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для студентов специальности
1-28 01 01 «Экономика электронного бизнеса»

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Составители:

О. В. Бурдыко, О. В. Измайлович,
В. В. Имперович, Д. А. Степанов

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Практикум для студентов специальности 1-28 01 01 «Экономика электронного бизнеса» включает аутентичные тексты общепрофессиональной и научно-специальной направленности, разнообразные тренировочные упражнения, дополнительные тексты для чтения. Текстовый материал и система упражнений представляют собой хорошую базу для взаимосвязанного развития навыков и умений основных видов речевой деятельности, расширения словарного запаса обучаемых и, следовательно, для основательной подготовки студентов к сдаче экзамена по английскому языку. Целью данного практикума является формирование коммуникативных умений студентов в таких видах речевой деятельности, как говорение и чтение в ситуациях профессионального общения.

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UNIT 1. ECONOMY

Warming-up

Comment on

A. When an artist looks at the world, he sees colours; when a musician looks at the world, he hears music; when an economist looks at the world, he hears a symphony of costs and benefits.

B. An economist is an expert who can tell you tomorrow why the things he predicted yesterday haven't happened today.

C. Economics is exciting and important. Anyone who thinks otherwise has failed to realize that economic ideas and practices have moved people to rebellion, and nations to war. Many of the great issues that confront us today – among them unemployment, inflation, ecological decay – have economic roots. In order to diagnose and remedy these ailments, we must first understand their complex nature.

D. The truth is we are all caught in a great economic system which is heartless.

E. Among economists, the real world is always a special case.

Vocabulary:

science – наука;

society – общество;

community – сообщество, объединение;

scarce resources – дефицитные ресурсы;

human resources – человеческие ресурсы;

natural resources – природные ресурсы;

produce – производить;

production – производство;

valuable – ценный;

capital goods – товары производственного назначения;

commodity – товар;

distribute – распределять;

distribution – распределение;

influence – влиять;

try – пытаться;

reveal – обнаруживать, показывать;

wealth – богатство, изобилие;

major goal – главная цель;

define – определять;

complicated – сложный;

change – изменять что-либо;

local authorities – местные органы власти;

matter – дело;

market – рынок;

make decision – принимать решение;
consumption – потребление;
private company – частная компания;
interaction – взаимодействие;
outcome – результат, следствие.

Read the text

Economics

Economists have developed the terminology to describe economic issues. This terminology is important because if you are going to talk about the state of the economy, you need the terminology to do it. Shareholder, GDP, GNP, capital, supply and demand, costs, benefits, exchange rate are just a few of the terms the meaning of which any educated person in modern society needs to know. Two terms to be introduced to you immediately are the economy and economics. The economy is the institutional structure through which individuals in a society coordinate their diverse wants or desires. Economics is the study of the economy. That is, economics is the study of how human beings in a society coordinate their wants and desires.

An economic institution is a physical or mental structure that significantly influences economic decisions. Corporations, governments, and cultural norms are all economic institutions. Many economic institutions have social, political, and religious dimensions. For example, your job often influences your social standing. In addition, many social institutions, such as family, have economic functions. If any institution significantly affects economic decisions, it can be considered as an economic institution. Even cultural norms can affect economies. A cultural norm is a standard people use when they determine whether a particular activity or behaviour is acceptable.

Learning economic reasoning means learning how to think as an economist. People trained in economics think in a certain way. They analyze everything critically. Having put their emotions aside, they compare the costs and the benefits of every issue and make decisions based on those costs and benefits.

Economics is a science studying economy. Economics like any other natural and social sciences tries to reveal laws and principles.

During the modern history economists call economics simply the «science of wealth». Economics is the study of how societies use scarce resources to produce valuable commodities and distribute them among people. The major goal of economics is to define the most effective way of managing the economic life of the country.

The economy means a system of management, use and control of money, goods and other resources of the country and community. The economy comprises people, companies, the government of the country, local authorities, and decisions about prices and wages, what to produce, export, import and other matters. So the economy is complicated and difficult to predict, but it is important to businesses because

changes in the economy influence all types of business.

There are three types of the economy, namely, a command economy, a market economy and a mixed economy. In those cases when the government makes economic decisions about production and distribution of goods and services, such type of economy is called the command economy.

When decisions are made in markets it is called the market economy. In this case all questions connected with the production and consumption are solved by private firms and individuals. Mixed economies use the elements of market and command. All contemporary societies are mixed economies.

Economists classify the science of economics into two branches: macroeconomics and microeconomics. Microeconomics in the modern world means making economic decisions within the corporation or partnership. Microeconomics deals with people, economic decisions made by people, businesses – how companies run their business within their country. In microeconomics we look at which goods are produced, who produces these goods, and who gets them.

Macroeconomics is the interaction in the economy as a whole; it looks at how the domestic economy interacts with economies of other countries.

The exercises to be done after reading the text

1. Answer the questions.

1. Why is it important to learn economic terminology? 2. What is an economic institution? 3. How can cultural norms affect economies? 4. What is meant by 'economic reasoning'? 5. What is economics concerned with? 6. Why does scarcity occur? 7. What do resources refer to? 8. What does macroeconomics investigate? 9. What does microeconomics study?

2. Choose the correct articles.

1. Economics as (a, the) science consists of two disciplines. 2. Microeconomics as (a, the) branch of economics studies producers, consumers, or markets. 3. Microeconomics as (a, the) branch of economics studies how government activities affect individual markets. 4. Microeconomics as (a, the) branch of economics attempts to understand what factors affect the prices, wages and earnings. 5. Macroeconomics as (a, the) branch of economics studies the economy as a whole. 6. Macroeconomics as (a, the) branch of economics studies the overall values of output, unemployment and inflation.

3. Match the terms and their definitions.

Finance, public economics, econometrics, philosophy, political economy, social security.

1. The discipline within economics that attempts to measure and estimate statistically the relationship between two or more economic variables.

2. Control and management of the money, goods and services of a society.

3. Condition of a country as to material prosperity of its population.
4. The study of how society manages its scarce resources.
5. The search for knowledge especially the nature and meaning of existence.
6. Government provisions for helping people who are unemployed, ill, disabled, etc.

4. Open the brackets using Present Simple, Past Simple or Past Continuous.

1. There ... some fringe benefits that make this company attractive to me (be).
2. There (be) a huge range of products on display at the trade fair in Paris.
3. A few years ago we (build) a manufacturing plant in Indonesia.
4. We ... you to work in shifts (offer).
5. Our boss always ... professional staff (recruit).
6. When Tom ... to apply for another job he always says he ... his current boss (decide, not like).
7. Last summer her son (enter) Oxford University.
8. While she (work) in London she (start) to direct the European sales network.
9. We (see) the Ford assembly plant when we (be) in the USA.
10. The company first (sell) machinery to Latin America but later on they (begin) to trade on a global scale.
11. This company ... sports cars (advertise).
12. It ... impossible to start your own business when a person ... money (be, not have).
13. ... this job ... to you (appeal)?
14. What ... the typical job titles in a company (be)?
15. ... he ... to his office in London or ... he ... in the city (commute, live)?
16. A doctor's job ... a lot of training (require).
17. The advertising campaign (link) the new yogurt with a healthy way of life.
18. I (leave) my credit card at home, so I (pay) cash.
19. They (set up) a dealer network two years ago when they (plan) a new sales strategy.
20. The new medicine never (reach) the market as it (have) serious side effects.

5. Choose the right item.

1. I don't have... time because I have a full-time job.
a) many; b) much; c) few; d) some.
2. Sam usually has ... reasons to be late for work.
a) a lot of; b) little; c) much; d) any.
3. This job doesn't require ... special training, it's easy.
a) a few; b) many; c) no; d) any.
4. Can we look at ... advertisements of job vacancies in your newspaper?
a) no; b) some; c) any; d) few.
5. This pay is too ... for such a responsible job.
a) little; b) a little; c) much; d) many.

6. ... people start their own business if they have no money.

a) Many; b) Few; c) Much; d) A lot of.

7. This company is successful because there are ... responsible and experienced employees in it.

a) no; b) few; c) a lot of; d) a little.

8. We can't give her this job as she has... experience at all.

a) little; b) much; c) any; d) no.

9. I know... about how to write a CV, can you help me?

a) little; b) few; c) a few; d) much.

10. Do you have ... special training in marketing?

a) many; b) few; c) any; d) no.

6. Form nouns from the following verbs.

Decide, appeal, offer, appoint, supply, advertise, employ, satisfy, expand, develop.

7. Memorize these words:

economics – экономика, народное хозяйство;

economy – хозяйство, экономика, экономия, бережливость;

economic – экономический, хозяйственный;

investigation – исследование, расследование;

scarcity – недостаток, дефицит;

cost – цена, стоимость, затраты;

opportunity cost – «цена выбора», альтернативная стоимость;

to require – нуждаться (в чем-либо), требовать (что-либо);

to confront – сталкиваться, противостоять;

to cut back on smth. – сокращать (расходы, потребление чего-либо);

good – товар;

service – услуга;

to employ – нанимать, предоставлять работу;

recycled – переработанный, использованный повторно;

raw materials – запасы сырья и материалов, сырье;

to allocate – назначать, распределять.

8. Fill in the gaps with the missing words.

For whom should _____ and _____ be produced? If a good or service is _____, a decision must be made about who will get it.

A decision to have one person or group receive a _____ or service usually means it will not be _____ to someone else. For example, _____ of the poorest nations on earth often complain that energy _____ per person in the United States is 17 times greater than energy consumption per person in the world's 62 poorest countries.

UNIT 2. BUSINESS ETHICS

Warming-up

Once you get a job, you may discover that other people may not have the same ethics as you do. Yes, you may both agree that stealing is wrong. Absolutely. Positively. But, you may discover that they don't think there is anything wrong with taking home the company's paper clips, rubber bands, note pads, pens, and pencils.

"That's stealing!" you say. "That stuff belongs to the business. They bought it and paid for it. It is not anyone's to take."

"Aw, they've got more rubber bands than they know what to do with!" the other person argues. "Besides, I do some work at home, so I need this stuff. I'm not really stealing."

"What do you think? This is not like stealing a car (or is it?!). No one will get caught or go to jail. But is it wrong? And if it is, what's the difference between stealing a car and rubber bands? If you owned the business, how do you think you would feel if someone ripped-off items you had paid for? Is there a time that it really would be ok to take such items home? How many? For how long? Even the ethics of paper clip filching can seem confounding. Or is it?"

You begin to see the problem! Sometimes it seems like ethics is BLACK and WHITE. We don't steal cars. But sometimes it seems like ethics can be one big gray area. Is it ok to steal milk and bread from your rich neighbor for a hungry baby if you don't have any money? To lend a borrower money when you know they can't possibly repay it? To lie in an ad because you got paid to do so? And a million other things...

