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# АНГЛИЙСКИЙ ЯЗЫК

Методическая разработка  
для студентов  
экономического факультета  
специальности ЭУП

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Составлена для студентов экономического факультета специальности «Экономика и управление на предприятии», для ознакомления студентов с терминологией по специальности.

В нее включены тексты по специальности и лексико-грамматические упражнения. Может использоваться как для внеаудиторного чтения, так и для аудиторной работы.

### Text 1

#### I. Read and translate the text.

#### KYRGYZSTAN FACES ELECTRICITY CRISIS AGAIN

BY VICTORIA SVETLICHNAYA

TCA CORRESPONDENT

But the country has again been forced to adopt a harsh electricity-conserving regime because of the low water levels in the reservoir of the Toktogul hydroelectric power plant, announced the country's Prime Minister.

Despite warnings about the necessity of economizing electricity, consumption continues to increase. In June, Bishkek alone used 48.6 million kilowatts an hour more than in the same period last year. Such a rise brings the threat of renewed power cuts and the introduction of a ban on the use of electric heating in detached houses.

To avoid such inconveniences, according to the Prime Minister, Kyrgyzstan has to save 900 megawatts of electricity. However, from what we have seen in June, it is not likely to be possible to create a reserve.

That is why the government has decided to switch the heating systems in public buildings to alternative types of fuel.

Along with the introduction of electricity cuts – a measure which infringes on consumers' rights, according to some organizations – Kyrgyzstan has also renewed the export of its electricity to neighboring Central Asian states, which means an added drop in the water level from the already depleted Toktogul reservoir.

Kyrgyzstan cannot avoid doing this for a number of reasons. The main reason is that the time has come to agree with the neighbors about fuel deliveries for the Bishkek and Osh power stations for the coming heating season.

In exchange for the export of its electricity in the summer season, Kyrgyzstan receives Kazakh coal and fuel oil.

This dry summer, however, when there is not enough water and electricity for Kyrgyzstan itself, its neighbors are even more interested in receiving Kyrgyz water than electricity.

#### II. Notes.

1. electricity-conserving regime – энергосберегающий режим
2. a ban on the use – запрет на использование
3. detached houses – частный сектор
4. infringe – нарушение
5. inconveniences – неудобства
6. to deplete – истощать, исчерпывать

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

1. The country has faced electricity crisis again.
2. The government has decided to switch the heating system in public buildings to alternative types of fuel.
3. Kyrgyzstan's neighbors are interested in receiving Kyrgyz water.

#### IV. Answer the following questions.

1. What was the main reason for the country to adopt electricity-conserving regime?
2. Why did the Prime Minister ask to adopt a harsh electricity conserving regime?
3. Why did the government decide to switch the heating systems to alternative fuels?
4. Why has Kyrgyzstan also renewed the export of its electricity to neighboring Central Asian states?
5. What has Kyrgyzstan received in exchange for the export of its electricity?
6. How do you understand the term "alternative" types of fuel?

#### V. Locating information. Find the passages in the text where the following statements are expressed.

1. Despite the fact of warnings about the necessity of economizing, consumption goes up.
2. Bishkek uses more than 48.6 million kilowatts an hour by itself.
3. The government has decided to switch the heating systems to alternative fuels.
4. According to the Prime-minister, it is possible to save 900 megawatts.
5. Kyrgyzstan started again the export of its electricity.
6. The introduction of a ban on the use of electric heating could be stated again.
7. The time has come to agree with the neighbors about fuel delivery.
8. The country has been forced to adopt a special regime because of water shortage in the reservoir.
9. The export of Kyrgyz electricity means an added drop in the water level.
10. Kyrgyzstan's neighbors are interested in receiving Kyrgyz water in summer time.

#### 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.

1. The country has again been forced to adopt an electricity-conserving regime.

2. The level of water in the reservoir of the Toktogul hydroelectric power plant is too high.
3. The consumption of electricity continues to increase.
4. Bishkek alone used 50.6 million kilowatts an hour.
5. Such a rise brings the threat of renewed power cuts.
6. The government hasn't decided to switch the heating systems to alternative fuels.
7. Kyrgyzstan has also renewed the export of its electricity to neighboring countries.
8. Kyrgyzstan can avoid doing the export with neighboring countries.
9. The Prime Minister announced about the end of electricity crisis in Kyrgyzstan.
10. Kazakhstan offers its coal and fuel oil in exchange for the export of Kyrgyz electricity.

**VII. Insert the missing words and translate the sentences.**

1. Despite \_\_\_ about the necessary of economizing \_\_\_, consumption continues to increase.
2. Kyrgyzstan cannot \_\_\_ doing this for a number of reasons.
3. But the \_\_\_ has again been forced to \_\_\_ a harsh electricity-conserving regime.
4. To avoid such \_\_\_, according to the Prime Minister, Kyrgyzstan has to save 900 \_\_\_ of electricity.
5. Kyrgyzstan has also \_\_\_ the export of its electricity to neighboring countries.
6. That is why \_\_\_ has decided to \_\_\_ the heating systems in public buildings.
7. In exchange for the \_\_\_ of electricity in the summer season Kyrgyzstan receives Kazakh \_\_\_ and \_\_\_.
8. The main \_\_\_ is that the time has come to agree with the neighbors.
9. However, from what we have seen in June, it is not likely to be possible to \_\_\_ a reserve.

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

1. to force
2. to announce
3. consumption
4. measure
5. reason

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

1. despite
2. to continue
3. inconveniences
4. consumer
5. to receive

**IX. Translate the sentences from Russian into English.**

1. Несмотря на предупреждения о необходимости экономии электричества, уровень потребления продолжает расти.
2. Кыргызстан не может избежать экономии энергии в силу целого ряда причин.
3. Основная причина – это то, что пришло время для составления соглашения с соседями о поставке топлива для отопительных станций Бишкека и Оша в предстоящем отопительном сезоне.
4. Только Бишкек израсходовал на 48.6 миллионов киловатт энергии в час больше по сравнению с предыдущим периодом.
5. Во избежание таких неудобств, как сказал премьер министр, Кыргызстану необходимо сэкономить до 900 мегаватт энергии.
6. Однако этим жарким летом, когда недостаточно как воды, так и электричества для самого Кыргызстана, соседние страны более заинтересованы в получении кыргызской воды, нежели электричества.
7. В обмен на экспорт электричества в летний период, Кыргызстан получает казахстанский уголь и топливо.
8. Однако то, что мы видели в июле, причина для создания резерва отсутствует.
9. Страна снова была вынуждена перейти на жесткий энергосберегающий режим в связи с низким уровнем на Токтогульской ГЭС.
10. Такое не рациональное потребление вызвало угрозу возобновления отключения электроэнергии, а также введение запрета на использование электроотопления в частном секторе.

**X. Make up an outline to the text.**

**XI. Retell the text.**

**Text 2**

**I. Read and translate the text.**

**ENERGY**

The Kyrgyzstan government took steps in 1998 and 1999 to set the legal foundation for the development of Kyrgyzstan's energy market, with the intention of leading to the commercialization and privatization of

Kyrgyzstan's energy sector. Laws were adopted related to electric power, oil and gas, energy conservation, licensing, and private ownership of land. There was also a law enacted concerning foreign investments. The Kyrgyz State Energy Agency worked out guidelines for rate policies, and set up rules for users of electricity and district heat.

Kyrgyzstan's energy policy is heavily weighted toward development of its large hydroelectric power resources and expansion of its electricity grid. Kyrgyzstan also has significant amounts of brown coal, and development of a large mine at Kara-Keche could produce enough coal to offset imported coal that is being used at the country's largest thermal power plant, in Bishkek.

Energy sector reform in Kyrgyzstan will more or less mirror similar reforms that have already taken place in the countries of Central and Eastern Europe – reduction of energy use by removal of state subsidies (and, therefore, greater cost to the consumer), promoting the financial health of utility companies through better billing practices, and promotion of private sector participation that will inject needed capital into the system. Removal of tariff subsidies has been and will continue to be gradual.

Kyrgyzstan has 3.6 gigawatts (GW) of generating capacity, about 80% of which is hydroelectric. Kyrgyzstan imports 67 billion cubic feet of natural gas per year, mostly from Uzbekistan.

Oil.

