization or acquired by buying other companies. Such decisions shape a company's future.

Before doing any kind of strategic planning, the management must be sure of proper deciding what is the mission and purpose of their business.

7. Differences in culture are important when a manager is negotiating in a foreign country.
8. England is the country where people prefer to beat around the bush more.
9. The European or American manager must be patient.
10. Written contracts, in some areas, always are worth much.

VII. Insert the missing words and translate the sentences (finally, language, contracts, important, obviously, clearly, to create, international, relations skills, profits, multinationals).

1. The size and ... organization of some multinationals is impressive.
2. Some enterprises like Heinz, Singer and Exxon, get more half their ... from overseas business.
3. ..., this will be an unpopular decision in Country A.
4. ... are criticized by foreign governments for other reasons.
5. ..., it is a great advantage if they know the ... of the country they are working in.
6. Human ... are vital because, to be effective, the manager must persuade local staff to cooperate with him.
7. Differences in culture are ... when a manager is negotiating in a foreign country.
8. They take their time, trying ... a relationship of trust.
9. ... those working abroad must remember that a deal is not always a deal.
10. Even written ..., in some areas, may not be worth much.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. to show
2. company
3. revenue
4. settlement
5. significant

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. local
2. to hide
3. few
4. unemployed
5. similarity

2. Зачастую под креативностью понимается своеобразная реакция на то, что побуждает людей срочно найти решение вопроса.
3. Инновации – это принятие креативных идей и решений, сформированных и отобранных так, чтобы соответствовать данной ситуации; причём, их реализация обычно приводит к созданию новых ценностей для компании.
4. Не всякая оригинальная или необычная идея является креативной. Креативная идея должна быть «привязана» к цели и отвечать тем потребностям, которые нужно удовлетворить.
5. Существует много способов, когда человек может проявить свой творческий потенциал в работе.
6. Чем менее чётко определена проблема, с которой столкнулась компания, тем вероятнее факт, что будет найдено креативное решение.
7. Традиционно, творческие характеристики и поиски считались сферой искусства, музыки, науки и дизайна.
8. Инновации можно рассматривать как непрерывный процесс, начинающийся с частичного усовершенствования продукта вплоть до прорывных инноваций, когда внедряется то, что до этого никогда не существовало, позволяя компании подняться одним скачком на новый уровень.
9. Креативность описывалась, как что-то выходящее за существующие рамки привычного: она не признаёт границ ни в знаниях, ни в технологиях, ни в убеждениях, и т.д.
10. Инновации считаются целенаправленным введением и воплощением на практике идей, изделий, услуг и технологических процессов, спроектированных на то, чтобы, в конечном счёте, принести выгоду отдельному лицу или группе людей.

X. Retell the text.

Text 6

I. Read and translate the text.

WOMEN'S ENTREPRENEURSHIP

The topic of women entrepreneurs has attracted a considerable amount of academic attention in recent years. While it is now widely accepted that entrepreneurs, regardless of gender, share a number of common characteristics such as drive, enthusiasm, commitment, creativity, problem-solving ability,

and innovative flair, among others, the literature reports that women entrepreneurs also display some unique characteristics that distinguish them from their male counterparts. Women are often described as being more customer oriented in their enterprise dealings, applying “softer” management styles, valuing the human capital and cultural aspects of their business, and placing more importance on the quality of the product or service they provide.

The literature reports a range of reasons why women choose a career in entrepreneurship. It has been suggested that women enter the entrepreneurial arena because of a complex mix of constraints and opportunities, of external coercions and subjective aspirations. Regardless of the specific motivation, it would appear that, when it comes to setting up a business, women entrepreneurs are less motivated by profit than their male counterparts. For example, it has been reported that most women who engage in new-venture creation are driven by their pursuit of independence as well as a sense of self-fulfillment and are in search of a work-life balance that suits their particular personal and family situation. Self-employment is often viewed by women as a more flexible working option when compared to traditional employment, providing more free time and facilitating childcare responsibilities. However, this is not always the case, as most entrepreneurs, regardless of gender, tend to spend considerably more time getting their business off the ground than they had originally anticipated. Furthermore, it has also been suggested that women start a business because of restricted progression opportunities in the workplace – the so-called “glass-ceiling” effect.