You can see how ethics can be different for different people. Or different at different times. Or different under different circumstances.

But isn't right right and wrong wrong?

What do you think?

Vocabulary:

aim (n) – намерение, цель;

aware of smth (adj) – осведомленный, сознающий что-либо;

boost (v) – повышать, увеличивать;

bribe (n) – взятка, подкуп;

bribery (n) – взяточничество;

to bribe (v) – подкупать; давать взятку;

condition (n) – условие; положение;

on condition that – при условии;

contemporary (adj) – современный;

contemporary writers – современные писатели;

encourage to do smth (v) – поощрять, поддерживать;

environment (n) – окружение, окружающая обстановка; окружающая среда;

environmental protection – охрана окружающей среды;
environmentally friendly – экологически безопасный;
force (v) – заставлять, вынуждать;
to force smb to do smth – заставлять кого-либо делать что-либо;
harm (n) – вред; урон, ущерб;
to do smb harm – приносить кому-либо вред;
harmful (adj) – вредный;
harmful to health – вредный для здоровья;
harmless (adj) – безопасный, безвредный;
income (n) – доход, заработок;
an annual income – годовой заработок;
insure (v) – страховать;
insurance (n) – страхование;
life insurance for \$100 000 – страхование жизни на \$100 000;
lack (v) – испытывать недостаток, нуждаться; не иметь что-либо;
lack of smth (n) – недостаток, нужда; отсутствие (чего-либо);
merchandise (n) – товары;
high-quality merchandise – товары высшего качества;
mislead (misled, misled) (v) – вводить в заблуждение;
misleading (adj) – вводящий в заблуждение, обманчивый;
misleading advertising – реклама, вводящая в заблуждение;
operating costs – эксплуатационные расходы;
redundant (adj) – уволенный по сокращению штатов;
to make smb redundant – сократить кого-либо;
redundancy (n) – сокращение штатов;
save (v) – беречь, экономить;
save on smth – экономить на чем-либо;
cost-saving – сокращающий себестоимость;
labour-saving – сокращающий трудоёмкость;
energy-saving – энергосберегающий;
strengthen (v) – усиливать(ся); укреплять(ся);
strength (n) – сила; мощность, прочность;
vital (adj) – (жизненно) важный, насущный; необходимый;
a question of vital importance – вопрос первостепенной важности.

Read the text

Business Ethics

It has always been accepted that the aim of business is to make a profit. This point of view can be easily explained. Various products are being produced non-stop to satisfy the growing demand of the public. The more goods have been sold, the more income has been received. So if you want to increase a company profit all efforts must be taken to boost sales and maintain high production performance. This

can be done by several methods: more manufacturing plants should be opened; a bigger number of workers can be employed, new technologies might be applied. However there is a cost to all these activities. In order to build a new plant and to install up-to-date equipment huge expenses are needed. Workers should be paid at least average wages in this industry. New technologies will pay off in the long run but at the initial stage a lot of investment and staff training are required. At the same time a lot of workers can be made redundant if a company introduces cost-saving and labour-saving technologies.

To avoid costs and to gain extra high profits some companies use illegal or unethical methods of business. Management employs illegal immigrants and pays them low wages. The workers may live in unhealthy conditions and lack medical service as they haven't been insured. Most multinational companies try to get cheaper labour force and save on operating costs, a few companies have even been involved in industrial espionage to gain a competitive advantage. Some businesses encourage corruption when they try to bribe government officials who are in charge of important construction or production projects.

Examples of unethical behaviour in relation to the staff of a company are constantly being discussed in mass media. Employees may be discriminated on the basis of race, age and gender. Women are often confronted with the so-called glass ceiling problem when they can't be promoted to senior positions only because men are considered better executives.

Development of international trade creates serious problems for many firms operating in countries where bribes are a common part of business activity. In the field of advertising false and misleading advertising is treated as illegal and unethical because it persuades consumers to buy unnecessary or dangerous goods. This is especially important in the case of health-related products and products for children.

Now companies are becoming aware of the fact that it is vital to have a code of ethics and to follow certain ethical standards if they want to keep their image as good citizens and ethical businesses. Today consumers' attention is focused not exclusively on the product characteristics. A growing number of customers prefer environmentally friendly merchandise that hasn't been tested on animals. More and more people are buying organically grown fruit and vegetables. So companies are being forced to use technologies and processes that should be harmless to the environment. Moreover, if a business positions itself as ethical this could be considered a clever marketing strategy. The corporate and brand image will be strengthened if the public trust and rely on the ethical standards for the staff and the executive board of a company. As a result, the aim of a contemporary business is to maintain its reputation as a fair business that is both socially responsible and customer oriented.

The exercises to be done after reading the text

1. Answer the following questions using the text.

1. What has always been the aim of business?
2. What should be done to increase company profits?
3. Why do companies have to make some of their workers redundant?
4. What are the advantages and disadvantages of new technologies?
5. Why is it unethical to employ people illegally?
6. What methods do multinational companies use to save on operating costs?
7. How is corruption encouraged by some unethical businesses?
8. What type of discrimination are women often confronted with?
9. What were several American companies prosecuted for?
10. What kind of advertising is treated as illegal and unethical and why?
11. Why is misleading advertising especially dangerous in the case of health-related products?
12. Why are a lot of companies starting to focus more on ethical issues?
13. What is the aim of a contemporary business that wants to stay competitive in the long run?

2. Read the following statements and say whether they are true or false.

1. The more goods are sold the more profit a company gets.
2. It is not very expensive to install new equipment and introduce new technologies.
3. Up-to-date technologies pay off in the short run.
4. Some companies employ illegal immigrants because they are better qualified.
5. If the workers are not insured they don't get medical service.
6. Government officials often try to bribe the executives of huge multinational corporations.
7. Sometimes employees are discriminated because they come from a different nation or are too old for the job.
8. The so-called "glass ceiling" type of discrimination means that bosses keep an eye on every employee all day long.
9. Illegal payoffs and bribes are different things.
10. False advertising persuades consumers to run to supermarkets and buy useless and expensive things.
11. It is more important for a company to increase profits than to be environmentally responsible.
12. Today people prefer to buy more fast food because it is good for your health and is organically grown.
13. If people trust ethical standards of a business it improves the brand image and increases sales.

3. Open the brackets using Present Perfect.

1. They recently (manage) to settle a serious financial problem.
2. All right, we (agree) on the method of payment, but what about a small discount?
3. This week our R and D department (set up) a research team to test the new hand cream.
4. Bob (not study) the offer yet.
5. ... you (find out) any information about our target customer?
6. Since the day I joined this consulting firm I (gain) a lot of useful experience.
7. They already (accept) our proposal but they (not send) us a draft contract yet.
8. ... James (complete) his mission in Russia yet?
9. This year our total sales (rise) by 10 %.
10. You (waste) all your pocket money on fashion magazines again; you won't get any more next week!

4. Choose the right item.

1. The company... bankrupt because it couldn't compete with huge multinational corporations.
a) has gone; b) went; c) has been going.
2. They just... a very attractive country house.
a) purchased; b) have been purchasing; c) have purchased.
3. Our transactions with Panasonic Ltd. ...us 5 mln. dollars last year.
a) brought; b) have brought; c) have been bringing.

5. Complete the following sentences using the necessary prepositions.

1. He insured his business ... a huge sum of money.
2. They aim ... a high income.
3. I cannot understand what they save
4. Are you aware ... your problems?
5. There is a lack ... water in this district.
6. ... what condition will they sign the contract?
7. I am afraid it can be harmful ... you.
8. We think that this matter is ... vital importance.
9. I don't think he will be made ... redundant.
10. Most of his problems come from a lack ... confidence.

6. Insert the missing words. Use your active vocabulary.

1. We would like to ... our business for \$300 000.
2. He is afraid to be ... because of the crisis.
3. It is difficult to ... a large sum of money.
4. What is his annual...?
5. It is ... to your health to eat fast food.

6. He was ... by advertising and bought this expensive merchandise.
7. I am sorry, I was not... of the fact.
8. When we find out all your ... we will make a decision about the future cooperation.
9. Because of ... of time he could not meet the deadline.
10. Our top management ... employers to increase their professional skills.
11. It was my own decision, I was not ... to change jobs.
12. We are sure this merchandise will ... our sales.

7. Paraphrase the following words and expressions using your active vocabulary.

1) to set aside; 2) to stimulate; 3) essential, important; 4) a purpose; 5) to make smb. do smth.; 6) having knowledge; 7) to grow stronger; 8) to increase; 9) of the present time; 10) payment received for goods or services; 11) absence of smth.; 12) to lead into error of judgement; 13) goods.

8. Read the following dialogue.

Managing Director Terry Warner and Marketing Director Jack Travis are discussing the problem of staff redundancies at their small dairy factory.

Terry Warner: – Right, Jack. I'm not going to mislead you. I'm sure you are aware of the situation at our plant. The volume of production has been decreased due to the lack of new equipment. The staff are unable to operate it as they haven't been trained to do so. Our sales are dropping and that doesn't boost the enthusiasm of the Board. Serious cuts will be made very soon.

Jack Travis: – Now hold on, Terry. Let's look at it from another point of view. The lack of equipment has been caused by your desire to save on training costs. You preferred to keep the outdated unproductive tools because it would be time-consuming to organize training for the staff. If the workers are taught how to operate contemporary equipment their average wages must be increased. As far as I can see that is not your aim, Terry.

Warner: – Well, I have a better idea. We can employ a few workers who are not American citizens. Then we won't have to arrange medical insurance for them or guarantee the same level of wages as our employees get. What do you think of that?

Jack Travis: – That is out of the question, Terry! Are you going to make our workers redundant to take on illegal immigrants? That is against the law. Besides, this will not make the quality of our merchandise better because the new equipment won't be used by the low-income staff. No, there must be other legal ways to deal with this problem.

Terry Warner: – We might go back to the old traditional recipe of Tapioka pudding that was produced at our factory in the 90-s. It can be positioned as an environmentally friendly dairy product useful for children and for people who want to keep fit.

This may help us to save on the production costs as the old tools will be used. Also we won't be forced to make anyone redundant – all our workers know the production process.

Jack Travis: – Great! Besides, Tapioka pudding production process is completely harmless to the environment. And don't forget, the recipe is our know-how, so our competitive position will be strengthened and with a clever advertising campaign customers can be encouraged to buy more of our healthy traditional American food.

Terry Warner: – That's good for you to talk, Jerry, but we might be confronted with various health inspectors and representatives of various food and drink departments. We may be forced to get all sorts of quality certificates and licenses.

Jack Travis: – Come on, can't these officials be bribed? I heard that's the way business is done in many companies.