Kyrgyzstan contains seven developed oil fields and two oil/gas. Kyr-gyzneftgaz is a state-owned joint stock company responsible for production of oil and gas, and is presently looking for a foreign partner to introduce modern methods of oil and gas drilling. During the year 2000, Kyrgyzstan has had oil-field surveys by a team of specialists which, in November 2000, forecast that Kyrgyzstan could become self-sufficient in oil by exploiting various reserves. In the Fergana Valley, there is an estimated reserve of over 700 million barrels, and the combined reserves of depressions at Chui, Alay, Issyk-Kul, and At-Bashi could be as much as 1.5 to 2.2 billion barrels. These are not proved yet, however, and Kyrgyzstan's known proved crude oil reserves are presently only 40 million barrels.

## II. Notes.

1. legal foundation – законное основание
2. to adopt a law – принять закон
3. private ownership – частное владение
4. state-owned joint stock company – акционерное общество принадле-жащее государству
5. barrel – баррель = 31 – 42 gallons (галлона) = 140.7 – 190.9 liters (литров)
6. self-sufficient – самодостаточный

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

1. The Kyrgyz government took steps in the development of Kyrgyzstan's energy market.
2. The Kyrgyz State Energy Agency worked out guidelines and set up rules for users of electricity.
3. Kyrgyzstan is the self-sufficient state with its own energy sector.

## IV. Answer the following questions.

1. Why did the Kyrgyz government take steps for the development of Kyrgyzstan's energy market?
2. What kinds of laws were adopted by the Kyrgyz government?
3. Which agency worked out guidelines for rate policies?
4. What is Kyrgyzstan's generating capacity?
5. How many developed oil fields does Kyrgyzstan contain?
6. How many billion cubic feet of natural gas does Kyrgyzstan import from Uzbekistan?

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

1. The Kyrgyz government creates a legal foundation for Kyrgyz energy market.
2. A number of laws were adopted, related to electric power, oil, and gas.
3. Kyrgyzstan's energy policy is weighted to development of its hydroelectric power resources.
4. Reforms in energy sector in Kyrgyzstan will be similar to reforms of Central and Eastern Europe.
5. Removal of tariff subsidies will continue to be gradual.
6. Kyrgyzstan contains some oil and gas developed fields.
7. Kyrgyzstan imports natural gas from Uzbekistan
8. There are significant deposits of brown coal in Kyrgyzstan.
9. According to a team of specialists, Kyrgyzstan could become self-sufficient in oil.
10. There is an estimated reserve of over 700 million barrels in the Fergana Valley.

## 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 Kyrgyzstan's government didn't take steps to set the legal foundation for the development of energy market.

2. Laws were adopted related to salary raise for social workers.
3. The guidelines for rate policies were worked out by the parliament.
4. Energy sector reform in Kyrgyzstan reminds European reforms.
5. Kyrgyzstan has 3.6 gigawatts of generating capacity.
6. Kyrgyzstan imports natural gas from Ukraine.
7. Kyrgyzneftgaz is a state-owned joint-stock company.
8. The Fergana Valley is rich in oil.
9. Kara-Keche mine could produce enough coal to offset imported coal.
10. Removal of tariff subsidies will continue to be gradual.

**VII. Insert the missing words and translate the sentences.**

1. The Kyrgyz State \_\_\_ worked out guidelines for rate policies.
2. Energy \_\_\_ in Kyrgyzstan will be more or less similar to European reforms.
3. \_\_\_ is a state-owned joint stock company.
4. \_\_\_ were adopted related to electric power, oil and gas.
5. Kyrgyzstan's \_\_\_ is heavily weighted toward development of its large \_\_\_ power resources.
6. Kyrgyzstan also has \_\_\_ deposits of brown coal.
7. In November 2000, according to the forecast, Kyrgyzstan could become \_\_\_ in oil by exploiting various reserves.
8. Kyrgyzstan has 3.6 gigawatts of generating capacity, about 80% which is \_\_\_.
9. \_\_\_ of tariff subsidies has been and will continue to be gradual.

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

1. foundation
2. to adopt
3. significant
4. promoting
5. to forecast

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

1. legal
2. foreign
3. to import
4. responsible
5. to continue

**IX. Translate the sentences from Russian into English.**

1. Правительство Кыргызстана приняло меры в 1998 и 1999 году для создания законодательной основы для развития кыргызского энергетического региона.

2. Был принят ряд законов, направленных на добычу электроэнергии, нефти и газа.
3. В Кыргызстане имеются огромные залежи бурого угля.
4. Кыргызстан ежегодно импортирует 67 миллионов кубических метров газа из Узбекистана.
5. Кыргызнефтегаз – это акционерное общество, принадлежащее государству.
6. В Кыргызстане находится 7 разработанных месторождений нефти.
7. Реформы в сфере энерго-сектора в Кыргызстане более или менее схожи с европейскими реформами.
8. В настоящее время Кыргызнефтегаз ищет иностранного партнера с целью введения современных методов по добычи нефти и газа.
9. Разработка большого рудника в Кара-Кече позволит производить достаточное количество угля.
10. Также был принят закон, имеющий отношение к зарубежному инвестированию.

**X. Write an annotation to the text.**

**XI. Retell the text.**

**Text 3**

**I. Read and translate the text.**

**ENERGY RESOURCES**

Estimates of world energy reserves have increased significantly over the past 20 years, despite rising levels of consumption. Proved recoverable reserves of petroleum rose by 60 percent between 1973 and 1993; those of natural gas rose more than by 140 percent. If energy consumption were to remain constant at current levels, proved reserves would supply world petroleum needs for 40 years, natural gas needs for 60 years, and coal needs for over 200 years.

**Petroleum**

Petroleum reserves are of particular importance, given the central role that petroleum plays in world energy supplies and world energy markets. Liquid fuels – primarily petroleum-continue to dominate world commercial energy production, providing 40 percent of the world's commercial energy-some 22 billion barrels per year. Oil dependence varies widely among countries, from nearly 100 percent in several African countries (e.g., Burkina Faso, The Gambia, Senegal, and Sierra Leone) to 35 percent in Canada and 17 percent in China. Oil dominates the international trade in energy because of its ready portability.

Estimates of global petroleum reserves have increased over the past decade (up to 43 percent between 1984 and 1994), primarily due to major reevaluations of oil reserves in 1987 and 1989 in the Middle East, where more than 65 percent of the world's oil resources are located. Since 1989, however, new discoveries, additions, and revisions have broadly matched the world's production, leaving total reserves basically unchanged. Regionally, however, reserves have been declining in many important energy-consuming nations. For instance, reserves in the former Soviet Union declined by 10 percent between 1984 and 1994. Indeed, the Russian Federation's high-yield oil deposits are from 60 to 90 percent depleted a situation that has contributed to recent cuts in production there. In the United States, reserves declined by 14 percent between 1984 and 1994.

#### **Solid fuels**

Solid fuels (e.g., coal, lignite, and peat) are in relatively abundant supply and are an important component of the world energy mix, making up 27 percent of global commercial energy production. Most solid fuel is consumed in the country where it is produced because of the expense of transport. In China and India, solid fuels dominate the energy mix, accounting for about three quarters of commercial energy production in both countries.

Given the rapid economic expansion is under way in both countries and their considerable indigenous supplies of coal, consumption of coal is expected to grow particularly rapidly in Asia in the next few decades.

#### **Natural Gas**

Currently, natural gas is the fossil fuel experiencing the fastest growth in consumption. Natural gas now supplies 23 percent of global commercial energy, and production has risen more than 70 percent in the past 20 years. Even though estimates of global natural gas reserves have been increasing rapidly, there is still less natural gas than petroleum in proved reserves. Russia holds the largest natural gas reserves with 48,160 billion cubic meters in 1993. This represents about one third of the world total reserves and is more than ten times that of natural gas reserves in the United States. Ample reserves are also found in the Middle East.

#### **II. Notes.**

1. recoverable reserves – восполняемые резервы
2. petroleum – нефть, петролеум
3. portability – портативность
4. reevaluation – переоценка
5. solid fuel – твердое топливо
6. indigenous supplies – местные (локальные) поставки

7. peat – торф
8. fossil – окаменелость

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

1. World energy reserves have increased significantly.
2. Solid fuels are the most important component of the world energy mix.
3. Natural gas is the fossil fuel experiencing the fastest growth in consumption.

#### **IV. Answer the following questions.**

1. Why would proved reserves supply world petroleum needs for 40 years?
2. How many types of energy resources do you know?
3. Why does oil dominate the international trade in energy?
4. Why have global petroleum reserves increased over the past decade?
5. In what countries do solid fuels dominate?
6. Which country holds the largest natural gas reserves?