When compared to men, it would appear that most women enter self-employment with less management experience and fewer financial assets and are relatively under-resourced in terms of human capital. However, according to the literature, today’s women entrepreneurs are now more highly educated than in previous years, with many attaining degree-level qualifications in discipline areas that are directly relevant to their chosen business sector. Despite this, women tend to lack management experience – often considered to be critical to business success – and do not appear to have reached the same level of seniority in their careers as men. Given the relative lack of women pursuing further study in the science and technological disciplines, it is not entirely surprising that there are fewer women starting businesses in these areas. It has been noted that, in terms of new-venture creation, women tend to be more attracted to the service sector, starting businesses in training and consultancy, beauty, design, and a range of professional and therapeutic services. Others start businesses in retail, fashion and clothing, arts and crafts, and the provision of crèche facilities. Furthermore, women-led businesses have a tendency to be small-scale ventures that are nongrowth oriented risk adverse, and undercapitalized. Indeed, they have often been negatively categorized as “life-

3. Who can decide, for example, to close down their plant in a country?
4. Do the interests of multinationals and foreign governments frequently clash or don’t they?
5. What main trait must managers have working abroad?
6. What must a manager remember working abroad?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. The multinational organization should operate in at least six countries and have no less than 20% of its sales or assets in those countries.
2. In addition, the multinational should have a “global perspective”.
3. The government of that country will probably put pressure on the multinational to change its mind.
4. The interests of multinationals and foreign governments frequently clash.
5. Managers working abroad need various skills.
6. A recent study has shown that they need, above all, these qualities: human relations skills, an understanding of the other culture and the ability to adapt.
7. Human relations skills are vital because, to be effective, the manager must persuade local staff to cooperate with him.
8. Differences in culture are important when a manager is negotiating in a foreign country.
9. In some countries, a person may say “yes” to a proposal simply to be polite, or agreeable.
10. Even written contracts, in some areas, may not be worth much.

VI. Decide whether the following statements are true or false (T/F) ✕ there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|---|
| | 1. Many experts believe that multinationals do not indicate the size and scale of the multinational’s activities. |
| | 2. The size and international organization of some multinationals is insignificant. |
| | 3. Multinationals often make decisions which are against the interests of foreign countries. |
| | 4. Multinationals are criticized by foreign governments for only one reason. |
| | 5. Managers working abroad need various skills. |
| | 6. The language of the country managers are working in is the most important requirement. |

governments for other reasons. The interests of multinationals and foreign governments frequently clash.

Managers working abroad need various skills. Clearly, it is a great advantage if they know the language of the country they are working in. But this is not the most important requirement. A recent study has shown that they need, above all, these qualities: human relations skills, an understanding of the other culture and the ability to adapt.

Human relations skills are vital because, to be effective, the manager must persuade local staff to cooperate with him.

Differences in culture are important when a manager is negotiating in a foreign country. For instance, many Europeans and Americans like to get to the point quickly when negotiating. This is not so in some countries, like Brazil, where people prefer to beat around the bush more. They take their time, trying to create a relationship of trust. In such countries, the European or American manager must be patient, or else he will come away from a deal empty-handed.

Finally, those working abroad must remember that a deal is not always a deal. In some countries, a person may say “yes” to a proposal simply to be polite, or agreeable. Even written contracts, in some areas, may not be worth much.

II. Notes.

1. management in multinationals – управление в транснациональных корпорациях
2. get more than half their profits from overseas business – получать больше половины прибыли от бизнеса из-за границы
3. human relations skills – навыки человеческих отношений
4. to prefer to beat around the bush – предпочитать ходить вокруг да около
5. to come away from a deal empty-handed – уйти без заключенной сделки

III. Which statement best expresses the main idea of the text?

1. Multinationals should operate in at least six countries, have no less than 20% of its sales or assets and have a “global perspective”.
2. Multinationals often make decisions which are against the interests of their host countries.
3. The main great advantage of managers working abroad needs various skills, especially, human relations skills, an understanding of the other culture and the ability to adapt.

IV. Answer the following questions.

1. What do many experts think about multinationals?
2. What can you say about IBM, British Petroleum and Mobil Oil?

style’ or “typical women’s businesses.” However, research in the United States by Langowitz (2001) has provided evidence that women are also setting up and running “new economy” companies with highly successful ventures in nontraditional sectors such as high tech and construction.