Terry Warner: – Now it's my turn to say: "It's out of the question!" We have nothing to hide: our product will be manufactured according to the health standards and I will insist that it is vital to keep local people employed and to improve the conditions of small business in our state.

Jack Travis: – That sounds like a real long-term strategy, Terry. Let's hope it works out. Give your reasons.

9. Make up a dialogue on the following assignment.

A

You are the managing director of a small company. Recently your staff have become nervous and dissatisfied. The quality of work has dropped, the conflicts have become more frequent. Meet with the trade union representative to discuss this problem. Try to find ways to improve the working environment and to encourage people to work with you.

B

You represent the personnel of the company and must defend their rights and interests. Explain the reasons for the staff dissatisfaction: lack of information about the plans and new tasks to perform, lack of trust and attention to the proposals of the workers, low pay, unrealistic deadlines, dominating style of management, etc. Try to force the boss to pay attention to the people's problems and to change his relations with the staff. Offer ways to strengthen the team spirit and performance in your company.

UNIT 3. ADVERTISING

*"Half the money I spend on advertising is wasted.
The trouble is I don't know which half."
William Hesketh Lever (1851-1925), English industrialist*

Warming-up

1. How many ads do you think you see or hear on an average day?
2. How many times do you think you have to see an ad or a brand name before you remember it?
3. How many times do you have to see an ad before it begins to annoy you?
4. What makes an advertisement memorable?
5. What examples of brands that are widely known due to their advertising campaigns can you give?
6. In what way does advertising influence your behavior as a consumer?
7. Do good products need any advertising? Why?
8. Give examples of ads that have persuaded you to buy the product.
9. The power of an ad is conveyed through two channels – the image shown and the language used. Which is more attractive to you?
10. What is your attitude to advertising?

1. What makes a good advertisement? Use some of the words below.

clever	interesting	funny	inspiring	eye-catching
powerful	humorous	shocking	informative	

2. Do you think that the advertising practices described below are acceptable? Are any other types of advertisement offensive?

- Using children in advertisements.
- Promoting alcohol on TV.
- Comparing your products to your competitors' products.
- An image flashed onto a screen very quickly so that people are influenced without noticing it (subliminal advertising).
- Exploiting people's fears and worries.

3. Which of the following statements do you agree with?

- People remember advertisements not products.
- Advertising raises prices.
- Advertising has a bad influence on children.

4. Look at the words below. Label each item 1 for advertising media, 2 for methods of advertising or 3 for verbs to do with advertising:

directories;	public transport;	internet;
run;	promote;	slogans;
commercials;	place;	sponsorship;
exhibition;	billboards/hoardings;	cinema;
point-of-sale;	launch;	free sales;
target;	posters;	leaflets;
press;	word of mouth;	radio;
persuade;	endorsement;	sponsor;
mailshots;	research;	television.

Vocabulary:

affect (v) – влиять, действовать на кого-либо, что-либо;
demand (n) – спрос;
demand for goods – спрос на товары;
to be in great demand – пользоваться большим спросом;
supply and demand – спрос и предложение;
disposable (adj) – выбрасываемый, одноразовый;
disposable handkerchief – одноразовый носовой платок;
due (adj) – должный, обязанный;
due to smb., smth. – из-за кого-либо, чего-либо;
earn (v) – зарабатывать;
to earn one's living – зарабатывать на жизнь;
economy (n) – экономика, хозяйство;
economic (adj) – экономический;
economic policy – экономическая политика;
compare: economical (adj) – экономный, экономичный;
an economical car – экономичная машина;
ensure (v) – обеспечивать, гарантировать;
extensive (adj) – обширный;
give up (gave, given) (v) – уступить, сдаться;
hold down (held, held) (v) – удерживать, сдерживать;
instead (adv) – вместо;
instead of smth., smb., doing smth. – вместо чего-либо, кого-либо;
persuade (v) – убеждать, уговаривать;
promote (v) – продвигать, повышать в должности;
to promote a new product – рекламировать новый товар;
promotion (n) – продвижение, стимулирование;
sales promotion – стимулирование сбыта;
return (n) – прибыль;
stress (v) – подчеркивать, придавать большое значение;
support (v) smb., smth. – поддерживать кого-либо, что-либо;

support (n) – поддержка;
in support of – в подтверждение;
tend (v) – быть склонным к чему-либо;
value (n) – ценность, стоимость;
to be good value for money – окупиться, стоить затраченных денег.

Read the text

Advertising

Why do most people prefer Coca-Cola to some other cola? Why do more women prefer Estee Lauder to some other perfume? Are these products functionally better? Not necessarily. The value to the product in the consumer's mind is added by advertising. Research shows that the image of a product which is produced partially by advertising is an inherent feature of the product itself. Advertising also educates customers about new users of products. Kleenex was originally advertised as a make-up remover, later it was promoted as a disposable handkerchief. Customers are also shown how to use the product. All in all advertising helps people to satisfy their wants and needs.

If advertising adds value to products, it follows that advertising adds cost. And if expensive advertising is stopped products cost less. Is that right? The situation is the following. Prices are affected by advertising but in different ways. Advertising is indeed paid for by consumers who buy the product. But if in retailing advertising tends to hold prices down, in manufacturing advertising is used to stress the features that make products better, so advertising tends to support higher prices.

On the whole advertising is very important for an economy. In the economy that produces more goods and services which are consumed, advertising serves two important purposes: consumers are informed of their alternatives and companies compete more effectively for consumer money.

The history knows a lot of examples of brands successful due to extensive advertising and promotion. Here is the story of one of them.

William Wrigley was expelled almost every third week of the school year. At the age of eleven he ran away from his home in Philadelphia to New York where he joined the local "newsies" and started to sell newspapers to earn his living. Eventually the boy returned to Philadelphia and his soap-manufacturer father found him a place in the soap factory. At 13 he persuaded his father to let him start as a Soap salesman. He rode from town to town in Pennsylvania and sold his father's soap to retailers, a box of baking soda was always offered as a bonus. When the baking soda began to be sold better than the soap, he started selling it, at this time chewing gum was offered as a premium. When people wanted more gum, he sold that instead. In 1892 he moved to Chicago and the demand for chewing gum was growing daily. Companies were set up by him to sell his gum abroad – in Canada, Australia and Great Britain. No one believed more deeply in the power of advertising than he did. He spent his first \$ 100.000 on it, saw no return on that, raised \$ 100.000 more, found

the second investment as fruitless as the first but didn't give up. In 1907 he added \$250,000 more. A bright future for his company was ensured.

The exercises to be done after reading the text

1. Answer the following questions using the text.

1. What is an inherent feature of a product?
2. What are the main functions of advertising?
3. How was Kleenex advertised?
4. How are prices affected by advertising in retailing?
5. How are prices affected by advertising in manufacturing?
6. Why is advertising important for an economy?
7. How did Wrigley manage to attract customers to his goods?
8. Where did William Wrigley set up companies to sell chewing gum?
9. What proves that William Wrigley deeply believed in the power of advertising?
10. Why do people prefer some brands to others? Give your reasons.

2. Read the following statements and say whether they are true or false.

1. Advertising adds value to a product.
2. The image of a product is created by advertising.
3. Advertising informs the public of the new uses of a product.
4. Advertising keeps prices low.
5. Advertising is paid for by retailers.
6. William Wrigley was one of the worst pupils at school.
7. William Wrigley started his career as a salesman at the age of 13.
8. In Chicago the demand for soap was growing daily.
9. Wrigley's gum business grew from local into international.

3. Translate the following sentences from English into Russian.

1. This company was set up two years ago, and since then it has been leading a wise economic policy.
2. His absence was due to illness.
3. What are prices affected by?
4. He has earned the respect of his colleagues.
5. She is easily persuaded.
6. Last year they spent a lot of money on sales promotion.
7. The insurance company paid us the full value of the car.
8. The facts support your theory.
9. I can't ensure that he will be there on time.
10. We made extensive use of his hospitality.
11. He stressed that the goods of his company were in great demand on the world market.
12. Advertising companies should always think up new ways to promote products.

4. Translate the following word combinations from Russian into English.

Одноразовая посуда; из-за низкого спроса; экономика нашей страны; читать книги в оригинале; продвигать новый товар; поддержать кандидата; повлиять на покупателя; экономный человек; обширная реклама; сдерживать инфляцию; вместо покупки; ценность открытия; заработать прибыль.

5. Complete the following sentences using the necessary prepositions.

1. He spoke ... the support ... our idea. 2. Our flight was delayed due ... a strike. 3. They joined ... us ... lunch. 4. You have to think how it can affect ... your business. 5. There is a great demand ... our goods. 6. In retailing advertising tends to hold prices 7. Instead ... having lunch at home we had a picnic. 8. He reads Shakespeare ... the original. 9. What was the return ... your investment? 10. Our new advertising campaign is good value ... money.

6. Insert the missing words. Use your active vocabulary.

1. The book ... his success. 2. Try to ... your father to lend us his car. 3. If I am not ... within the next two years I am going to change jobs. 4. They paid him the ... of his lost property. 5. The new government law has ... our export trade. 6. Our goods are of high quality so they are in great 7. He advised me to use a ... container. 8. I wondered how he ... his living. 9. She ... to accept our offer. 10. It will be more ... to switch the machine off at night. 11. Two years ago the country faced serious ... problems. 12. He receives ... from his parents.

7. Express the same ideas using your active vocabulary.

1) to gain as profit; 2) material worth; 3) to influence; 4) to back up; 5) because of; 6) to convince; 7) designed to be thrown away after a single use; 8) to advance in position; 9) avoiding waste; 10) to guarantee; 11) profit; 12) in place of; 13) to emphasize.

8. Open the brackets using Passive voice. A sentence can be either in the active or passive voice. In an “active” sentence, the subject performs the action. In a “passive” sentence, the subject receives the action. When we are more interested in the object of an active sentence than the subject, we use the passive.

E.g. This house was built in 2010. In this sentence we do not know who built the house.

1. The new office (open) last year in Manila. 2. Your C.V. (deal with) by the Personnel Manager next week. 3. This type of tools (produce) by our company for ten years. 4. Day students usually (give) a lot of homework. 5. The redecoration (finish) by the start of the new academic year. 6. Who the dinner (cook) by tomorrow? 7. ... everyone (give) the handouts yet? 8. She (fire) as she didn't follow the company rules about smoking. 9. Goods with famous brand names can (make) illegally. 10. The contract (sign), so it's time to have a drink to celebrate.

dynamic people.

Ben: – I see, but some people say that due to its conflicting claims, advertising confuses more than it helps. How, they ask, can all brands of soap, shoes, or jeans be “best”?

John: – As for conflicting claims, differences of opinion are a basic element in advertising. It tends to be subjective. In fact, an advertiser cannot be objective about his brand.