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

1. Estimates of world energy reserves have increased.
2. Petroleum reserves play the central role in world energy.
3. If energy consumption were to remain at current levels, proved reserves would supply world petroleum needs.
4. Oil dependence varies widely among countries.
5. Since 1989 new discoveries and additions have broadly matched the world's production.
6. Solid fuels are an important component of the world energy mix.
7. Natural gas is the fossil fuel experiencing the fastest growth in consumption.
8. Solid fuels dominate the energy mix in China and India.
9. Natural gas supplies 23 percent of global commercial energy.
10. Oil dependence varies widely in several African countries.

#### **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. Estimates of world energy reserves have decreased over the past 20 years.
2. Petroleum reserves are of particular importance today.
3. Liquid fuels continue to dominate world commercial energy production.

4. In the United States reserves declined by 50 percent between 1984 and 1994.
5. Solid fuels are an important component of the world energy mix.
6. Nowadays, natural gas is the fossil fuel experiencing the lowest growth in consumption.
7. Oil dominates the international trade in energy because of its ready portability.
8. Proved recoverable reserves of petroleum rose by 80 percent between 1973 and 1993.
9. The consumption of coal is expected to grow rapidly in Asia in the next few decades.
10. In China and India, solid fuels dominate the energy mix.

**VII. Insert the missing words and translate the sentences.**

1. Most \_\_\_ is consumed in the country where it is produced because of the expense of transport.
2. Liquid fuels, primarily \_\_\_, continue to dominate world commercial energy production.
3. If energy \_\_\_ were to remain constant at current \_\_\_, proved reserves would supply petroleum needs.
4. In \_\_\_ and \_\_\_, solid fuels dominate the energy mix.
5. \_\_\_ dominates the international trade in energy because of its ready portability.
6. Indeed, the \_\_\_ \_\_\_ high-yield oil deposits are from 60 to 90 percent depleted.
7. Oil \_\_\_ varies widely among countries, from nearly 100 percent in several \_\_\_ countries.
8. \_\_\_, the Russian Federation's high-yield oil deposits are from 60 to 90 percent depleted.
9. For \_\_\_, reserves in the former \_\_\_ \_\_\_ declined by 10 percent between 1984 and 1994.
10. \_\_\_ holds the largest natural gas reserves with 48.160 billion cubic meters.

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

1. to estimate
2. to rise
3. to dominate
4. needs
5. consumption

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

1. to increase
2. liquid fuels
3. natural
4. expansion
5. to decline

**IX. Translate the sentences from Russian into English.**

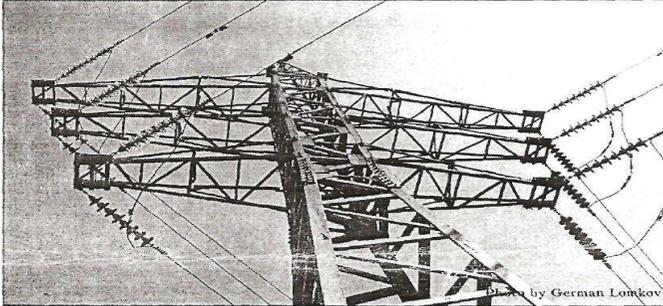
1. За последние 20 лет заметно возросли оценки мировых энергоресурсов.
2. Нефтяные запасы имеют особую важность, которой отводится главная роль на мировых энергорынках.
3. Зависимость от нефти широко изменяется среди стран, приблизительно до 100% в некоторых странах.
4. Твердые виды топлива, такие как уголь, торф и лигнит, являются важными компонентами мировых энергоресурсов.
5. В Китае и Индии твердые виды топлива являются доминирующими.
6. К примеру, энергорезервы в бывшем Советском Союзе сократились на 10% между 1984 и 1994 годами.
7. Жидкие виды топлива, в особенности нефть, продолжают доминировать на мировом рынке коммерческого производства энергии.
8. Как ожидается, потребление угля значительно возрастет в Азии в течение двух последних десятилетий.
9. В настоящее время природный газ составляет 23% всемирной коммерческой энергии.
10. Нефть доминирует на мировом рынке в силу своей транспортабельности.

**X. Retell the text.**

## Text 4

### I. Read and translate the text.

#### SANGTUDA-1 HPP ANNOUNCES REDUCTION IN ELECTRICITY GENERATION



DUSHANBE (Asia-Plus) – According to the open joint-stock company Sangtudinskaya ES-1, which runs the Russian-built Sangtuda-1 hydroelectric power plant (HPP), only one of four units of the Sangtuda-1 station will operate beginning from December 2, 2009.

According to the source, only two units have been kept operational since last month. “They are currently generating 5.4 million kWh of electricity per day and after shutdown of one of them, the station will generate only 2.7 million kWh of electricity per day,” the source said. “Two other units of the station are still under the planned maintenance services and the third one will be shut down for maintenance services tomorrow.”

The company administration on November 13 sent an official letter to Tajik Prime Minister warning of possible interruption in generation of electricity by the Sangtuda-1 hydroelectric plant as of December 1 due to 28.3 million somoni in areas that Barqi Tajik national power holding owes to Sangtuda-1.

“Taking into account the hard power supply situation in Tajikistan, we have decided not to stop the station but to reduce generation of electricity”, the source noted.

On the Barqi Tajik’s debts, he said that Barqi Tojik owed 41.4 million somoni to Sangtuda-1. “They have remitted to our bank account only 5 million somoni so far and promised to remit another 5 million somoni in the near future; however, we need the whole amount”, the source said.

The construction of the Sangtuda-1 hydro-power plant located some 110 kilometers southeast of Dushanbe began in the late 1980s.

By the early 1990s, only 20% of the construction work had been completed, and further construction was suspended due to a civil war that broke

out in Tajikistan in the early 1990s. The talks between Russia and Tajikistan on completing the construction of the Sangtuda-1 HPP began in 2003 and in 2004 the parties signed an inter-governmental agreement.

An official ceremony of introduction of the last fourth unit of the Sangtuda-1 station into operation was held in the late July this year. The Sangtuda-1 HPP has an estimated capacity of 670 MW. Russia retains a 75 percent share in the power plant, which is capable to generate 2.7 billion kWh of electricity per annum.

### II. Notes.

1. join-stock company – акционерное общество
2. to shutdown – закрыть, прекратить работу
3. maintenance service – содержание, зд. ремонтные работы
4. to remit – уменьшать, ослаблять
5. to suspend – приостановить
6. inter-governmental agreement – межправительственное соглашение

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

1. Only one of four units of the Sangtuda-1 station will operate beginning from December 2, 2009.
2. Tajik authorities have decided not to stop the station but to reduce generation of electricity.
3. The Sangtuda-1 station will be one of the most powerful Tajik stations.

### IV. Answer the following questions.

1. How many units of the Sangtuda-1 station will operate beginning from December 2, 2009?
2. Who runs the Russian – built Sangtuda-1 hydroelectric-power plant?
3. What was the letter contents sent by the company administration on November 13?
4. When did the construction of the Sangtuda-1 hydropower plant begin?
5. What percent of the construction work had been completed by the early 1990s?
6. When did an official ceremony of introduction of the last 4 units take place?

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

1. Only 2 units have been kept operational since last month.
2. The 3rd unit will be shutdown for maintenance service.
3. The company administration sent an official letter to Tajik Prime Minister.
4. The stations are currently generating 5.4 million kilowatt of electricity per day.

5. Barqi Tajik owed 41.4 million somoni to Sangtuda-1.
6. The construction of the Sangtuda-1 is located some 110 km. southeast of Dushanbe.
7. By the early 1990s only 20% of the construction work had been completed.
8. The further construction was suspended due to civil war.
9. The talks between Russia and Tajikistan began in 2003.
10. An official ceremony of introduction of the fourth unit was held in July.

#### 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.

1. Sangtuda-1 is a hydropower plant.
2. Two units of the station have been kept operational since last month.
3. After shutdown of one of the stations, the station will generate only 3.7 million kilowatt of electricity per day.
4. Two other units of the station are under construction at the moment.
5. The company administration sent a telegram to Tajik Prime Minister.
6. The construction of the Sangtuda-1 HPP began in the late 1980s.
7. By the early 1990s, only 50% of the construction work had been completed.
8. The talks between Russia and Tajikistan began in 2009.
9. An inter-governmental agreement between 2 countries was signed in 2004.
10. Russia retains a 90% share of the power plant.