II. Notes.

1. entrepreneurship – предпринимательство, предпринимательская деятельность
2. innovative flair – изобретательность, новаторский талант
3. external coercions – под давлением внешних обстоятельств (внешней среды)
4. subjective aspirations – личные устремления, личные желания
5. a “glass-ceiling” effect – эффект «стеклянного потолка» (система взглядов в обществе, согласно которым женщины не должны занимать руководящие посты; препятствие для продвижения по службе в высших эшелонах управления в силу возраста, пола, расовой принадлежности и т.д.)
6. to get business off the ground – успешно начать бизнес, запустить бизнес, сдвинуть дело с мёртвой точки, с места
7. under-resourced in terms of human capital – недостаточные кадровые, человеческие или трудовые ресурсы; иметь недостаток в виде или касательно трудовых ресурсов
8. nongrowth oriented small-scale ventures – мелкие предприятия, не ориентированные на расширение, рост
9. risk adverse – исключающий риски, с малой долей риска
10. undercapitalized – имеющий недостаточный оборотный капитал, обладающий недостаточным капиталом

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. Women start a business because of restricted progression opportunities in the workplace – the so-called “glass-ceiling” effect.
2. The topic of women entrepreneurs has attracted a considerable amount of academic attention in recent years.
3. Women are often described as being more customer oriented in their enterprise dealings, applying “softer” management styles, valuing the human capital and cultural aspects of their business, and placing more importance on the quality of the product or service they provide.

IV. Answer the following questions.

1. What qualities should entrepreneurs possess?
2. What characteristics make women entrepreneurs different from their male counterparts?
3. What are the reasons that make women enter the entrepreneurial arena?
4. What is the difference between women's and men's educational and work experience background? Do you agree with the author's opinion concerning this point?
5. "Glass-ceiling effect" is often explained by the same reasons as the division into women and men's teams in sport. Can such approach be justified in business? Explain why.
6. What successful women entrepreneurs in your country or abroad do you know? Does their approach to business creation differ from that of men's? What is the difference?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. Some research work has been carried out testifying to the fact that women start setting up businesses in nontraditional fields such as construction and high technologies.
2. Men are usually driven by high profit when doing business.
3. Both men and women entrepreneurs should possess inventive power, responsibility, analytical skills and other qualities.
4. Women prefer "safe" business which can hardly bring them high profits.
5. Women as well as men are forced to spend more time and efforts to start up business than it was expected.
6. Unfortunately in some societies women are not allowed to hold high positions.
7. Very often females face the problem to find such a job that would allow them to balance the career and home life.
8. Quality of the goods or services provided is what women entrepreneurs pay much attention to.
9. Practice shows that when starting their business careers women are often driven not only by personal ambitions but also by the force of circumstances.
10. Women try to do their best to meet the requirements of the customers.

5. Новое понятие социальной ответственности означает, что фирмы и бизнесмены должны вести себя честно со своими служащими, и с внешним миром.
6. Фирмы должны помогать решать социальные проблемы – даже если они не создавали их.
7. Однако есть некоторые известные люди, которые выступают против нового подхода.
8. Фридман говорит, что социальная ответственность бизнеса состоит в том, чтобы заработать как можно больше денег.
9. Ян Макгрэгор говорит, что изначально бизнес должен создавать богатство.
10. Доказывая социальную ответственность, компания может извлечь хорошую выгоду, в конечном счете.

X. Retell the text.

Text 11

I. Read and translate the text.

MANAGEMENT IN MULTINATIONALS

Many experts believe multinationals do not indicate the size and scale of the multinational activities. To be a "true" multinational, they say, an organization should operate in at least six countries and have no less than 20% of its sales or assets in those countries. In addition, they should have a "global perspective".

The size and international organization of some multinationals is impressive. The larger enterprises, like IBM, British Petroleum and Mobil Oil, have subsidiaries in sixty to eighty countries. Some, like Heinz, Singer and Exxon, get more than half their profits from overseas business.

Because of their global approach, multinationals often make decisions which are against the interests of their host countries. They may decide, for example, to close down their plant in Country A because they wish to concentrate production in Country B. Obviously, this will be an unpopular decision in Country A. The government of that country will probably put pressure on the multinational to change its mind. Multinationals are criticized by foreign

2. They had to take an active part in the life of their....
3. There is a new approach to social responsibility it says that a ... should try to meet the needs and ... of society and help solve the problems of society.
4. Businesses are ... social responsibility in all kinds of ways.
5. They must offer work ... to unemployed youngsters.
6. A lot of business people agree with the “wider” concept of social responsibility.
7. Some famous people are against the....
8. Milton Friedman, an ... who won the Nobel Prize for Economics in 1976.
9. Ian MacGregor says that a business’s first ... is to create wealth.
10. By showing social responsibility, the ... may well benefit in the long run.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. amenability
2. to consider
3. difficulty
4. goods
5. income

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. rest
2. to exclude
3. to hide
4. danger
5. unemployed