Ben: – And what will you say about the criticism that much advertising is false and misleading.

John: – Well, of course, false or misleading advertising is illegal. An advertisement is a public promise which is seen or heard by the public. Our company doesn't support the practice of misleading advertising. We realize that our image is affected by advertising. Our management always stress that we must ensure truthful advertising.

By the way, sometimes problems take place not only due to false advertising but also due to the advertiser's ignorance of local customs and habits.

Have you heard of a text-book example when the soap didn't sell well in the Middle East? A soap advertisement had a picture of dirty clothes on the left, a box of soap in the middle and clean clothes on the right.

Ben: – I haven't. Tell me, please.

John: – The advertisers forgot that in that part of the world people usually read from right to left.

Ben: – OK, I give up. I agree that advertising is a key to our success. Oh, it's time to get back to work. Don't forget we are meeting tomorrow at lunch time. Bye.

John: – See you.

11. Answer the questions.

1. What is Ben worried about?
2. How long has John been working in marketing?
3. Which needs are satisfied through goods consumption?
4. What do we call social needs?
5. In which way are social needs satisfied?
6. What are the target consumers of Top-Style?
7. How can false or misleading advertising affect consumer choice?

12. Discuss with your partner the following questions.

1. The most interesting advertisement you have ever seen.
2. The most boring advertisement you have ever seen.
3. Has any advertisement ever persuaded you to buy anything?

UNIT 4. MANAGEMENT

Warming-up

1. What comes to mind when you hear the word 'management'?
2. Would you like to work in management?
3. What do you think of the management of this school?
4. What kind of people do well working in management?
5. What is brand management?
6. What are the good and bad things about working in management?
7. What are the differences between working in middle and top-level management?
8. What kind of management do you think it would be good to get into – hotel management, sports, entertainment, tourism, business ...?
9. Do you think management makes people happy?
10. Do you think it would be interesting to study management?
11. What comes to mind when you hear the word 'management'?
12. Would you like to work in management?
13. What do you think of the management of this school?
14. What kind of people do well working in management?
15. What is brand management?
16. What are the good and bad things about working in management?
17. What are the differences between working in middle and top-level management?
18. What kind of management do you think it would be good to get into – hotel management, sports, entertainment, tourism, business...?
19. Do you think management makes people happy?

Vocabulary:

to manage – управлять;
management – управление;
management skills – навыки управления;
management techniques – методы управления;
manager – управляющий (менеджер);
sales manager – управляющий по продажам;
financial manager – финансовый менеджер;
top management – управление высшего звена;
middle management – управление среднего звена;
operating management – исполнительная администрация;
production manager – управляющий производством;
to influence – влиять;
to make decisions – принимать решение;
favourable solution – благоприятное решение;
company's affairs – дела компании;

to implement the approach – внедрить метод (подход);
innovation – нововведение;
supervisor – руководитель;
evaluate alternative solutions – оценивать альтернативные решения;
foreman – мастер;
put through – соединить (по телефону);
resume – резюме;
ring back later – перезвонить попозже;
what time could I reach him? – когда я могу его застать?

1. Read the words and explain their meanings.

Personal, personnel, company, president, vice president, alternative, analyze, problem, function, plan, organize, organization, leader, control, communication, effective.

2. Translate the following words paying attention to the suffixes and prefixes:

to manage – manager – management;
to decide – decision;
important – importance – unimportant;
to response – responsible – responsibility;
success – successful – successfully;
alternate – alternative;
evaluate – evaluation;
to lead – leader – leadership;
to motivate – motivation;
to communicate – communication.

Read the text

Management

Management is the art of getting things done through other people. It includes the personnel who have the right to make decisions that influence company's affairs.

There are three management levels: top management, middle management and operating management. Top management includes the president, vice presidents, and the general manager. Middle management includes department managers and plant managers. Operating management includes supervisors, foremen, etc.

The most important responsibility of any manager is decision making. Successful management is a skill of choosing from alternatives.

Decision makings are divided into: recognizing the problem, defining and analyzing the problem, evaluating alternative solutions, choosing the most favourable solution and implementing the approach chosen.

Management functions are planning, organizing, directing, controlling, staffing and innovating. It should be noted that successful management is based on three basic

elements: leadership, motivation and communication.

To operate a successful business one should have management skills because effective management is the key to business success.

Partnership. A partnership means that there is more than one owner to carry out business. And each partner declares his or her share of profit or loss on the personal income tax return.

There is a special type of partnership, called a limited partnership, where the limited partner is not involved in the management of the firm.

This form of organization is useful in such professional fields as law, insurance, and some industries, for example, oil prospecting.

But partnership has some disadvantages. Partnership business fails when one of the partners loses his interest or disagrees with the other.

Management is the art of things getting done through other people. It includes the personnel who have the right to make decisions that influence company's affairs.

There are three management levels: top management, middle management and the operating manager. Middle management includes department managers and plant managers. Operating management includes supervisors, foremen, etc.

Transporting means carrying goods from the place of their production to the place of their selling.

Storing is necessary because the consumer desires to buy goods without waiting.

Pricing involves the art determining what price is the best.

Selling involves helping consumers to discover their needs.

The exercises to be done after reading the text

1. Translate the following sentences from English into Russian in written form.

1. Decision making is the most important responsibility of any manager.
2. Decision making is divided into: recognizing the problem, defining and analyzing the problem, evaluating alternative solutions, choosing the most favourable solutions and implementing the approach chosen.
3. Management functions are: planning, organizing, directing, controlling, staffing and innovating.

2. Choose the right item.

1. Top management includes a) department managers; b) supervisors; c) general manager.
2. Middle management includes a) department managers; b) supervisors; c) general manager.
3. Decision making is divided into a) planning and controlling; b) recognizing the problem and choosing the right solution.
4. Management functions are a) planning, organizing, controlling, staffing; b) recognizing the problem and choosing the right solution.

3. Answer the questions.

1. What is management?
2. What management levels do you know?
3. Whom does top management include?
4. Whom does middle management include?
5. What specialists does operating management include?
6. What is the most important responsibility for any manager?
7. What steps is decision making divided into?
8. What are the management functions?

4. Read and translate the dialogue.

Looking for a Job

John has been studying management techniques at an American corporation for three years. Now he is looking for a job. He read an advertisement in a newspaper: «Wanted a sales manager». He decided to try his chance.

Telephone is calling.

Secretary: 452 00 85. Who is calling, please?

John: Hello. My name is John. Can I speak to your manager, please? I'd like to know about an advertisement in the newspaper.

Secretary: Sorry, he's just gone out. Would you like to ring back later?

John: What time could I reach him?

Secretary: Oh, I'm very sorry, he's just come in.

John: That is very nice. Thank you, very much! And what is his name?

Secretary: Mr. Preston. I'll put you through to him.

John: Hello, Mr. Preston, this is John Simpson. I'm phoning about a job of a sales manager.

Mr. Preston: That is good. We are interested in an experienced manager. Have you any experience as a sales manager?

John: I have been studying management techniques, such as, management functions, decision making and other effective methods in one of an American corporation. So I have some experience.

Mr. Preston: O.K. I'll be waiting for you tomorrow at 10 o'clock with documents and a resume, and we shall discuss all in detail.

John: Thank you, very much, Mr. Preston! Good bye!

Mr. Preston: Good bye, Mr. Simpson!

5. Open the brackets using Present Perfect.

1. They recently (manage) to settle a serious financial problem.
2. All right, we (agree) on the method of payment, but what about a small discount?
3. This week our R and D department (set up) a research team to test the new hand cream.
4. Bob (not study) the offer yet.
5. ... you (find out) any information about our target customer?
6. Since the day I joined this consulting firm I (gain) a lot of useful experience.

7. They already (accept) our proposal but they (not send) us a draft contract yet.
8. ... James (complete) his mission in Russia yet?
9. This year our total sales (rise) by 10%.
10. You (waste) all your pocket money on fashion magazines again; you won't get any more next week!

6. Choose the right item. Pay attention to the place of the adverbs of time.

1. Our client just called / has called to say he has received / received the order yesterday.
2. Have you seen / Did you see our latest prototype yet?
3. She hasn't found out / didn't find out the order number on Monday and sent another inquiry on the next day.
4. We recently set up / have set up a sales network in Algeria.
5. I haven't seen / didn't see the Managing Director today.
6. Who took / has taken the copy of the contract? I have left / left it on the table a minute ago!
7. Mary has taken / took our VIP client to an expensive restaurant yesterday.
8. Was he / Has he been to Rome? – Not yet.
9. Look what you just did / have done! You've damaged my annual report with your coffee!
10. The partners have been / were pleased with the talks and signed a contract last week.

7. Read some tips for being a good manager.

There are several ways to advance your management skills, including:

- **Communicate.** It is important to communicate with your team so you can understand their needs, evaluate their progress and help them achieve their goals.
- **Be positive.** You should be the one to set an example for your team to follow. Be positive during your interactions with your team so they feel more comfortable communicating with you.
- **Train when needed.** Assess the skills of your team and see if you could improve any areas with training. Training also helps your team learn new skills and fosters growth.
- **Collaborate.** As a manager, you should feel comfortable delegating tasks, but you also work with your team to accomplish common objectives. Collaborating with your team will also allow you to see if there's anything you can do to help individual teammates or the team as a whole.
- **Practice.** Perhaps the best way to acquire new skills is to practice them in a real-life management setting. Gaining on-the-job experience in these skills will help you on the promotion ladder. Do your best for your team, serve as a leader and treat your team fairly.

Who are managers? Levels and types of managers

An individual who is in charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her.

Most organizations have three management levels: top-level, middle-level, and first level managers. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid.

Top-level managers

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

Middle-level managers consist of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance.

Efficiency of the middle level is vital in any organization, since they bridge the gap between top level and bottom level staffs. Their functions include:

- design and implement effective group and inter-group work and information systems;
- define and monitor group-level performance indicators;
- diagnose and resolve problems within and among work groups;
- design and implement reward systems that support cooperative behavior.

They also make decisions and share ideas with top managers. First-level managers consist of supervisors, section leaders, foremen, etc. They focus on controlling and directing. They usually have the responsibility of assigning employees tasks, guiding and supervising employees on day-to-day activities, ensuring quality and quantity production, making recommendations, suggestions, and up channeling employee problems, etc.

First-level managers are role models for employees that provide:

- basic supervision;
- motivation;
- career planning;
- performance feedback.

We tend to think about managers based on their position in an organization. This tells us a bit about their role and the nature of their responsibilities.

8. Translate this text fragment in written form.

Middle-level managers consist of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance.