#### VII. Insert the missing words and translate the sentences.

1. According to the \_\_\_\_, only two units have been kept operational since \_\_\_\_.
2. They are currently generating 5.4 million kilowatt of \_\_\_\_ per day.
3. Two other units of the station are still under the planned \_\_\_\_ services.
4. The company \_\_\_\_ on November 13 sent an \_\_\_\_ letter to Tajik Prime Minister.
5. Taking into \_\_\_\_ the hard power supply situation in Tajikistan, we have \_\_\_\_ not to stop the station.
6. They have \_\_\_\_ to our bank account only 5 million somoni in the near future.
7. The \_\_\_\_ of the Sangtuda-1 located some 110 kilometers southeast of Dushanbe began in the \_\_\_\_ 1980s.
8. By the early 1990s, only 20% of the \_\_\_\_ had been \_\_\_\_.
9. The \_\_\_\_ between Russia and Tajikistan on completing the construction of the Sangtuda-1 began in 2003.

10. An official \_\_\_\_ of \_\_\_\_ of the last fourth unit of the Sangtuda-1 station was held in the late July this year.

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

1. currently
2. to shutdown
3. to reduce
4. however
5. amount

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

1. to generate
2. interruption
3. early
4. to begin
5. official

#### IX. Translate the sentences from Russian into English.

1. Согласно источнику только 2 части станции были введены в эксплуатацию.
2. В настоящее время они вырабатывают 5,4 миллиона киловатт электричества в день.
3. Администрация компании 13 ноября отправила официальное письмо премьер министру Таджикистана.
4. Строительство гидроэлектростанции Сангтуда-1, расположенной в 110 километрах к юго-востоку от Душанбе, началось в конце 80х.
5. В начале 90х, только 20% строительных работ было завершено.
6. Переговоры между Россией и Таджикистаном по поводу завершения строительства Сангтуды-1 начались в 2003 году.
7. В 2004 году стороны подписали межправительственное соглашение.
8. Дальнейшее строительство станции было приостановлено из-за гражданской войны, которая разразилась в Таджикистане в начале 90х.
9. Официальная церемония представления последних четырех частей станции Сангтуда-1 проводилось в конце июля этого года.
10. Россия является держателем 75% акций электростанции, которая способна производить 2,7 миллиарда киловатт электричества в год.

#### X. Make up a summary to the text.

## Text 5

### I. Read and translate the text.

#### **DESPITE GREAT ENERGY POTENTIAL, KYRGYZSTAN STRUGGLES TO KEEP THE LIGHTS ON**

**BISHKEK (TCA) – Energy sector has always been and to this day remains an essential component of Kyrgyzstan’s economy, which is proven by its 100-year history.**

##### **BY VICTOR WINNER**

Even before the Soviet times, Russian scientists noticed Kyrgyzstan’s huge hydropower potential. Back in 1910, the first exploratory expedition of the General Directorate for Agriculture and Land Management of the Russian Empire was sent to Kyrgyzstan to explore the energy capabilities of the Chui River.

In 1913, the first thermal power station was built at the Kyzyl-Kiya mine and the first hydropower plant (HPP) with the capacity of 55 kW was built in the city of Osh. In 1916, thermal power plants in Osh, Pishpek (now Bishkek), Przhevalsk (Karakol) were put into operation, and construction of the Malaya Alamedin, At-Bashy, and Jergalan HPPs began.

In December 1920, the Soviet government decided to build the first large HPPs in Kyrgyzstan. Since then, the electrification process in Kyrgyzstan has not stopped.

Today, Kyrgyzstan’s hydro-power potential represented by 252 large and medium-sized rivers is estimated at over 160 billion kWh of electricity. The potential of small rivers would add another 5.8 billion kWh per year, but only three percent of that potential is utilized.

Currently, about five percent of GDP, sixteen percent of industrial production, and ten percent of the state budget revenue comes from the power industry.

Why then does per capita electricity consumption in Kyrgyzstan remain one of the lowest in Central Asia?

According to head of the Electric Networks Public Corporation, the situation in the energy industry is caused by the limited reliability of power supply systems as a result of over 60 percent of the equipment being outdated. In particular, the Frunze power substation has thirty year old equipment which was designed to last only twenty. As a result, in 2007 there were 482 emergency situations and the following year, that number jumped to 736.

General Director of Electric Stations Company said, “Outdated equipment breaks down. High voltage networks cannot withstand long operational life. They were built in the Soviet times, and were meant for a smaller number of consumers. They also were not designed to handle the use of new appliances”.

The Bishkek Architectural Department says it is necessary to upgrade power networks while designing new residential complexes. “However, many construction companies do not want to invest in the power networks renovation and power capacity increase, preferring to build on sites where they can connect to the pre-existing network,” said head of Architecture and Planning at the Architectural Department. “For many years, energy efficient building through the use of energy-efficient materials and new technologies has failed to be implemented”.

Kyrgyzstan’s First Vice-Prime Minister said that the energy industry survives to this day only as a result of increased tariffs which help solve problems in the country’s energy security.

There is an imbalance in the distribution of power generating facilities in Kyrgyzstan, most of which are located in the southern region of Jalal-Abad.

The geographical division of Kyrgyzstan’s power system into South (Naryn hydropower plants cascade) and North (Toktogul HPP-Bishkek substation high-voltage transmission line) sectors also has disadvantages. Today, the high-voltage line South-North is 52.3 percent worn-out.

Furthermore, Kyrgyzstan’s southern regions use Tajikistan’s and Uzbekistan’s power networks for electricity supply. Therefore, if parallel work of the Central Asian unified power system fails, power supply to the Kyrgyz south would be on the verge of collapse.

### II. Notes.

1. to be outdated – изнашиваться, устареть
2. appliance – применение, приспособление
3. to upgrade – модернизировать
4. to implement – выполнять, осуществлять
5. to estimate – оценивать
6. capacity – вместимость, мощность

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

1. Energy sector has always been an essential component of Kyrgyzstan’s economy.
2. Many construction companies do not want to invest into the power networks renovation.
3. Today Kyrgyzstan faces an imbalance in the distribution of power generating facilities.

### IV. Answer the following questions.

1. When was the first exploratory expedition sent to Kyrgyzstan to explore the energy capabilities of the Chui river?

- Why can high voltage networks not withstand long operational life?
- How many rivers represent modern hydropower potential of Kyrgyzstan?
- What can you say about present-day condition of equipment?
- What is the main cause of the limited reliability of power supply systems?
- Where was the first thermal power station built?

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

- Energy sector is one of the most important components of Kyrgyz economy.
- The first hydropower plant was built in the city of Osh.
- The Soviet government decided to build the first large HPP in Kyrgyzstan.
- Today Kyrgyzstan's hydro-power potential is represented by 252 rivers.
- 10 percent of the state budget revenue comes from the power industry.
- 482 emergency situations took place in 2007.
- Outdated equipment can't withstand any more.
- Construction companies do not want to invest in the power networks renovation and power increase.
- The energy industry survives as the result of increased tariffs.

**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.**

- Energy sector has always played an important role in Kyrgyz economy.
- The first exploratory expedition was sent to Kyrgyzstan to explore the coal mines.
- The electrification process in Kyrgyzstan stopped in 1920.
- Only 5 big rivers of Kyrgyzstan represent its hydro-power potential.
- Small rivers add another 5.8 billion kWh of electricity per year.
- At present about 5 percent of GDP comes from the power industry.
- The situation in the energy industry is caused by the unlimited reliability of power supply systems.
- Today Kyrgyzstan has modern and complex equipment in the field of energy.
- The Bishkek Architectural Department says it is necessary to upgrade power networks.
- Many construction companies want to invest into power capacity increase in order to gain huge profits.

**VII. Insert the missing words and translate the sentences.**

- In 1913, the first \_\_\_\_\_ \_\_\_\_\_ was built at the Kyzyl-Kiya mine.
- Why does the \_\_\_\_\_ \_\_\_\_\_ electricity consumption in Kyrgyzstan remain one of the lowest in Central Asia?
- In \_\_\_\_\_, the Bishkek power substation has thirty year old equipment.
- The Bishkek \_\_\_\_\_ \_\_\_\_\_ says it is necessary to upgrade power networks.
- They were \_\_\_\_\_ in the Soviet times, and were meant for a smaller number of \_\_\_\_\_.
- Back in 1910, the first exploratory expedition of the General \_\_\_\_\_ \_\_\_\_\_ of the Russian Empire was sent to Kyrgyzstan.
- According to the expert, \_\_\_\_\_ of Electric Networks Public \_\_\_\_\_, the situation in the energy industry is caused by limited reliability.
- For many years, energy \_\_\_\_\_ \_\_\_\_\_ through the use of energy-efficient – has failed to be implemented.
- Many construction companies prefer to build \_\_\_\_\_ where they can \_\_\_\_\_ to the existing network.
- In 1916, \_\_\_\_\_ \_\_\_\_\_ plants in Osh, Pishpek, Przhhevsk \_\_\_\_\_ \_\_\_\_\_ into operation.