IX. Translate the sentences from Russian into English.

1. Приблизительно тридцать лет назад обсуждения социальной ответственности проходили тремя способами.
2. Работодатели были заинтересованы тем, как организации могли улучшить условия труда их служащих.
3. Как предполагается, фирмы покажут социальную ответственность во всех ее формах.
4. Они должны обеспечивать более безопасными продуктами; защищать и уважать окружающую среду.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|--|
| | 1. Customer orientation is the most common characteristic of male businessmen. |
| | 2. Women entrepreneurship has become one of the hot issues for scientists and researchers recently. |
| | 3. Women are more vulnerable to various kinds of injustice than their male counterparts. |
| | 4. Male bosses employ “soft” management styles in their work because they are free of prejudices and make an emphasis on proficiency. |
| | 5. Though highly educated women lack such important things as sufficient financial assets when starting up businesses now they attain many degree-level qualifications in discipline areas that are directly relevant to their chosen business sector. |
| | 6. One of the reasons why women quit their jobs and enter business is the impossibility to progress up the career ladder due all kinds of injustice. |
| | 7. What makes women to create business is to gain financial and other kinds of independence as well as realize their potential both as a worker and a mother. |
| | 8. Women prefer not to take risks in business and their business is usually small scale. |
| | 9. Women traditionally set up ventures in service, childcare, training and consultancy sectors. |
| | 10. It has become common practice when women reach the same seniority level as men at their workplaces. |

VII. Insert the missing words and translate the sentences (flexible, a complex mix, crafts, ventures, distinguish, particular, categorized, crèche facilities, childcare responsibilities, topic, pursuit, arts, considerable, small-scale, engage, furthermore, evidence).

1. The ... of women entrepreneurs has attracted a ... amount of academic attention in recent years.

2. Women entrepreneurs also display some unique characteristics that ... them from their male counterparts.
3. Women traditionally start businesses in retail, fashion and clothing, ... and ..., and the provision of
4. Most women who ... in new-venture creation are driven by their ... of independence as well as a sense of self-fulfillment.
5. Self-employment is often viewed by women as a more ... working option when compared to traditional employment, providing more free time and facilitating
6. ... , women-led businesses have a tendency to be ... ventures.
7. Women entrepreneurs are in search of a work-life balance that suits their ... personal and family situation.
8. However, recent research has provided ... that women are also setting up and running “new economy” companies with highly successful ... in nontraditional sectors such as high tech and construction.
9. Indeed, they have often been negatively ... as “lifestyle” or “typical women’s businesses.”
10. Women enter the entrepreneurial arena because of of constraints and opportunities.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. relevant
2. crèche
3. despite
4. a counterpart
5. constraint

Now refer back to the text and find antonyms (i.e. words with an opposite meaning) for the following words.

1. retail
2. external
3. to get business off the ground
4. lack
5. risk adverse

IX. Translate the sentences from Russian into English.

1. Предприниматели должны обладать чутьём на новое, и иметь творческую жилку, независимо от пола.

8. Another famous person, Ian MacGregor has been chief executive of large organisations like British Steel and the National Coal Board.
9. He says that a business’s first priority is to create wealth.
10. But many companies, he believes, have a concept of social responsibility which distracts them from this task.

VI. Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | T | F |
|---|--|
| | 1. These days discussions of social responsibility are of three types: one of it is how businessmen should behave in their work. |
| | 2. These days, there is a new approach to social responsibility it says that a business should try to meet the needs and interests of society and helps solve the problems of society. |
| | 3. Businesses are expected to show cultural responsibility in all kinds of ways. |
| | 4. Businessmen are not urged to provide safer products; to protect, and respect the environment; to hire more people from minority groups; to find work opportunities to unemployed youngsters; to oppose racial discrimination and at all times to behave with integrity. |
| | 5. The new concept of social responsibility means that businesses and business people must deal honestly with their employees, and with the outside world. |
| | 6. Sometimes even the social actions do not bring profits. |
| | 7. Ian MacGregor is an American economist who won the Nobel Prize for Economics in 1976. |
| | 8. Milton Friedman says that a business’s first priority is to use wealth. |
| | 9. Ian MacGregor has been chief executive of large organisations like British Steel and the National Coal Board. |
| | 10. Of course, by showing social responsibility, the company may well benefit in the long run, rising wages or having more profit. |

VII. Insert the missing words and translate the sentences (responsibility, priority, business people, new approach, expected to show, company, business, American economist, community, interests, opportunities).

1. People discussed the social ... of business towards its employees.

5. to win the Nobel Prize for Economics – получить Нобелевскую премию по экономике
6. without deception and fraud – без обмана и мошенничества

III. Which statement best expresses the main idea of the text?

1. The new approach to social responsibility says that a business should try to meet the needs and interests of society and help solve the problems of society.
2. The “wider” concept of social responsibility, it’s about that businesses should help to solve social problems – even if their businesses did not create them.
3. But some famous people as Milton Friedman, Ian MacGregor and others are against the new approach, and they believe that business must only increase its profits.