9. Memorize these words:

top-level manager – менеджер высшего звена;

middle-level manager – менеджер среднего звена;

first-level manager – менеджеры первого (низового) звена;

hierarchy of authority – иерархия власти;

board of directors – совет директоров;

non-executive director – независимый директор;

executive director – исполнительный директор;

vice-president – вице-президент;

CEO (Chief Executive Officer) – главный исполнительный директор, генеральный директор;

shareholder – акционер;

general public – широкая общественность;

general manager – главный управляющий, главный менеджер;

branch manager – руководитель филиалов;

department manager – руководитель отдела;

in conformance – в соответствии;

to bridge – преодолеть;

to define and monitor – определить и контролировать;

to implement – реализовать.

10. Fill in the gaps with the missing words.

The top consists of the _____ of _____, president, vice-president, _____ and other members of the C-level _____. They are _____ for controlling and overseeing the entire _____. They set a tone at the _____ and develop strategic plans, company _____, and make decisions on the direction of the _____. In addition, top-level _____ play a significant role in the _____ of outside resources and are accountable to the _____ and general public.

UNIT 5. MARKETING

Warming-up

1. What does the term market mean? What types of markets do you know?
2. Why is the market so important for a business person?
3. What do you think of when you see the term marketing?
4. “Marketing helps people satisfy their needs and wants”. Give your arguments.
5. Give your examples of goods and services. What are the basic differences between them?
6. What makes a product/service popular?
7. What new types of product/service have appeared recently?
8. What sphere of economic life of the country is more important nowadays: service or production? Give your reasons.
9. Which sphere is more difficult to work in? Why?

It is interesting to learn

There are three basic areas of business.

- B2C (the business-to-consumer market: food retailing / consumer electronics, etc.).
- B2B (the business-to-business market: making parts for the auto industry I consultancy, etc.).
- B2G (the business to government market: defense and aerospace / big infrastructure projects, etc.).

There are many other ways that a company can define its market.

- The type of product (e.g. the mobile phone market, the property market, the stock market).
- A particular place (e.g. the German market).
- A particular group of people (e.g. teenage girls who like fashion, single professionals who like going out with their friends, families with young children).

Usually a company will have different products aimed at different sections / segments of the market. For example, to target different income levels a company might offer an economy model, a standard model and an executive model.

In the world of finance there are several specific markets: the stock market, the bond market, the foreign exchange market, the commodity market, and others.

In finance a rising market is called a bull market, and a falling market is called a bear market.

Basic concepts underlying marketing

It is impossible to speak about marketing without understanding what ‘needs and wants’ mean.

Needs

The core concept of marketing is to understand or feel the – human needs that denote the state of felt deprivation. Therefore being the marketers you need not go for inventing these needs. Rather you should try to understand it. The need for food, clothing, shelter and safety are the basic physical needs and the needs of belongingness and affection are the social needs. The individual needs include the need for knowledge and self-expression.

Wants

Human wants are desires for specific satisfaction of deeper needs that means the needs become wants when they are directed to specific object that might satisfy the need. Human needs may be few, but their wants are numerous. These wants are continually shaped and re-shaped by social forces and institutions such as families, colleagues, neighbours etc. Marketers can influence the wants and suggest and inform the consumers about certain products and persuade them to purchase these by stressing the benefits of such products.

Demands

People may have almost unlimited wants. But resources are limited in compare to the wants they have. Therefore they have to choose the products that are likely to provide the most value and satisfaction for their money. When backed by purchasing power, wants become demand. Thus, demands are basically wants for specific products that are linked /associated with the ability and willingness to pay for these products.

Products

To satisfy the wants and needs of people the company must offer their products in the market. That means people purchase the products to satisfy their needs and wants. Specifically, a product can be defined as an object, service, activity, person, place, organization or idea. You can note here that the tangible items are known as products while the intangible items are known as service.

Exchange

We have already got that marketing takes place only when people decide to satisfy needs and wants through exchange. So in the process of marketing there is exchange value between the two parties i.e. buyer and seller. The value for buyer is to obtain the desired object to satisfy its needs and wants while the value for the seller is generally the profit or the money. Kotler (1984) states that for exchange to take place, it must satisfy five conditions, namely:

1. There are at least two parties.
2. Each party has something that might be of value to the other party.
3. Each party is capable of communication and delivery.
4. Each party is free to accept or reject the offer.
5. Each party believes it is appropriate or desirable to deal with the other party.

The exercises to be done after reading the text

1. Translate this text fragment in written form.

Human wants are desires for specific satisfaction of deeper needs that means the needs become wants when they are directed to specific objects that might satisfy the need. Human needs may be few, but their wants are numerous. These wants are continually shaped and re-shaped by social forces and institutions such as families, colleagues, neighbours etc. Marketers can influence the wants and suggest and inform the consumers about certain products and persuade them to purchase these by stressing the benefits of such products.

2. Memorize these words:

core concept – основное понятие;

to denote – обозначать;

deprivation – потеря, утрата, лишение;

self expression – самовыражение;

wants – потребности;

demand – спрос;

purchasing power – покупательная способность;

willingness – готовность;

tangible – материальный;

intangible – нематериальный;

profit – выгода;

appropriate – соответствующий.

3. Fill in the gaps with the missing words.

People may have almost unlimited _____. But resources are _____ in compare to the wants they have. Therefore they have to choose the _____ that are likely to provide the most value and satisfaction for their _____. When backed by purchasing power, wants become _____. Thus, demands are basically _____ for specific products that are linked / associated with the ability and willingness to _____ for these products.

4. Work with your partner. Act out dialogues on the basis of the following situation.

Mr. Stevens is visiting a foreign subsidiary of Timberland in Italy. He is having talks with Mr. White, the head of Marketing Department and Mr. Black, the head of Public Relations and Advertising Department. They are discussing an advertising campaign and other promotional methods for their new line of winter high boots.

5. Translate the following sentences from English into Russian.

1. We decided to increase the volume of production.
2. The students achieved good results at the exams.
3. What overseas market were they planning to enter at that time?

4. Our sales representative reached an agreement with a new supplier two months ago.
5. What are the latest developments of this company?
6. He represents a huge corporation.
7. This company launched new machinery last year.
8. He was always modest and didn't like to speak about his achievements.
9. She was successful in everything she did.
10. The railway line links the two towns together.

6. Complete the following sentences using the necessary prepositions.

1. Nobody wants to work ... the direction ... this manager.
2. When did this company enter ... the market?
3. I have only fifty dollars ... cash.
4. Who arranged our visit ... the manufacturing plant?
5. They went ... that direction.
6. Video games ... good graphics are a huge success ... overseas and home markets.
7. There was a wide range ... goods ... the shop.
8. The new plane is ... production now.
9. They reached success ... hard work.

7. Choose the suitable modal verb. Sometimes more than one option is possible.

1. Helen ... perform a lot of functions when she was Assistant General Manager.
 - a) must; b) is to; c) had to; d) should.
2. You ... place a trial order if you are a new customer.
 - a) shouldn't; b) is to; c) may; d) mustn't.
3. The Seller ... inform the Buyer of the results of the tests.
 - a) must; b) should; c) is to; d) may.
4. I'm sorry I ... be in touch with the Senior Manager as he was away on business.
 - a) couldn't; b) shouldn't; c) mustn't; d) wasn't to.
5. Why are you sure your distributors will accept this commission? They... demand a bigger reward.
 - a) must; b) may; c) are to; d) could.
6. She likes her job though she ... work long hours.
 - a) can't; b) has to; c) mustn't; d) is to.
7. The Personnel Manager ... hire and fire staff of the company.
 - a) must; b) should; c) may; d) is to.
8. You ... take part in various conferences if you want to display your research results.
 - a) may not; b) can't; c) should; d) have to.

9. If we want to stay competitive we... establish new connections and break into new markets.

a) mustn't; b) shouldn't; c) should; d) may.

10. To reach your target one ... work hard and have a strong motivation.

a) must; b) have to; c) are to; d) may.

8. Use degrees of comparisons of the adjectives and adverbs in brackets.

1. This luxury hotel offers (good) accommodation in town.
2. I would like to obtain a (good) service level than I had last time.
3. This room is (comfortable) and (attractive) than that one.
4. Only (wealthy) people can afford to stay at the Ritz Carlton for a month.
5. Though his job is (well)-paid than mine it is much (complicated).
6. If you take a taxi you will get to your hotel (fast) than if you go by bus.
7. Today his financial position is much (bad) than it was 5 years ago.
8. I can have a break because I have prepared all the bills (early).
9. Max's life is (exciting) of all my friends'. He is a rescue worker.
10. This was (pleasant) journey I had ever had in all my life.

9. Match the words to make pairs.

- | | |
|-----------------|------------------|
| 1) to make out; | a) (a) problem; |
| 2) complicated; | b) (a) bill; |
| 3) demanding; | c) (a) hotel; |
| 4) to assess; | d) demands; |
| 5) to meet; | e) (a) venture; |
| 6) luxury; | f) (a) document; |
| 7) to obtain; | g) performance; |
| 8) legal; | h) (a) customer; |
| 9) to achieve; | i) information; |
| 10) joint; | j) (a) purpose. |

UNIT 6. E-COMMERCE

When you buy things, do you try to haggle?

Where do you usually haggle?

Where don't you haggle?

1. Do you agree or disagree with these statements? Give reasons for your answers.

- It is better to pay a bit more for products which are made in your own country.
- 'Organic', 'energy-saving' or 'green' products are overpriced and often not as good as the alternatives.
- Companies spend far too much on launching and promoting new products.
- Multinationals which manufacture in developing countries help the world economy.
- Modern technology-based products do not improve people's lives.

2. Pronunciation.

A homophone is a word which is pronounced in the same way as another word but has a different meaning or a different spelling or both, for example they're/their/there.

Replace the wrong word in each of the sentences with its homophone and write a sentence which shows how the other word is used.

Example: I don't ~~ne~~(know) what to expect from this new company.

- A. Can you tell me the weigh to the center of town, please?
- B. How many pears of trousers do you own?
- C. Let's meat for lunch tomorrow.
- D. His new girlfriend is air to a fortune.
- E. Walking down the isle was the scariest thing Ellen had ever done.
- F. The school principle is going to speak to everyone at midday.
- G. Great the cheese over the vegetables and bake for twenty minutes.
- H. The horse tossed its main and neighed.
- I. This fish bar does the best place and chips in town.