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

- to notice
- capability
- to decide
- consumption
- consumer

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

- essential
- to add
- reliability
- outdated
- to increase

**IX. Translate the sentences from Russian into English.**

- Энергетический сектор всегда был и остается по сей день одним из важнейших компонентов экономики Кыргызстана.

2. В декабре 1920 г. Советское правительство решило построить первую гидроэлектростанцию в Кыргызстане.
3. Сегодня гидроэнергетический потенциал Кыргызстана представлен 252 большими реками и реками средних размеров, которые насчитывают более 160 миллиардов киловатт электричества.
4. По словам эксперта, ситуация в сфере энергетики обусловлена ненадежностью энергоснабжающих систем.
5. В результате, порядка 60% оборудования попросту отслужило свой срок.
6. Высоковольтные линии больше не могут выполнять свои функции.
7. Многие строительные компании больше не хотят инвестировать средства в восстановление энергосетей.
8. Потенциал малых рек ежегодно прибавляет 5,8 миллиарда киловатт, но только 3% потенциала утилизировано.
9. В 2007 г. имели место 482 аварийные ситуации и в последующем году эта цифра превысила 736.
10. За многие годы, эффективное строительство в сфере энергетики с использованием энергоэффективных материалов и новых технологий так и не воплотилось в реальность.

#### X. Make up a plan of the text.

#### XI. Retell the text.

#### Text 6

**I. When you read the following text, you will probably meet words and expressions that are new to you. First try to understand their meaning from the context – read the same passage a few times. When you have read the whole text, check new words in a dictionary.**

#### BOARD OF DIRECTORS

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

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

In an organization with voting members, e.g., a professional society, the board acts on behalf of, and is subordinate to, the organization’s full

assembly, which usually chooses the members of the board. In a stock corporation, the board is elected by the stockholders and is the highest authority in the management of the corporation. In a non-stock corporation with no general voting membership, e.g., a university, the board is the supreme governing body of the institution. Typical duties of boards of directors include:

- governing the organization by establishing broad policies and objectives;
- selecting, appointing, supporting and reviewing the performance of the chief executive;
- ensuring the availability of adequate financial resources;
- approving annual budgets;
- accounting to the holders for the organization’s performance.

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

#### II. Notes.

1. trustee – опекун, попечитель
2. duty – долг
3. to confer on – совещаться
4. bylaws – устав
5. ensuring – обеспечение
6. availability – наличие
7. adequate – достаточный
8. jurisdiction – юрисдикция
9. rigorous – строгий
10. chairman – председатель

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

1. Typically the board chooses one of its members to be the chairman.
2. Companies or organizations have a board of directors who jointly oversee the activities of this company and operate according to the organization’s bylaws.

#### IV. Answer the questions.

1. What does a board of directors mean?
2. Who elects the board of directors?
3. Give your own definition of a board of directors.
4. What duties does the board of directors perform?
5. Who is more important: a stockholder or a member of a board?
6. Does the board of directors change its structure?

### V. 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.

1. A board of directors is a body of elected members.
2. A board's activities are determined by the choice of other people.
3. The board of directors is elected by the stockholders.
4. A non-stock corporation consists of general membership.
5. The bylaw in corporation specifies the appointing the performance of the chief-executive.
6. For public corporations, responsibilities are always rigorous.
7. The board always chooses one of the stockholders to be the chairman.
8. The board of directors acts on behalf of professional society.
9. The highest authority in the management of the corporation is a board of trustees.
10. The board is the supreme governing body of the institution.

### VI. Location information. Find the passages in the text where the following ideas are expressed.

1. A board's activities are typically detailed in the organization's bylaws.
2. In a stock corporation, the board is elected by the stockholders.
3. One of the duties of boards of directors is approving annual budgets.
4. The legal responsibilities of boards and board members vary with nature of the organization.

### VII. Find in the text synonyms for the following words.

1. establishment
2. strict
3. to be chosen
4. governing body

### Find in the text antonyms for the following words.

1. subordinate
2. stock corporation
3. right
4. identical

### VIII. Match the words.

- |                          |   |
|--------------------------|---|
| 1. chairman              | a. a person who owns shares of stock in a company.                              |
| 2. non-stock corporation | b. a rule of an organization.   |
| 3. stockholder           | c. a corporation that doesn't have owners represented by shares of stock.       |
| 4. bylaw                 | d. a person holding the company is typically elected by the members of a board. |

### IX. Insert the missing words and translate the sentences.

1. A board's activities are determined by the \_\_\_\_\_ duties, and \_\_\_\_\_ delegated to it or conferred on it by an authority outside itself.
2. The \_\_\_\_\_ commonly also specify the number of members of the board.
3. In a \_\_\_\_\_ corporation, the \_\_\_\_\_ is elected by stockholders and is the highest authority in the management of the corporation.
4. The body sometimes has a different name, such as board of \_\_\_\_\_, board of \_\_\_\_\_, board of \_\_\_\_\_ or executive board.
5. Governing the organization by establishing board \_\_\_\_\_ and \_\_\_\_\_.
6. The legal responsibilities of boards and board members vary with the nature of the \_\_\_\_\_.
7. For public corporations, these responsibilities are typically much more rigorous and complex.

### X. Translate from Russian into English.

1. Обычно Правление выбирает одного из своих членов председателем Правления.
2. Законные обязанности правлений различаются в зависимости от специфики организации и юрисдикции, согласно которой они работают.
3. Для общественных организаций ответственность строже и сложнее, чем для других организаций.
4. В акционерном обществе Правление избирается акционерами и пользуется большим авторитетом в управлении корпорацией.
5. Правление – это совет избранных или назначенных лиц, которые совместно следят за деятельностью компании или организации.
6. Также устав предприятия определяет число членов правления, условия их избирания и периодичность их собраний.

### XI. Retell the text.

## Text 7

### I. Read and translate the text.

#### EXECUTIVE DIRECTOR AND NON-EXECUTIVE DIRECTOR

A **board of directors** is a group of people elected by the owners of a business entity who have decision-making authority, voting authority, and specific responsibilities which in each case is separate and distinct from the authority and responsibilities of owners and managers of the business entity. The precise name for this group of individuals depends on the law under which the business entity is formed.

**Directors** are the members of a board of directors. Directors must be individuals. Directors can be owners, managers, or any other individuals elected by the owners of the business entity. Directors who are owners and/or managers are sometimes referred to as inside directors, insiders or interested directors. Directors who are managers are sometimes referred to as executive directors. Directors who are not owners or managers are sometimes referred to as outside directors, outsiders, disinterested directors, independent directors, or non-executive directors.

Boards of directors are sometimes compared to an advisory board or board of advisors (advisory group). An advisory group is a group of people selected (but not elected) by the person wanting advice. An advisory group has no decision-making authority, no voting authority, and no responsibility. An advisory group does not replace a board of directors; in other words, a board of directors continues to have authority and responsibility even with an advisory group.

The role and responsibilities of a board of directors vary depending on the nature and type of business entity and the laws applying to the entity. For example, the nature of the business entity may be one that is traded on a public market (public company), not traded on a public market (a private, limited or closely held company), owned by family members (a family business), or exempt from income taxes (a non-profit, not for profit, or tax-exempt entity). There are numerous types of business entities available throughout the world such as a corporation, limited liability company, cooperative, business trust, partnership, private limited company, and public limited company.

Much of what has been written about boards of directors relates to boards of directors of business entities actively traded on public markets. More recently, however, material is becoming available for boards of private and closely held businesses including family businesses.

### II. Notes.

1. board – правление, совет, коллегия
2. advice – совет

3. distinct – отличный (от других)
4. precise – точный, определенный
5. business entity – юридическое лицо
6. to refer – ссылаться, передавать, направлять, относиться к чему-либо
7. exempt – изъятый, освобожденный

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

1. The role and responsibilities of a board of directors vary depending on the nature and type of a business entity and the laws applying to the entity.
2. Much of what has been written about boards of directors relates to boards of directors of business entities actively traded on public markets.
3. In any market there is a board of directors which includes various forms of direction in order to make decision.