IV. Answer the following questions.

1. What was the first type of social responsibility thirty or so years ago?
2. Can you list the new approaches to social responsibility?
3. How must business people behave with their employees?
4. What did Milton Friedman say?
5. What is the main businessman’s aim judging by Ian MacGregor’s words?
6. Do businessmen have less or more profit in the long run? Why?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. There are three types in discussions of social responsibility.
2. These days, there is a new approach to social responsibility it says that a business should try to meet the needs and interests of society and help solve the problems of society.
3. Businesses are expected to show social responsibility in all kinds of ways.
4. But there are, nevertheless, some famous people who are against the new approach.
5. One of these is Milton Friedman, an American economist, who won the Nobel Prize for Economics in 1976.
6. Milton Friedman believes that business must only “use its resources and energy in activities designed to increase its profits as long as it stays within the rules of the game ... and engages in open and free competition, without deception and fraud.
7. Friedman says that a business’s social responsibility is “to make as much money for its shareholders as possible”.

2. Женщинам приходится находить баланс между карьерой и домашними обязанностями.
3. Замечено, что при открытии своего предприятия женщины обладают меньшими финансовыми и трудовыми ресурсами по сравнению с коллегами-мужчинами.
4. Одной из причин, по которой женщины бросают работу и начинают заниматься предпринимательской деятельностью является эффект «стеклянного потолка». Другими словами, женщинам не дают подняться вверх по карьерной лестнице, не допуская их к высшим руководящим должностям.
5. В женской предпринимательской среде замечена тенденция открывать мелкие предприятия, которые изначально не рассчитаны на укрупнение и получение больших прибылей.
6. Типичный «женский» бизнес – это мелкооптовая торговля, оказание консультационных и образовательных услуг, сфера обслуживания (салоны красоты), искусство и народный промысел.
7. Сообщается, что женщины – предприниматели демонстрируют уникальные качества в работе, которые отличают их от коллег-мужчин: женщины больше ориентированы на клиента и ставят качество предоставляемого товара или услуги на первое место, а также они более высоко оценивают человеческий капитал и уделяют больше внимания культурному аспекту.
8. Согласно данным, современные женщины-предприниматели более образованы, чем в предыдущие годы. Причём, многие женщины имеют квалификацию дипломированных специалистов в тех областях, которые соответствуют направлению их бизнеса.
9. Женщины приходят на предпринимательскую арену по причине давления со стороны внешней среды и из-за личных устремлений.
10. Независимо от пола, предприниматели склонны тратить больше времени на то, чтобы сдвинуть дело с мёртвой точки.

X. Write an annotation (10s-s).

XI. Retell the text.

Text 7

I. Read and translate the text.

TROUBLED TIMES FOR BENSON GROUP

When Benson announces its annual results on Wednesday, it is expected that the group's profits will be around \$6m. This will mean a drop of some 25% compared with the previous year. Today, Benson's share price fell to just under 7\$ in anticipation of the results. Two or three years ago, it will be recalled, the share price stood at 10\$.

One of Benson's biggest problems is that it lacks a clear image. Although some well-off customers have stuck to Benson through thick and thin, many others have moved on and now shop at Hi-Mark. These customers seem to prefer Hi-Mark's tasteful decor and high-priced, exclusive goods. Another of Benson's disadvantages is that its merchandise does not particularly appeal to younger buyers. These prefer the self-service, down-market approach of Levinson Brothers – Benson's other main rival. Both Hi-Mark and Levinson Brothers are profitable organisations. Hi-Mark's strategy is, essentially, to maintain good profit margins on all its merchandise. Levinson Brothers, on the other hand, aim for high volume and lower margins. All three organisations – Benson, Hi-Mark and Levinson Brothers – face a common problem. They are all aware of the threat coming from the new multiple stores – retailers like Klassic, Marginal and Clique. These are “muscling in” on the other groups' traditional markets of clothing, home decoration and food. The new multiples have been very successful at attracting to their stores fashion-conscious customers, both young and old. They seem to have the knack of offering exciting, stylish goods at prices people can afford.

Rising costs have been the main cause of Benson's low profits. Stock levels tend to be high, but very often goods are not available when required by customers. At present, goods are kept in warehouses at each store. Benson is considering changing this system. It may build one or two huge distribution centers which will supply all the stores. This could be a less costly way of organising its warehousing facilities. In addition, it has been suggested recently that service at Benson's stores is not what it used to be. It is believed, also, that staff turnover and absenteeism is too high.