3. Match the words with their Russian equivalents.

- | | |
|--------------------------|--------------------------------------|
| 1) to offer a discount; | a) получить деньги за товар/возврат; |
| 2) cooling off period; | b) гарантия возврата денег; |
| 3) to get a refund; | c) способ оплаты; |
| 4) money back guarantee; | d) данные кредитной карты; |
| 5) to dispatch goods; | e) беспроцентный кредит; |
| 6) method of payment; | f) отменить заказ; |
| 7) expiry date; | g) доставлять товары; |

- | | |
|------------------------------|--|
| 8) credit card details; | h) гарантийное и постгарантийное обслуживание; |
| 9) to buy in bulk; | i) период, в течение которого клиент может вернуть товар/услугу и получить назад деньги; |
| 10) interest-free credit; | j) вернуть товар; |
| 11) to cancel an order; | k) покупать оптом; |
| 12) after sales service; | l) быть в наличии / не быть в наличии; |
| 13) to return goods; | m) предлагать скидку; |
| 14) to be in / out of stock; | n) хранить на складе; |
| 15) to keep in a warehouse; | o) дата окончания срока действия. |

4. Read and translate the text. There are 3 parts in it. While reading it, match your heading to each part of it.

E-commerce

1. E-commerce is just the buying and selling of products online. Lots of people on a daily basis take part in e-commerce e.g. some for selling functions many for purchasing reasons. Most widely used as a type of e-commerce is simply purchasing the merchandise or services from an internet store. Today every other company used to offer their products or services online. They show their entire services or products on an internet store. Men and women see their particular site, see the merchandise, read their information and lastly continue acquisition after selecting the favorite one. Full process is internet based. Only complete your order after doing payment via a shopping card a product will undoubtedly be delivered to you within the prescribed time period.

2. Every company needs to build an e-commerce web site to offer their particular products. With this they might need an effective ecommerce web design to create a greater amount of visitors into internet site. Furthermore, e-commerce web design should really be powerful enough to make the visitors buy the products. But additionally, there are some e-commerce web pages which are purely web. These web pages allow people from all over the world to sell their products or solutions. You just have to upload your product or service information on these web sites. These web pages charge a really small portion of the quantity through the item offered. Because these sites are very preferred and that means you won't need to value the traffic for the product.

3. This is stated that the success of an e-commerce web site is based on its web design. It's e-commerce web design and in addition converts your visitors into purchasers. Its significance can not be underestimated.

5. Give the Russian equivalents.

1) high street, 2) bricks-and-mortar (shop), 3) dual pricing, 4) to maintain margins, 5) to account for, 6) spending, 7) consumer, 8) to compare prices, 9) impact, 10) competitive, 11) rival, 12) to surf the Internet.

6. Work in small groups.

1. Think of an innovative new product you would like to launch.
2. Prepare a short presentation about the product. Consider its main features and benefits for the user.
3. Use the headings in *the Useful language box from exercise 7* below to help you structure your talk.
4. Form new groups and present your products to each other. Answer any questions that you are asked about them.

7. Useful language.

Introducing the product

This is our new product. I'm going to tell you about our new product

Describing the product

Let me tell you about its special features. It's made of leather/wood/steel/aluminum. It weighs approximately 16 kilos. Its dimensions in centimeters/meters. Are: high wide deep. It comes in a wide range of colors.

Stating the product's uses

It's ideal for travelling. It's designed to be used with any type of material. It's for people who like giving parties. It's perfect for making different sizes of ice cubes.

Listing selling points

What about its main selling points? It has several special features. It has a unique design. It's economical/quiet/energy-saving. It's great value for money.

Referring to benefits

It saves people time/money. It's easy to use. It makes the user look good/professional.

Inviting questions

Does anyone have any questions? Would anyone like to ask a question? Any questions?

8. Translate the English proverbs into Russian and find the Russian equivalents.

1. A man can do no more than he can. 2. Anyone who has to ask the price cannot afford it. 3. People who live in glass houses shouldn't throw stones at their neighbors. 4. You must learn to walk before you can run. 5. He who falls today may rise tomorrow. 6. A bird may be known by its song. 7. He who laughs at crooked men should need to walk very straight. 8. Talk of the devil and he is to appear. 9. A tree must be bent while young. 10. The wind can't be caught in a net.

9. Match the words with their Russian equivalents.

- | | |
|-------------------------|---|
| 1) negotiating tips; | a) быть дружелюбным; |
| 2) to be friendly; | b) обращать внимание на что-либо/кого-либо; |
| 3) to have clear aims; | c) создать сайт; |
| 4) to pay attention to; | d) назначит цену в \$50 за час; |

- | | |
|----------------------------|-----------------------------------|
| 5) to make an order; | e) ВЫХОДИТЬ ИЗ-ПОД КОНТРОЛЯ; |
| 6) to set up a website; | f) СОВЕТЫ ПО ВЕДЕНИЮ ПЕРЕГОВОРОВ; |
| 7) payment terms; | g) сделать заказ; |
| 8) to charge \$50 an hour; | h) ПЛАТИТЬ КОМУ-ЛИБО ЗА ЧАС; |
| 9) to get out of control; | i) УСЛОВИЯ ОПЛАТЫ; |
| 10) to pay smb. per hour; | j) ИМЕТЬ ЧЕТКИЕ ЦЕЛИ. |

10. Read the conversation.

Bella: If we buy more than 500 cases of the Reserve, what discount can you offer us?

Pierre: On 500, nothing. But if you buy 1000 cases, we'll offer 15%.

Bella: Let me think about that. Now, if I place an order for 1000, will you be able to dispatch immediately?

Pierre: I don't know about immediately, but certainly this month.

Bella: Well, if you get it to us before the Christmas rush, it'll be OK. I'll take it if your prices include insurance.

Pierre: Actually, no. You'd be responsible for that. If you can increase your order, then we'd be willing to cover insurance as well.

Bella: I'll need to do some calculations.

Pierre: Let's look at methods of payment. Since we've not dealt with you before, we'd like to be paid by banker's draft.

Bella: Well, this is a large order. We've done business with many well-known wine producers and we've always paid by letter of credit.

Pierre: OK. If we agree to your paying by letter of credit, then you'll have to pay us within 30 days.

Bella: That should be fine.

11. Are these statements true (T) or false (F)? Tick in the boxes.

	T	F
1. If 500 cases are ordered, there will be no discount.		
2. If 1000 cases are ordered, insurance will be covered.		
3. If 1000 cases are ordered, they will be dispatched immediately.		
4. The two companies have dealt with each other before.		
5. If it is paid by letter of credit, the payment have to be made within 30 days.		

12. Practice the conversation below with your group mate.

A: If we buy (more than 500 cases of the Reserve), what discount can you offer us?

B: On (500), nothing. But if you buy (1000 cases), we'll offer (15 %).

A: If I place an order for (1000), will you be able to (dispatch immediately)?

B: Sure./I don't know about (immediately, but certainly this month).

UNIT 7. MAKE THE MOST OF YOUR CAREER

1. Discuss these questions.

- How ambitious are you?
- Do you have a career plan? Where do you want to be in 10 years' time?
- Can perks (or fringe benefits) compensate for a boring job?
- How do people find a balance between work and personal life?
- What would make you leave your job?
- In your opinion, what is the worst job in the world?

2. Pronunciation.

Where is the main stress in these words? Make as many combinations as you can from the following words and say where the main stress should go. Some combinations are written as one word, some as two words and others take a hyphen. Use a dictionary to check.

Example: old house, boathouse.

Old, seat, back, tea, house, woman, carpet, bag, horse, dog, red, boat, wine, sheep, road, sign, glass, race.

3. Match the words with their Russian equivalents.

- | | |
|------------------------------------|-------------------------------|
| 1) ambitious; | a) разработка и развитие; |
| 2) career plan; | b) посещать собрания; |
| 3) sales and marketing; | c) управление; |
| 4) finance; | d) опытный человек; |
| 5) management; | e) амбициозный; |
| 6) administration and personnel; | f) старший по должности; |
| 7) production; | g) общественные мероприятия; |
| 8) Research and development (R&D); | h) финансовый отдел; |
| 9) superior; | i) дополнительные навыки; |
| 10) attend meetings; | j) план карьерного роста; |
| 11) social functions; | k) производство; |
| 12) experienced person; | l) отдел кадров; |
| 13) extra qualifications; | m) отдел продаж и маркетинга. |

4. Fill in the gaps with the following words.

Goals, ahead, move, bonus, making, work, retirement, taking, mistakes.

1. Some ambitious people plan their next career ___ as soon as they get their first job.
2. Our negotiators are ___ very good progress in the talks with the Russian company.
3. Julia is ___ some time off next month to visit her daughter in Germany.

4. Jim kept making terrible ___ at work. His boss said he was incompetent, and gave him a sack.
5. If you reach your sales targets every month, you will probably earn a ___.
6. Few people want to ___ anti-social hours even if they do not have children.
7. Changing companies often is not a good idea if you want to get ___ in your career.
8. After working hard all her life, Maria decided to take early ___ and travel around the world.
9. A good tip is to create your own ___ and determine what skills you need to reach them.

5. Read and translate the text. Comment on Steve Jobs' words.

Make the most of your career

You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something - your gut, destiny, life, karma, whatever.

Steve Jobs

Part of enjoying your career is getting the absolute most out of it each and every day. Are you maximizing your potential? Are you taking every step possible to excel in your job? If not, then you need to get on track and work for your success. You only get out of your career what you put into it. Heed the advice below to make the most of your career.

1. There's a commonly held myth that asking questions is a sign of weakness. However, when directed at the most successful people in your industry, the exact opposite is true. Asking questions helps you expand your knowledge base, which will open you up to new and exciting opportunities. Asking questions also shows an inherent interest in your industry, proving that you're a diligent, thoughtful worker.

2. Successful people never have the attitude that certain tasks are outside of their job responsibilities. If you want to be a manager, then you need to know how every person in your department does their job. That means that you have to take off the blinders and be open to experiencing new things whenever you get the chance.

3. Even the most successful CEOs and entrepreneurs make time to go to educational seminars and take classes at local colleges. In fact, many successful business professionals have multiple college degrees that apply directly to their line of work. While you don't have to pursue a Ph.D, you should at least explore educational opportunities that could potentially advance your career. If you're a sales professional who deals with people all day, then enroll in some psychology courses to learn more about the human psyche and improve your sales techniques. Simply investing in your education will help you make the most out of your career.

4. Does your company have a client that no one else wants to service? Then this is your chance to learn more about handling difficult customers. When you take on new challenges, you expand your resume and you often surprise yourself at how much you already know.

5. Part of feeling fulfilled in your career is being able to share what you know with others. If there are new people working for your company that seem to be struggling, then pull them aside, offer a hand, and help them reach success. Your personal career success is only complete when you're able to share that knowledge with others and help to influence a new generation of people in your field.

6. There's always a new height you can achieve and new goals you can reach in your career. The key is to identify those goals, and then put together a plan to achieve them. Instead of coasting along in your job, you should always have short- and long-term goals to push your career forward.