### IV. Answer the following questions.

1. What is the main deal of the board of directors?
2. Which types of directors do you know?
3. How can you explain the role of advisory board?
4. What can you say about the directors who are not owners or managers?
5. What kind of restrictions does an advisory board have?
6. How does a board of directors vary?

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

1. The boards of directors' responsibilities are separate from owners and managers responsibilities.
2. Owners of a business entity elect a board of directors.
3. Inside directors is such kind of director who is the owner or/and manager and is called as insider or interested director.
4. An advisory board has no responsibilities in a business function except giving advice.
5. An advisory board is not elected as a board of directors by owners or/and managers, but it is selected by the person wanting advice.
6. Directors can be also elected by the owners of the business entity.
7. A board of directors can exist without an advisory group.
8. Laws applying to the entity can influence the role and responsibility of a board of directors.
9. A public company is traded on public market and a private company is not.
10. A business trust is one of the types of business entities available throughout the world.

## 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 precise name for the group of individuals in a board of directors depends on the law which the business entity is formed.
2. A board of directors is a group of people elected by the government.
3. Directors are the only members of a board of directors.
4. Directors who are managers are sometimes referred to as executive directors.
5. Directors who are owners or/and managers are sometimes referred to as outside directors, outsiders, independent directors.
6. An advisory group is a group of people elected by the owners of a business entity who have decision-making authority, voting authority, and specific responsibilities.
7. An advisory group does not replace a board of directors.
8. The role of a board of directors varies depending on the nature of business entity.
9. There are various types of business entities which actively exist in a market.
10. In any market there is a board of directors which includes different forms of direction in order to make a decision.

## VII. Insert the missing words and translate the sentences.

1. A board of directors is a group \_\_\_\_\_ people elected by \_\_\_\_\_ owners of a business entity.
2. Directors must \_\_\_\_\_ individuals.
3. Directors who \_\_\_\_\_ managers \_\_\_\_\_ sometimes referred \_\_\_\_\_ as executive directors.
4. Owners of a business \_\_\_\_\_ elect a board of directors.
5. The precise name for this group of individuals depends on the law \_\_\_\_\_ which \_\_\_\_\_ business entity is formed.
6. Business trust is of the types of \_\_\_\_\_ entities available throughout the world.
7. An advisory \_\_\_\_\_ has no responsibilities in a business function except giving \_\_\_\_\_.
8. Much of what has been written \_\_\_\_\_ boards of directors relates to the boards of \_\_\_\_\_ of business entities actively traded on public markets.

9. More recently, however, material \_\_\_\_\_ becoming available for boards and closely held businesses including family \_\_\_\_\_.

## VIII. Refer back to the text and find antonyms (i.e. word with an opposite meaning) for the following words.

1. inexact
2. non-executive
3. profitable
4. inseparable

## Now refer back to the text and find synonyms (i.e. words with a similar meaning) for the following words.

1. to be in charge
2. to remove
3. to release
4. exact
5. social

## IX. Translate the sentences from Russian into English.

1. Совет директоров – группа людей, которые выбираются владельцами бизнеса, имеющие авторитет при принятии решений, право голоса и особую ответственность, которая в каждом случае поделена и отличается от авторитета и ответственности владельцев и менеджеров бизнеса.
2. Название этой группы представителей зависит от закона, по которому осуществляется бизнес.
3. Директора являются членами совета директоров.
4. Директорами могут быть собственники, менеджеры, или любой другой представитель, избранный владельцами бизнеса.
5. Директора, являющиеся владельцами или менеджерами, иногда исполняют роль внутренних директоров или заинтересованных директоров.
6. Директора – менеджеры выполняют обязанности исполнительных директоров.
7. Директора, не являющиеся владельцами или менеджерами, иногда работают как внешние незаинтересованные независимые директора.
8. Советы директоров часто сравнивают с группой советников.
9. Группа советников – это группа людей, избираемых (не выбираемых законодательно) теми, кто нуждается в совете.

## X. Make up an outline to the text.

## XI. Retell the text.

## Text 8

### I. Read and translate the text.

#### BUSINESS MANAGER AND PERSONAL MANAGER

There are basically two types of managers, business managers and personal managers. The personal manager is customarily a person whose expertise and contacts are utilized to provide career advice and counsel to an artist. Business managers quite often arrive after an artist has achieved some level of financial success, or income flow, from his entertainment business career.

The personal manager should be available on a regular basis to handle the day to day aspects of an artist's career. His or her responsibility is to oversee, advise, consult, promote, follow up leads as well as available career opportunities that may be developed in addition to negotiating those that are presented to the artist. A personal manager has the capability of advancing an artist's career or hindering its development for a significant period of time. Personal managers are generally compensated by receiving a percentage of the artist's gross income.

The second type of manager is the business manager. In essence, the business manager is the artist's accountant and financial advisor. Many business managers are certified public accountants (C.P.A.) The business manager may administer all of the artist's financial matters, including the paying of bills, preparation of tax fillings, handling the royalty of publishing income, as well as frequently advising them on potential investments or significant financial decisions. Choosing a business manager is a very important decision. Business managers are normally for people or companies that have already achieved some sort of financial success or flow of income. Business managers may charge on an hourly basis; or on a set monthly minimum fee.

There is no such thing as a "standard" management agreement. Each and every clause of the contract is subject to negotiation. The bargaining positions of the parties and the skill of the negotiator will determine how the final agreement will look. It is essential that a professional representative, or entertainment attorney of your choice be consulted prior to signing any document which obligates you to other, or which may grant another party rights to a share of your income.

### II. Notes.

1. expertise – компетентность, квалификация
2. to counsel – рекомендовать, консультировать
3. to handle – управлять
4. capability – способность
5. fee – гонорар, заработная плата
6. clause – пункт, статья

7. bargain – сделка, торговаться
8. attorney – адвокат, юрист
9. prior to – раньше, прежде
10. to hinder – препятствовать, затруднять
11. to oversee – наблюдать

### III. What is the passage mainly about?

1. How people become artists.
2. The main points in a contract.
3. Manager's responsibilities.

### IV. Answer the following questions.

1. What types of managers do you know?
2. What does the personal manager provide?
3. What are the personal manager's responsibilities?
4. What does the business manager do?
5. Can a manager inherit an artist's property?
6. Does a manager get professional education?
7. What does CPA mean?

### V. Locating information.

#### What does the last sentence in paragraph 3 mean?

1. A manager works for free.
2. A manager gets payment per week.
3. A manager earns money at the end of the day for several hours or at the end of the month.
4. A manager takes some percents from artist's income.

#### The word attorney in paragraph 4 is closest in meaning to:

1. judge
2. barrister
3. abandonee
4. surgeon

### 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.

1. There are three types of managers: business managers, personal managers, family managers.
2. The personal manager should be available to handle big firm's deals.
3. The personal manager provides the artist's promotion.

4. Personal managers are generally compensated by receiving all the artist's gross income.
5. Business managers are normally for people or companies that haven't achieved financial success or flow of income.
6. An artist has a person who checks his financial situation.
7. A personal manager hides some income of his client from the government.
8. On a stock exchange a manager uses the money of his client to buy valuable papers in his name.
9. In a show business a personal manager is also a producer of an artist.
10. A manager steals money of his employer. That is his salary.

**VII. Insert the missing words and translate the sentences.**

1. Business managers quite often arrive after an artist has achieved some level of \_\_\_\_\_ success, or income \_\_\_\_\_ from his entertainment business \_\_\_\_\_.
2. His or her \_\_\_\_\_ is to oversee, advice, consult, promote, follow up \_\_\_\_\_ as well as available career opportunities.
3. The business manager is the artist's \_\_\_\_\_ and financial \_\_\_\_\_.
4. The business manager may administer all of the artist's financial matters, including the paying of \_\_\_\_\_, preparation of \_\_\_\_\_ fillings.
5. Choosing a \_\_\_\_\_ is a very important decision.
6. Business managers are normally for people or companies that have already \_\_\_\_\_ some sort of \_\_\_\_\_ success or \_\_\_\_\_ of income.
7. The bargaining positions of the \_\_\_\_\_ and the skill of the \_\_\_\_\_ will determine how the final agreement will look.