Unless Benson's management takes action soon to revive the group's fortunes, it would seem that the outlook for the organisation is bleak.

business people should contribute to cultural activities, they had to take an active part in the life of their community.

These days, there is a new approach to social responsibility it says that a business should try to meet the needs and interests of society and helps to solve the problems of society. Businesses are expected to show social responsibility in all kinds of ways. They are urged to provide safer products; to protect and respect the environment; to hire more people from minority groups; to offer work opportunities to unemployed youngsters; to oppose racial discrimination and at all times to behave with integrity. The list is endless.

The new concept of social responsibility means that businesses and business people must deal honestly with their employees, and with the outside world.

A lot of business people agree with the “wider” concept of social responsibility, it's about that businesses should help to solve social problems – even if their businesses did not create them and even if the social actions do not bring profits.

There are, nevertheless, some famous people who are against the new approach. One of these is Milton Friedman, an American economist who won the Nobel Prize for Economics in 1976. Milton Friedman believes that business must only “use its resources and energy in activities designed to increase its profits as long as it stays within the rules of the game ... and engages in open and free competition, without deception and fraud.” Friedman says that a business's social responsibility is “to make as much money for its shareholders as possible”. Another famous person, Ian MacGregor has been chief executive of large organisations like British Steel and the National Coal Board. He says that a business's first priority is to create wealth. But many companies, he believes, have a concept of social responsibility which distracts them from this task.

Of course, by showing social responsibility, the company may well benefit in the long run, but businesses have to bear that cost often by raising prices, lowering wages or having less profit.

II. Notes.

1. discussions of social responsibility – обсуждения социальной ответственности
2. new approach to social responsibility – новый подход к социальной ответственности
3. someone be urged to provide safer products – обеспечить более безопасными продуктами
4. to offer work opportunities to unemployed youngsters – предложить варианты работы для безработной молодежи

3. rational
4. quickly
5. carefully

IX. Translate the sentences from Russian into English.

1. Менеджер должен собирать факты и уравнивать курсы действия.
2. Менеджер должен рационально выбирать курс действия.
3. Важно не путать признаки проблемы с реальной проблемой.
4. Нужно проанализировать проблему, и решить какая, именно дополнительная информация необходима.
5. Работа менеджера заключается в том, чтобы минимизировать риск.
6. Перед принятием решения менеджер тщательно оценит все варианты, рассматривая преимущества и недостатки каждого.
7. Когда проблема определена и собраны все факты, менеджер должен рассмотреть варианты решения проблемы.
8. Возможно, в магазине продают товары, не пользующиеся спросом по высоким ценам.
9. Существует предположение, что супермаркет ведет неправильную рекламную политику.
10. На ранней стадии менеджер должен также принять во внимание правила и принципы компании.

X. Make up a plan to the text.

XI. Write a summary (20s-s)

XII. Retell the text.

Text 10

I. Read and translate the text.

SOCIAL RESPONSIBILITY

Thirty or so years ago, discussions of social responsibility were of three types: firstly, how businessmen should behave in their work. Secondly, people discussed the social responsibility of business towards its employees. They were interested in how organisations could improve the working conditions of their employees. Finally, social responsibility included the idea that

II. Notes.

1. in anticipation of the results – в ожидании результатов
2. to appeal younger buyers – привлекать для молодых покупателей
3. to prefer the self – service – предпочитать самообслуживание
4. to maintain good profit – поддерживать хорошую прибыль
5. to have the knack – стремление получить привычное
6. market approach – рыночный подход
7. through thick and thin – в любом случае

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. One of Benson's biggest problems is that it lacks a clear image.
2. Hi-Mark's strategy is, essentially, to maintain good profit margins on all its merchandise. Levinson Brothers, on the other hand, aim for high volume and lower margins.
3. All three organizations – Benson, Hi-Mark and Levinson Brothers – face a common problem.

IV. Answer the following questions.

1. What is one of Benson's biggest problems?
2. Why do customers prefer to buy goods in Hi-Mark and Levinson Brothers?
3. What is the strategy of Hi-Mark?
4. What do Levinson Brothers aim at?
5. What is the main cause of Benson's low profits?
6. What must Benson do to revive its outlook?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. One of Benson's biggest problems is that it lacks a clear image.
2. Although some well-off customers have stuck to Benson through thick and thin, many others have moved on and now shop in Hi-Mark.
3. These customers seem to prefer Hi-Mark's tasteful decor and high-priced, exclusive goods.
4. Another of Benson's disadvantages is that its merchandise does not particularly appeal to younger buyers.
5. These prefer the self-service, down-market approach of Levinson Brothers – Benson's other main rival.
6. Both Hi-Mark and Levinson Brothers are profitable organizations.
7. Hi-Mark's strategy is, essentially, to maintain good profit margins on all its merchandise.
8. Levinson Brothers, on the other hand, aim for high volume and lower margins.