7. One day, you might look around your office and realize that you've completely maximized your potential with your current employer. Does that mean that you've maximized your career? No, it means that it's time for you to move on to that next step in your adventure. You should always keep your employment options open and never be afraid to take that next step in your personal development.

6. Match the heading to each part of the text.

1. A. Always Be Prepared for the Next Step.
2. B. Have Goals that You Constantly Strive For.
3. C. Become a Resource for Others.
4. D. Take Off the Blinders.
5. E. Go Back To School.
6. F. Regularly Take On New Challenges.
7. G. Ask Plenty of Questions.

7. Give the English equivalents.

1) преуспеть в карьере; 2) составить список; 3) очерчивать, намечать; 4) краткосрочные/долгосрочные цели; 5) оценивать достижения; 6) овладеть навыками; 7) делегировать выполнение задач; 8) искать возможности; 9) расширять навыки; 10) определять; 11) достигать цели; 12) принимать вызов; 13) заслуживать; 14) брать отпуск; 15) значительно.

8. Match the words with their Russian equivalents.

- | | |
|------------------------------|---|
| 1) stuck in smth.; | a) войти в привычную колею; |
| 2) to prioritise; | b) ответная реакция; |
| 3) to set objectives; | c) ключевой, решающий; |
| 4) to be good at sth.; | d) устанавливать приоритеты; |
| 5) feedback; | e) участвовать в чем-либо, заниматься чем-либо; |
| 6) to settle into a routine; | f) погрязнуть в чем-либо; |
| 7) a meeting of minds; | g) иметь способность к чему-либо; |

- 8) to be engaged in smth.; | h) ставить цели;
9) crucial; | i) единство взглядов, взаимопонимание.

9. Read the job interview, make your dialogue.

Interviewer: How many jobs have you had since leaving university?

Candidate: I've worked for six companies.

Interviewer: Why have you changed jobs so often?

Candidate: I wanted to earn more money.

Interviewer: What have you done that shows leadership?

Candidate: Well, I lead the sales team. I'm also chairperson of a local business association.

Interviewer: What are your strengths?

Candidate: I'm fluent in Italian and Spanish. I'm good at training sales staff and I get on well with people. I think I'm very good at organizing seminars for customers.

Interviewer: In what ways has your job changed since you joined the company?

Candidate: I now have more responsibility and work longer hours.

Interviewer: What mistakes have you made?

Candidate: I'm not patient when people don't meet deadlines.

Interviewer: Have you ever worked with a difficult person?

Candidate: Well, the boss in my last company wasn't easy to work with.

10. Comprehension Questions.

1. How many companies has the candidate worked for?
2. Why has the candidate changed jobs so far?
3. What strengths does the candidate possess? Say just two things.
4. What mistake has been made by the candidate?

11. Practice the conversation below with your partner.

A: How many jobs have you had since leaving university?

B: I've worked for (six companies).

A: Why have you changed jobs?

B: I wanted to (earn more money).

A: What are your strengths?

B: I'm good at (training sales staff and organizing seminars for customers).

UNIT 8. COMPANIES

1. Which of these companies do you or would you like to work for? Why?

- a family-owned company;
- a multinational company;
- your own company (be self-employed).

What motivates people to work long hours?

2. Pronunciation.

Silent consonants occur for different reasons. Often it is because pronunciation has changed over time without a corresponding change in spelling. Some words have come to English from another language, where they are pronounced differently. Look at these words and underline any consonants you think are silent. Then check the pronunciation.

Knowledge;	heir;	denouement;	condemn;
wretched;	coup;	pseudonym;	apropos;
rustle;	indebted;	doubt;	penchant.
rhythm;	exhilarating;	mnemonic;	

3. Match the words with their Russian equivalents.

1) construction;	a) информационные технологии / электроника;
2) pharmaceuticals/chemicals;	b) пищевая промышленность, производство продуктов питания и напитков;
3) engineering;	c) фармацевтические товары (препараты) / химические товары;
4) telecommunications/Media;	d) туризм;
5) retailing;	e) производство транспортных средств, автомобильная промышленность;
6) banking and finance;	f) телекоммуникация/ пресса; среда передачи информации;
7) transport;	g) розничная торговля, осуществление розничной торговли;
8) vehicle manufacturing;	h) машиностроение, проектирование, техника;
9) food and drink;	i) строительство, построение;
10) tourism;	j) транспорт, перевозка, средства сообщения.

4. Match the words with their Russian equivalents.

1) share price;	a) собственная компания;
2) workforce;	b) прибыль, доход;
3) profit;	c) международная компания;
4) turnover;	d) цена акции;
5) subsidiary;	e) трудовые ресурсы, кадры;

- 6) market share;
- 7) head office;
- 8) a multinational company;
- 9) a family owned company;
- 10) one's own company;

- f) дочернее предприятие, филиал;
- g) оборот, оборачиваемость;
- h) семейная компания;
- i) доля рынка;
- j) головной офис.

5. Read and translate the text.

Companies

A company is a legal entity formed by a group of individuals to engage in and operate a business (commercial) or industrial (enterprise). A company may be organized in various ways for tax and financial liability purposes depending on the corporate law. Organizations are generally organized to earn a profit from business activities, though some may be structured as non-profit charities.

They can also be distinguished between private and public companies. Both have different ownership structures, regulations, and financial reporting requirements.

An organization has many of the same legal rights and responsibilities as a person does, like the ability to enter into contracts, the right to sue, borrow money, pay taxes, own assets, and hire employees. Business enterprises customarily take one of three forms:

1. It's a business concern owned and operated by one person. The sole proprietor is a person who carries on business exclusively by and for himself. He alone contributes the capital and skills and is solely responsible for the results of the enterprise. In this form of business, a single person holds the entire operation as his personal property, usually managing it on a day-to-day basis. Most businesses are of this type.

2. If a business enterprise expands beyond the capacity of a single person, a group of persons has to join hands together and supply the necessary capital and skills. Partnership firm thus grew out of the limitations of one-man business. The need to arrange more capital, provide better skills led to the growth to partnership form of organization. These come in two types: general and limited. In general partnerships, both owners invest their money, property, labor, etc. to the business and are both 100% liable for business debts. In other words, even if you invest very little into a general partnership, you are still potentially responsible for all its debt. General partnerships do not require a formal agreement, partnerships can be verbal or even implied between the two business owners.

Limited partnerships require a formal agreement between the partners. They must also file a certificate of partnership with the state. Limited partnerships allow partners to limit their own liability for business debts according to their portion of ownership or investment. The partnership may have from 2 to 50 or more members, as in the case of large law and accounting firms, brokerage houses, and advertising agencies. This form of business is owned by the partners themselves; they may receive varying shares of the profits depending on their investment or contribution.

Whenever a member leaves or a new member is added, the firm must be reconstituted as a new partnership.

3. Similar to a limited partnership, an LLC provides owners with limited liability while providing some of the income advantages of a partnership. Denotes incorporated groups of persons, that is, a number of persons considered as a legal entity (or fictive “person”) with property, powers, and liabilities separate from those of its members. This type of company is also legally separate from the individuals who work for it, whether they are shareholders or employees or both; it can enter into legal relations with them, make contracts with them, and sue and be sued by them. Most large industrial and commercial organizations are limited -liability companies.

4. A sole trader, also known as a sole proprietorship is a simple business arrangement, in which one individual runs and owns the entire business.

Small and medium-sized enterprises (SMEs); sometimes also small and medium enterprises or small and medium-sized businesses (SMBs) are businesses whose personnel numbers fall below certain limits. The abbreviation "SME" is used in the European Union and by international organizations such as the World Bank, the United Nations and the World Trade Organization (WTO). Small enterprises outnumber large companies by a wide margin and employ many more people. SMEs are also said to be responsible for driving innovation and competition in many economic sectors. A multinational corporation (MNC) or multinational enterprise is an organization that owns or controls production of goods or services in one or more countries other than their home country. It can also be referred to as an international corporation.

6. Match the heading to each part of the text.

1. A. Types of organizations depending on their size
2. B. The limited-liability company (LLC)
3. C. Sole proprietorship or individual entrepreneurship
4. D. Partnership firm

7. Change the following phrases in the same way as in the example.

Example: a hotel with five stars: a five-star hotel

- 1) a sales conference which lasts three days;
- 2) a takeover bid worth five million dollars;
- 3) a company which is 75 years old;
- 4) an office block that has 40 stores;
- 5) a train journey that lasts five hours.

8. Practice the conversation below with your partner using the expressions from exercise 9.

A: Well, perhaps you could say something about the departmental structure?

B: Yes, certainly. We've got two factories, one here in Perth, Australia, and the other in Singapore.

A: And you are completely independent of each other, is that right?

B: Oh, yes. Our two (plants) are fairly independent. I am responsible to (George Harris, the Production Manager), and we have to cooperate closely with Rosemary Broom, the Marketing Manager.

9. Useful Expressions.

Describing the activity of a department

My department deals with marketing

My department is responsible for administration. We organize tests/studies/research. We work with customers/suppliers/subsidiaries/other companies in the group.

Describing the staff of a department

There are (20) people in the department.

Pierre Ducros is in charge of the department.

I am one of the managers/technicians/secretaries/engineers.

Describing the equipment/premises of a department

We have a large office/three laboratories/a small building.

We use computers/fax/e-mail a lot.

We have a well-equipped laboratory/a lot of technical equipment.

10. Which of the words below can describe: a) good qualities of an organization? b) bad qualities of an organization? Can you add any others? Which of the words describe your own organization or an organization you know well?

Bureaucratic; caring; centralized; conservative; decentralized; democratic; dynamic; hierarchical; impersonal; market-driven; professional; progressive.

11. Match a word from box A with a word from box B to complete the sentences below.

A	B
computer;	commercials;
government;	fair;
information;	force;
labor;	policy;
research;	project;
trade;	technology;
TV;	virus.

UNIT 9. GREAT IDEAS

1. Which of these statements do you agree with? Why?

- The best number for a meeting is six people or fewer.
- Never have food or drink during a meeting.
- Always start and finish a meeting on time.
- You should sit around a table when you have a meeting.
- A meeting must always have a leader.
- At a formal meeting, each person should speak in turn.

2. Pronunciation.

Certain words have a variable stress pattern, depending on whether they are used as a noun, adjective or verb, for example: object.

I don't object to your opening the window.

The boy tripped up over some object in his path.

Work with a partner and make up sentences, which show the difference between the way the words below are pronounced, depending on the part of speech.

Alternate, discount, entrance, frequent, incense, invalid, present, produce.

3. What conditions are important for people starting new businesses? Choose the three most important from this list and compare them with your partner. Can you think of any others?

Low taxes;	good transport links;
skilled staff;	training courses;
low interest rates;	high unemployment;
cheap rents;	a strong currency;
stable economy;	government grants.