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

1. to promote
2. advice
3. to administer
4. frequently
5. fee

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

1. to arrive
2. significant
3. to oversee

**VIII. Match the words.**

- |                  |   |
|------------------|---|
| 1. capability    | a. to manage, direct, train or control.   |
| 2. essential     | b. a sum of money demanded by a government for its support.                               |
| 3. entertainment | c. the ability to undergo or be affected by a given treatment or action.                  |
| 4. handle        | d. absolutely necessary, indispensable.   |
| 5. bargain       | e. to settle or solve (a disputable question) by an authoritative or conclusive decision. |
| 6. tax           | f. something affording pleasure, diversion, or amusement, a performance of some kind.     |
| 7. determine     | g. an advantageous purchase, one acquired at less than the usual cost.                    |

**IX. Translate from Russian into English.**

1. Бизнес-менеджер появляется, когда артист достигает какого-либо финансового уровня и получает доход от его карьеры в шоу-бизнесе.
2. Персональный менеджер способен продвигать карьеру артиста, либо препятствовать ее развитию на значительный период времени.
3. Бизнес-менеджеры – это нормальное явление для людей или компаний, которые уже достигли определенного финансового успеха или потока доходов.
4. Каждый пункт в контракте является объектом переговоров.
5. От того какую позицию занимают стороны в сделке и от навыков в переговорах, решается как будет выглядеть конечный результат соглашения.
6. Бизнес менеджер может вести все финансовые вопросы артиста, включая оплату по счетам, налоговые декларации, контроль опубликованных доходов, а также часто советовать о потенциальном инвестировании в значительных финансовых решениях.
7. В основном персональные менеджеры получают процент от доходов артиста.
8. Выбор бизнес-менеджера является самым важным решением.

**X. Retell the text.**

## SUPPLEMENTARY READING

### Text 1 ENERGY AND MATERIALS. FUTURE ENERGY DEMAND

Over the years, energy demand has increased with growth in the global economy and the world population. For instance, during the past 50 years, the global economy increased fivefold, the world population doubled, and world energy use tripled. Will these trends continue over the next 50 years?

Anticipating how much energy demand is likely to rise over the coming decades and how that demand is likely to be met through combination of oil, gas, coal, nuclear power, or renewable resources – is critical to both government planners and private enterprises. Developing energy policies (government subsidies or energy taxes, for example), determining priorities for energy-related research and development, and gauging the potential for climate change from the buildup of greenhouse gases all require realistic appraisals of possible future energy demand.

Not surprisingly, several different national and international institutions have ongoing efforts to project future energy use. This section reports on modeling efforts by the World Energy Council (WEC), the International Energy Agency (IEA), and the U.S.

Department of Energy's (DOE's) Energy Information Administration. By incorporating plausible assumptions about the key determinants of energy supply and demand – for instance, future population growth, future economic growth, changes in energy efficiency, innovations in technology, the sizes of known fuel reserves, and energy pricing - they have attempted to model the magnitude and direction of the change ahead. However, none of these institutions claims to accurately foresee the future; consequently, the scenarios they have constructed should not be taken too literally.

In their reference scenarios, which use current consumption trends as a basis for future projections, all three organizations predict a substantial increase in energy use over the next 20 to 30 years, even though their scenarios incorporate slightly different assumptions about economic growth and changes in energy efficiency. In WEC's reference case, demand rises more than by 50 percent by 2020. IEA and DOE projections, which span a shorter period, show a 34 to 44 percent rise in demand by 2010.

All three models show much of the growth in demand occurring in Asia and Latin America. For example, IEA and DOE projections show at least a doubling of energy use in Asia from 1990 to 2010 and a 50 to 77 percent rise in consumption in Latin America during the same period. The huge increases in energy use in Asia can be attributed in large part to an expected

continuation of the current surge of economic growth in India, China, and Southeast Asia. In fact, some observers believe that energy demand in Asia may outstrip even these projected high growth rates.

In any case, all three projections foresee that the proportion of the world's energy consumed by the OECD countries – which has traditionally accounted for a greater share of world energy consumption – will continue to decline as developing nations rapidly expand their energy sectors in the coming decades. In 1970, energy consumption in non-OECD countries represented only one third of world energy consumption, but by 2010 it is expected to account for roughly half of world energy consumption.

The modelers expect increases in the production of all forms of energy to meet the increased energy demand that their projections show. Petroleum is expected to remain the dominant energy source over the next three to four decades; this is followed by coal, gas, renewable energy sources, and nuclear power. Natural gas and renewable sources of energy are expected to take a growing share of the energy mix at the expense of petroleum and, in most circumstances, coal.

### Text 2 NATIONAL ELECTRICAL GRID OF KYRGYZSTAN

In Kyrgyzstan, the power industry is considered to be the basic sector of the national economy, which is mainly aimed at supporting the development, viability and security of the Kyrgyz economic system.

The “National Electrical Grid of Kyrgyzstan” JSC, an operator of the Kyrgyz power system, successfully fulfills the tasks on ensuring reliable work regime, viability and transportation of electric power from power-generating plants to the distributing companies and large industrial power consumers. We attach a due importance to modernization and development of the existing potential of the Kyrgyz power system. In cooperation with our partners, we will ensure a great success in the joint efforts.

Power system of the Kyrgyz Republic.

The Kyrgyz Republic is one of the countries well-provided with its own energy resources, namely, hydro-energy resources, potential of which, according to experts' estimation totals 142 billion kWh, and as few as 10% of which is currently being developed.

The energy resources abundance created favorable preconditions for the republic by triggering the rapid development of power complex since the beginning of the 1980s, thus, making it a huge electric power producer in the Central Asian region providing up to 50% of cheap and environmentally pure electric power to the United Energy System of Central Asia. The Kyrgyz

power system serves a major part of the non-separable chain of the region's electric power generation and transmission.

In Kyrgyzstan, there are exploited 18 electric power stations with installed capacity of 3666 MW, including 16 hydro power stations and 2 thermal power stations, as well as over 10000 km-long high voltage transmission lines 35–500 kV, and over than 70000 km-long of power distribution networks 10–0,4 kV, 518 units of 35 kV and higher substations. Maximum electricity generation capacity annually makes up to 15 billion kWh.

The Kyrgyz electric power system fully meets the needs of the economy and population in electricity consumption and exports electricity to other countries. The system is connected with the Central Asian countries through 220–500 kV baseline power networks and operates in a uniform energy mode, reaching the power system of the Russian Federation through networks of Kazakhstan. Over the years, Kyrgyzstan remains a stable electric power exporter to neighboring Kazakhstan, Uzbekistan and China. In 2003, Kyrgyzstan stalled to export the energy to the Russian Federation. The export volume amounts at 2–2,5 billion kWh annually, with capacity reaching up to 3.0 billion kWh.

### **Text 3**

#### **MOTIVATING INDIVIDUALS AND GROUPS AT WORK IN THE 21ST CENTURY**

Traditional theories of work motivation were developed at a time when workers were mostly concerned with the production of goods, often through physical labor. For example, they spoke about workers on factory production lines, where each individual had its own specified discrete task. The work motivation theory and research concluded that there has been relatively little development in work motivation theory during the past decades. As a result, classic models based on individual needs, expectancies, and goals still dominate the literature on work motivation.

However, the working conditions of employees in the 21st century are generally quite different. An increasing proportion of workers are engaged in the exchange of (complex) knowledge or the provision of services, and work is organized in matrix structures, in which workers can fulfill different (and sometimes conflicting) roles. Successful collaboration among individual workers, joint responsibility for customers, and complex processes of communication and information exchange have all become crucial for modern organizations to function effectively. One important consequence of these developments is that it has become more difficult to define individual work

performance or to assess individual productivity unambiguously. Where does the individual worker end and the work group begin?

Because this question is not always easy to answer, it is not always clear how classic theories of work motivation – which focus on personal goal setting or individual rewards and reinforcement principles – might apply in these situations. In fact, nowadays, people are increasingly likely to work in (self-managed) teams, such as multidisciplinary project teams. This requires them to support each other in the process of realizing common goals instead of focusing only on the achievement of individual outcomes. At the same time, due to increased mobility and globalization, some of these teams are only virtual entities. That is, although people have to work together in a team or organization, they may do so from different locations around the world, sometimes without ever having met each other in person. As a result, individual reasons that people may have for collaborating in the achievement common goals, or for helping each other (e.g., because they personally like each other, or because others can monitor their efforts on behalf of the team) are not as relevant in contemporary work situations as they have been in the past. This is why additional theory is needed to understand the work motivation of individuals groups in the 21st century.

The challenge for motivation theory in the 21st century is to speak to these contemporary work situations by helping us understand (a) how people are energized to engage in behaviors that are significant primarily at a collective level, such as “service provision”; (b) how they direct their activities toward individual as well as collective goals, in particular, when these seem incompatible; and (c) how they sustain behavioral effort on behalf of the collective in the face of insecure job prospects.