9. All three organizations – Benson, Hi-Mark and Levinson Brothers – face a common problem.
10. They are all aware of the threat coming from the new multiple stores – retailers like Klassic, Marginal and Clique.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | | |
|---|---|
| T | F |
|---|---|
1. Benson's biggest problem is that it shows a clear image.
 2. Customers seem to prefer Hi-Mark's tasteful decor and high-priced exclusive goods.
 3. Another of Benson's disadvantages is that its merchandise particularly appeals to younger buyers.
 4. Younger buyers don't prefer the self-service, down-market approach of Levinson Brothers.
 5. Levinson Brothers are not Benson's main rival.
 6. Benson and Hi-Mark are profitable organizations.
 7. Levinson Brother's strategy is to maintain good profit margins on all its merchandise.
 8. Benson, Hi-Mark and Levinson Brothers organizations face a common problem.
 9. The new multiples have been very successful at attracting to their stores fashion-conscious customers.
 10. Benson, Hi-Mark and Levinson Brothers are aware of the threat coming from the new multiple stores – retailers like Klassic, Marginal and Clique.

VII. Insert the missing words and translate the sentences (on the other hand, the knack or offering exciting, compared with, this could be, staff turnover and absenteeism, all three organizations, have been very successful, down-market, through thick and thin, tend to be high).

1. This will mean a drop of some 25% ... the previous year.
2. Although some well-off customers have stuck to Benson ..., many others have moved on and now shop in Hi-Mark.
3. These prefer self-service, ... approach of Levinson Brothers – Benson's other rival.
4. Levinson Brothers, ... aim for high volume and lower margins.... Benson, Hi-Mark and Levinson Brothers – face a common problem.

7. Once the problem has been defined and the facts collected the manager should consider the options available for solving it.
8. Before making a decision, the manager will carefully assess the options, considering the advantages and disadvantages of each one.
9. A number of actions might be impossible to change the image.
10. The manager of the department store may solve his problems by making changes in staff, decreasing advertising.

VII. Insert the missing words and translate the sentences (intuitive, solving, courses, identify; define, policies, real problem, rules; principles, major courses, symptoms, minimize).

1. Other decisions are often ... ones.
2. Many decisions are more difficult to make since they involve problem
3. The manager has to collect facts and weigh up ... of action.
4. As a first step, the manager must ... and ... the problem.
5. Rules and ... like these act as constraints, limiting the action of the decision-taker.
6. The manager must ask himself what the store's ... is.
7. At this early stage, the manager must also take into account the ... and ... of the company which may affect the final decision.
8. Very often, they are strategic decisions involving ... of action which will affect the future direction of the enterprise.
9. The falling profits and sales are ... of a problem.
10. This is one reason why making decisions involves a degree of risk. It is the manager's job to ... that risk.

VIII. Refer back to the text and find synonyms for the following words.

1. routine
2. to gather
3. to solve
4. symptom
5. interior

Now refer back to the text and find antonyms for the following words.

1. real
2. profit

3. Why are most of the decisions more difficult to make?
4. What kinds of problems are existed in the decision-making?
5. Why is it important that he does not mistake the symptoms of a problem?
6. What will a manager do before making a decision?

V. Locating information. Find the passage in the text where the following ideas are expressed. Give the line references.

1. In carrying out management functions, such as planning, organising, motivating and controlling, a manager will be continually making decisions.
2. Decision-making is a key management responsibility.
3. Some decisions are of the routine kind.
4. Other decisions are often intuitive ones.
5. Once the problem has been defined and the facts collected the manager should consider the options available for solving it.
6. Before making a decision, the manager will carefully assess the options, considering the advantages and disadvantages of each one.
7. Having done this, he will have to take a decision.
8. Perhaps he will compromise, using more than one option.
9. However, as already mentioned, the manager will rarely have all the knowledge he needs.
10. This is one reason why making decisions involves a degree of risk.
11. It is the manager's job to minimize that risk.

VI. Understanding the passage.

Decide whether the following statements are true or false (T/F) or there is no information by referring to the text. Then make the necessary changes so that the false statements become true.

- | | |
|----------|----------|
| T | F |
|----------|----------|
1. Decisions are of the routine kind are made fairly quickly, and are based on judgment.
 2. The falling profits and sales are symptoms of a problem.
 3. As a first step, the manager must identify and define the problem.
 4. The manager has to collect facts and weigh up courses of action.
 5. A useful approach to this sort of decision-making is as follows: the process consists of two phases.
 6. The second step is to analyze the problem and decide what additional information is necessary before a decision can be taken.