### **Text 4**

#### **MANAGEMENT AND INFORMATION SYSTEMS**

Managing the social and environmental impacts of companies more effectively requires a great deal of additional information to be gathered and used and has led to a growth in environmental and social auditing within organizations. Environmental Management Systems (EMS) are administrative tools that assess the environmental impact of an organization's operations and provide a framework for managing environmental responsibilities. EMS systems aim to insure regulatory compliance, and improve operational efficiency. The principles are closely connected with total quality management (TQM), which has prompted many companies to tackle with environmental performance by integrating it into existing quality processes to create total quality environmental management (TQEM). The two most widely recog-

nized EMS schemes are the International Organization for Standardization's (ISO) 14000 series, and the predominantly European Eco-Management and Audit Scheme (EMAS).

The ISO 14000 series family of standards for environmental management was established by the ISO between 1996 and 2001. They cover a wide range of aspects of environmental management including the implementation of environmental management systems, conducting environmental audits, evaluating environmental performance, conducting life cycle assessments, and environmental labeling and declarations. By the end of 2001, some 37,000 organizations across 112 countries were using management systems that environmental labeling and declarations the ISO 14001 EMS requirements.

Five main elements are common to all EMS:

1. Identifying company impacts on the environment
2. Understanding current and future legal obligations
3. Developing plans for improvement
4. Assigning responsibility for implementation of plans
5. Periodic monitoring of performance

### **Text 5 BUREAUCRATS IN BUSINESS**

Some experts classify governments' involvement in the economy into three different levels. The first, termed as "the invisible hand," refers to a government that restricts its activities to providing the basic social infrastructure such as law and order, some regulations and contract enforcement, and not getting involved in private economic activities. The next is "the helping hand", describing those governments that actively pursue some sort of industrial policy, supporting selected firms and industries and facilitating economic transactions. Corruption is present but organized and often involves those bureaucrats high up with major decision-making power. The third is "the grabbing hand", which intervenes in every aspect of economic activity and preys on businesses in every encounter. Corruption is rampant, and paying bribes is a way of life for businesses.

Entrepreneurship is most likely to blossom under an invisible hand of government. Under the helping hand and the grabbing hand, potential entrepreneurs face two distinct problems: the resource allocation problem and corruption. The discussion that follows will focus on the resource allocation problem.

The most direct way a government gets involved in resource allocation is by setting up state-owned enterprises (SOEs). Other channels include establishing large grant and subsidy programs and setting price controls. SOEs are

generally large in scale and occupy key industry sectors and are therefore the most visible and researched while evidence about the other channels tends to be more scattered.

SOEs make up significant proportions of many nations' economies. Data collected by the World Bank shows that on average, government investment in state-controlled enterprises account for 14% of the total gross domestic product (GDP) worldwide during the 1990s, an era of massive privatization. Through direct involvement in these enterprises, governments retain control of "strategic" sectors, carry out industrial policies, and achieve social and economic goals.

Bureaucrats tend to make poor business managers. Studies comparing the financial performance of former SOEs before and after privatization find, with very few exceptions, that state-controlled enterprises lack the operating efficiency found in the private sector, and that the results are insensitive as to which country the study took place. In other words, SOEs are inefficient users of valuable economic resources.

Efficient marketwide capital allocation therefore will not be possible when bureaucrats take control of limited resources and invest in a large SOE sector. Similarly, when bureaucrats hand out subsidies to the preferred individuals to establish selected industries, fix prices for goods and services, or through any other means effectively remove the price discovery and communication process by the free market, resource misallocation occurs.

### **Text 6 THE SILICON VALLEY ARCHETYPE**

California's Silicon Valley, the area that extends south from San Francisco to San Jose, is the envy of countries around the world. Emulators like Scotland's "Silicon Glen" and Manhattan's "Silicon Alley," a concentration of the Internet and new media companies, and "Silicon Orchard" in Northern Ireland (among many others) testify to widespread admiration. What's so special about the Silicon Valley that so many countries should seek to duplicate some version of it? In short, successful high technology entrepreneurship.

The Silicon Valley is home to multiple intellectual resources: most notably world-class researchers and graduates from Stanford and the University of California at Berkeley, many leading-edge technologies, and financial assets available through venture capitalists and angel investors (many of whom are successful entrepreneurs themselves who have "cashed out" of their businesses), legal experts and deal makers – plus experienced venture managers used to dealing with start-ups.

These knowledge resources have fostered new ventures for decades in a succession of technologies. Resources in close proximity lower the risk of starting a new venture. Clusters of high technology-oriented support firms –

specialists in advanced computing, or manufacturing processes, accounting for new ventures or drawing incorporation papers, advertising, or staffing – make the Silicon Valley a highly supportive area in which to start a firm. Because start-ups and entrepreneurship are “in the air”, Silicon Valley is exciting: there is always something new happening.

Successful high technology entrepreneurship has also driven up prices for real estate and salaries, created problems dealing with congestion, and increased pollution, creating an outflow of firms, or at least branches, with their technical talent, and thus the spread of the Silicon Valley emulators as entrepreneurs seek to recreate the “habitat for entrepreneurship”. Beyond U.S. locations – i.e., Oregon (“Silicon Forest”) and Arizona (“Silicon Desert”) – foreign governments, most notably China, Taiwan, and India, have created technology development zones or science parks to attract entrepreneurs to start new firms. They also seek the Silicon Valley “graduates” – many of whom first arrived in the United States as foreign students to attend California universities – for job opportunities back home.

Yet it is difficult to duplicate the successes of the Silicon Valley elsewhere; the U.S. innovation system’s close relationships between universities and their researchers and entrepreneurs and supporting businesses are unusual. U.S. venture capitalists’ access to capital, ability to recognize opportunity and nurture start-ups, and willingness to invest in what may be no more than a dream that is far from commercial realization are also hard to duplicate. U.S. laws that facilitate investments by venture capitalists and others, including the billion-dollar pension funds and institutional investors that provide capital for venture capital firms, are still unique in the world today.

### **Text 7**

#### **HOW TO MANAGE**

In any business, it is important that managers should be effective. They must be able to achieve their objectives, and to ‘get the right things done’. For most executives, being effective is easier said than done. The problem is that there are so many pressures on managers, reducing their efficiency. For one thing, their work is fragmented. Most days, they are doing a number of tasks, some fairly trivial, others highly important. They find that they do not have enough time to devote to the really important jobs. Besides, sometimes they are under such pressure that they forget which jobs are important.

The manager also faces another difficulty. He finds that other people take up a lot of his time, so that he has little time of his own. Just as he is ready to tackle that report, a customer will ring up unexpectedly. No sooner has he hung up than Bill, from Sales, drops by his office for a chat. He works on the report for a few minutes, and then the Personnel Manager calls him. Could he

interview someone tomorrow afternoon? And so it goes on. The manager must constantly respond to the demands that others make on his time.

Things do not get better as he climbs higher in the organization. In fact, they get worse. The higher he goes, the more demands will be made upon his time.

Because of the nature of the manager’s work, it is not easy for him to be effective. He will have difficulty distinguishing between important and less important tasks. He will often feel that he has too many demands on his precious time and at times will find it difficult to turn people away. There will always be someone – or something – to divert him from what he should really be doing.

Effective managers learn how to manage their time. They cut out unproductive activities. They never forget that time cannot be replaced.

Before being able to control his time, the manager must find out how he is actually using it. He must know where it goes. The best way to do this is to record how he uses time. The usual method is to log the tasks he performs. Either he or his secretary keeps an exact record of how he spends his working day, or week. The manager should not rely on memory when logging time. Not many executives can remember, at the end of the day, all the things they did during the day – all the telephone calls, chats, interruptions, work on the computer, letter-writing and so on. One way of logging time is to note down all the activities and indicate how long they took.

This logging of time should be done once or twice a year. It shows the executive how he actually spends his time at work – not how he thinks he spends it.

Having recorded and analyzed time, he can now re – shape his schedule. It is up to him how he does this. Some managers like to set aside certain times for important tasks. For example, they may work at home one day a week. Others earmark certain days of the week for particular activities, e.g. management meetings, production scheduling, staff appraisal sessions etc. One manager is known to spend ninety minutes at home, in his study, before setting off to work. A common method of managing time is as follows. The manager works out all the jobs he must do in the coming day or week. Then he lists the tasks in order of priority. He also sets deadlines for carrying out the more important activities.

Peter Drucker, the American expert on management, believes that effective executives work systematically to manage time. They must acquire this ‘habit of mind’, this ability to use time efficiently.

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