5. The new multiples ... at attracting to their stores fashion – conscious customers, both young and all.
6. They seem to have ..., stylish goods at prices people can afford.
7. Stock levels ..., but very often goods are not available when required by customers.
8. ... a less costly way of organizing its warehousing facilities.
9. It is believed, also, that ... is too high.

VIII. Refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. damage
2. rise
3. stock
4. competitor
5. buyer

Now refer back to the text and find antonyms (i.e. words with a opposite meaning) for the following words.

1. old
2. loss
3. thin
4. various
5. preference

VIII. Translate the sentences from Russian into English.

1. Предполагалось, что прибыль организации Бенсон составит 6 миллионов долларов.
2. Два или три года назад цена акции составляла 10 долларов.
3. Одна из крупнейших проблем организации Бенсон – отсутствие ясной картины.
4. Обе организации Хай – Марк и Левинсон Брозерс – прибыльные.
5. Перед всеми тремя организациями возникла общая проблема.
6. Превышение цен является главной причиной низкой прибыли организации Бенсон.
7. Товары хранятся на складах.
8. Организация Бенсон намерена изменить эту систему.
9. Возможно будет строительство одного из двух огромных распределительных центра, которые будут снабжать все рынки.
10. Это будет менее дорогой способ организации складских помещений.

X. Make up a plan to the text.

XI. Write an annotation (10s-s)

XII. Retell the text.

Text 8

I. Read and translate the text.

DECISION MAKING

In carrying out management functions, such as planning, organising, motivating and controlling, a manager will be continually making decisions. Decision-making is a key management responsibility.

Some decisions are of the routine kind. They are decisions which are made fairly quickly, and are based on judgment. Because a manager is experienced, he knows what to do in certain situations. He does not have to think too much before taking action. The manager does not have to gather a great deal of additional information before making the decision.

Other decisions are often intuitive ones. They are not really rational. The manager may have a hunch or a gut feeling that a certain course of action is the right one. Thus, when looking for an agent in an overseas market, a sales manager may have several companies to choose from. However, he may go for one organisation simply because he feels it would be the most suitable agent. Such a decision is based on hunch, rather than rational thought.

Many decisions are more difficult to make since they involve problem – solving. Very often, they are strategic decisions involving major courses of action which will affect the future direction of the enterprise. To make good decisions, the manager should be able to select, rationally, a course of action. In practice, decisions are usually made in circumstances which are not ideal. They must be made quickly, with insufficient information.

The manager has to collect facts and weigh up courses of action. He must be systematic in dealing with the problem. A useful approach to this sort of decision-making is as follows: the process consists of four phases: i) defining the problem; ii) analysing and collecting information; iii) working out options and iv) deciding on the best solution.

As a first step, the manager must identify and define the problem. And it is important that he does not mistake the *symptoms* of a problem for the *real* problem he must solve. Consider the case of a department store which finds

that profits are falling and sales decreasing rapidly. The falling profits and sales are *symptoms* of a problem. The manager must ask himself what the store's *real* problem is. Does the store have the wrong image? Is it selling the wrong goods? Or the right goods at the wrong prices?

At this early stage, the manager must also take into account the rules and principles of the company which may affect the final decision.

The second step is to analyze the problem and decide what additional information is necessary before a decision can be taken. However, as already mentioned, the manager will rarely have all the knowledge he needs. This is one reason why making decisions involves a degree of risk. It is the manager's job to minimize that risk.

Before making a decision, the manager will carefully assess the options, considering the advantages and disadvantages of each one. Having done this, he will have to take a decision. Perhaps he will compromise, using more than one option. Thus, the manager of the department store may solve his problem by making changes in the product range, increasing advertising and improving the interior of the store.

II. Notes.

1. carrying out management functions – выполнение функций управления
2. a great deal of additional information – много дополнительной информации
3. decision is based on hunch – решение, основанное на догадке
4. insufficient information – недостаточная информация
5. considering the advantages and disadvantages of each one – рассматривая преимущества и недостатки каждого
6. to assess the options – давать оценку выбора

III. Which statement best expresses the main idea of the text? Why did you eliminate the other choices?

1. In carrying out management functions, such as planning, organising, motivating and controlling, a manager will be continually making decisions.
2. A useful approach to this sort of decision-making is as follows: the process consists of four phases.
3. Before making a decision, the manager will carefully assess the options, considering the advantages and disadvantages of each one.

IV. Answer the following questions.

1. What phases does decision-making process consist of?
2. Who knows what to do in a certain situation?