4. Match the English expression to its Russian equivalents.

- | | |
|---|-------------------------------------|
| 1) to be the key to something; | a) получить награду за изобретение; |
| 2) research and development (R&D); | b) погубить идею; |
| 3) there's nothing wrong with; | c) удовлетворять спрос; |
| 4) to improve something; | d) снижать количество отходов; |
| 5) to kill an idea; | e) нет ничего плохого в ...; |
| 6) to generate ideas; | f) заполнить нишу на рынке |
| 7) to offer something to somebody; | g) являться ключевым аспектом для |
| 8) an existing customer; | чего-либо; |
| 9) to develop something in response to customer research; | h) исследования и разработка; |
| 10) to satisfy consumer demand; | i) защищать окружающую среду; |
| 11) an upmarket image; | j) придумывать новые идеи; |
| 12) reduce waste; | k) улучшать что-либо; |
| | l) разработать что-то на основе |

- | | |
|----------------------------------|---|
| 13) fill the gap in the market; | маркетингового исследования; |
| 14) win an award for innovation; | m) впечатление высококлассного (товара/услуги); |
| 15) protect the environment; | n) предлагать кому-либо что-либо; |
| | o) постоянный покупатель. |

5. Complete the sentences with a word from the box.

leaflets	advertisements	campaign	corporate
sponsors	mouth	relations	endorse

- We don't do much advertising. We rely on the word of _____.
- McDonalds and Coca Cola are huge _____ of football.
- We need a global _____ starting three months before the launch.
- I have a small company and print small black and white _____.
- Companies need to manage their _____ identity carefully.
- My favorite _____ are made for Adidas.
- Celebrities are paid millions to _____ a product.
- Sponsoring a local team is good for public _____.

6. Read the text about innovations in business, make sure you understand everything and retell it. There are 8 parts in it. While reading it, match your heading to each part of it.

Innovation

1. Everyone can innovate. Innovation means coming up with new ways of doing things. Bringing innovation into your business can help you save time and money, and give you the competitive advantage to grow and adapt your business in the marketplace.

2. Innovation generally refers to changing processes or creating more effective processes, products and ideas. For businesses, this could mean implementing new ideas, creating dynamic products or improving your existing services. Innovation can be a catalyst for the growth and success of your business, and help you to adapt and grow in the marketplace.

3. However, things are not so simple. Resistance to new ideas is well known. In organizations, the best way of killing an idea may well be to take it to a meeting. The very things that make companies successful in one area may prevent them from developing success in new activities. Early work on personal computers at Xerox was dismissed by its senior managers because they considered that the company's business was copying, not computing.

4. Company leaders talk about corporate venturing and entrepreneurship, where

employees are encouraged to develop entrepreneurial activities within the organization. Companies may try to set up structures in such a way that they do not stifle new ideas. They may put groups of talented people together in skunk works to work on innovations - development of the PC at IBM is the most famous example. Skunk works are outside the usual company structures and are less likely to be hampered by bureaucracy, in-fighting and so on.

5. When innovators go to large companies with new designs for their products, they face similar problems. The inventor of the small-wheeled Moulton bicycle could not persuade Raleigh to produce it, so he set up his own company. But a single innovative breakthrough is not enough. There has to be continuous improvement and market response. The current winners in bicycle innovation are producers of mountain bikes, who have taken the original bicycle design and eliminated its irritations, revolutionizing an old concept by providing relative comfort, easy gear changes, a 'fun' ride and so on.

6. In reality, it's a long way from an idea to a product. The initial idea for a car will be turned into a series of prototypes and tested. In software development, the final 'prototype' is the beta-version, which is beta-tested. Pharmaceuticals go through a series of trials. Even the most brilliant entrepreneurs will not have the resources to do it alone in industries like these, as the investment and experience required are enormous.

7. Cars, software and pharmaceuticals are examples of industries dominated by giants. The 'rules of the game' are well established, and newcomers are rare, unless they can find a small niche unexploited by the giants. There may be more opportunity for innovation where the rules of the game are not yet established. This may involve selling and delivering existing products in new ways: think, for example, of selling books and airline tickets on the Internet.

8. One thing is certain: business will continue to benefit from the creativity of individuals and organizations who can develop great ideas and bring them to market. That being said, successful innovation should be an in-built part of your business strategy, where you create a culture of innovation and lead the way in innovative thinking and creative problem solving.

7. Match the words to their Russian equivalents.

- | | |
|---|---|
| 1) aim / to aim (at); | a) маркетинговая стратегия; |
| 2) the main aim of ...; | b) цель/нацеливаться на (2 раза); |
| 3) target / to target (no preposition); | c) главная цель (2 раза); |
| 4) the main target; | d) определиться с датой выпуска товара. |
| 5) to decide the date of the launch; | |
| 6) marketing strategy; | |

8. Find English equivalents to the following words and phrases.

1) розничные магазины; 2) я за ...; 3) зачем ждать дольше? 4) срубить денег на чем-то; 5) технически совершенны; 6) время пикового спроса на что-либо; 7) в целом, мы все согласны; 8) специализированные магазины; 9) защитные очки; 10) магазины спортивных товаров.

9. Read the following quotes about ideas and make sure you understand everything. Choose 3 that you agree with most. Discuss the quotes in teams and choose 3 best ones.

1. "If at first, the idea is not absurd, then there is no hope for it." – Albert Einstein

2. "Ideas are like rabbits. You get a couple and learn how to handle them, and pretty soon you have a dozen." – John Steinbeck

3. "A new idea is delicate. It can be killed by a sneer or a yawn; it can be stabbed to death by a quip and worried to death by a frown on the right man's brow." – Ovid

4. "The air is full of ideas. They are knocking you in the head all the time. You only have to know what you want, then forget it, and go about your business. Suddenly, the idea will come through. It was there all the time." – Henry Ford

5. "Adults are always asking little kids what they want to be when they grow up because they're looking for ideas." – Paula Poundstone

6. "Capital isn't that important in business. Experience isn't that important. You can get both of these things. What is important is ideas." – Harvey Firestone

7. "I know quite certainly that I myself have no special talent. Curiosity, obsession and dogged endurance, combined with self-criticism, have brought me to my ideas." – Albert Einstein

8. "If I have a thousand ideas and only one turns out to be good, I am satisfied." – Alfred Noble

9. "Money never starts an idea; it is the idea that starts the money." – William J. Cameron

10. "New ideas pass through three periods: 1) It can't be done; 2) It probably can be done, but it's not worth doing; 3) I knew it was a good idea all along!" – Arthur C. Clarke

10. Read the conversation, make your dialogue.

Smith: We need to decide exactly when we're going to move. Any suggestions?

Mark: I think July would be the best time. It's very quiet then, isn't it?

Smith: You mean, we don't do too much business then.

Mark: Exactly. Our sales are always down that month and quite a few staff are away on holiday. We could move all the office equipment at the weekend. Do everything at once. That's the best way.

Smith: I think we should take longer to move. A weekend's too short. In my opinion we should do it department by department.

Mark: How do you mean, exactly?

Smith: Well, each week a different department would move. That way, there would always be people here who could handle customer enquiries, phone calls, and so on.

Mark: Hmm, I see what you mean. Maybe it would be better to phase the move over several weeks. Of course, we'll have to keep our staff informed at every stage of the move. We can do that mainly by internal email. Now, moving on to the question of transport. We've contacted two companies, National Transport and Fox Removals.

Smith: Sorry, could I just comment on that, Mark?

Mark: Certainly.

Smith: I don't think it would be a good idea to use National. I've heard one or two things about them. I don't think they're too reliable. But Fox would be fine. They've got an excellent reputation in the trade.

11. Comprehension Questions.

1. What does Mark think about the best time for moving?
2. Why doesn't Smith agree to use National for transport?
3. What does Fox offer for free?

UNIT 10. ECONOMIC SECURITY

1. Work in groups. Compare your answers with others in your group.

What do you know about economic security?

What is the main aim of economic security?

2. Pronunciation. Finish the spelling of the words below with the correct endings from those above each group.

A: *-acy, -asy, -isy*

democr-, idiosyncr-, accur-, fant-, obstin-, ecst-, conspir-, priv-, diplom-, hypocr-.

B: *-able; -eable; -ible*

port-, chang-, predict-, unpronounc-, respons-, sens-, knowledg-, uninhabit-, advis-, peac-, incorrupt-, convert.

3. Match the words with the definitions.

Income	Method in which trainees learn a craft or trade by hands-on experience while working with a skilled worker, usually under written or implied indentureship agreement.
Standard of living	Voluntary non-attendance at work, without a valid reason, habitual evasion of work, or willful absence as in a strike action. It does not include involuntary or occasional absence due to valid causes, or reasons beyond one's control, such as accidents or sickness.
Disability	A cost of living increase available under social security.
Wage indexing	The act of giving someone a job; an employer taking on a new employee.
Bargaining power	To remove an employee from their job, typically for reasons such as poor work quality or disagreeable behavior.
Trade union	In negotiating, capacity of one party to dominate the other due to its influence, power, size, or status, or through a combination of different persuasion tactics.
Full employment	Medically determinable impairment of body or mind that restricts, or causes loss of, a person's functional ability to carry on his or her normal activities.
Fire	State of economy in which all eligible people who want to work can find employment at prevailing wage rates
Hire	An organization whose membership consists of workers and union leaders, united to protect and promote their common interests.
Absenteeism	Financial health of a population, as measured by per capita income and consumption of goods and services by individuals or households
Apprenticeship	Money or other forms of payment (received periodically or regularly from commerce, employment, endowment, investment, etc.

4. Match the words (1-8) with their definitions (a-h).

1) lifestyle;

2) workaholic;

3) workload;

4) deadline;

5) flexitime;

6) work-life balance;

7) quality of life;

8) working environment;

a) a system where employees choose the time they start and finish work each day;

b) a time or date by which you have to do something;

c) how personally satisfied you are with the way you live and work;

d) someone who cannot stop working and has no time for anything else;

e) the ability to give a good amount of time to your work and to outside interests, e.g. family;

f) the amount of work a person is expected to do;

g) the people, things and atmosphere around you at work;

h) the way people choose to organize their lives.

5. Complete each sentence with an appropriate word or phrase from exercise 4.

1. I worked until 11 o'clock at night to meet the _____ for presenting the report.

2. I work six days a week and never have a holiday. My girlfriend says I'm a _____.

3. Karl has a heavy _____ at the moment because several colleagues are off sick.

4. She gave up a highly paid job to join a meditation group in India. She's completely changed her _____.

5. A _____ system can help to reduce stress levels of employees by giving them more control over their working hours.

6. If you have children, working from home may help improve your _____.

7. Many people argue that technology has greatly improved our _____ and the way we feel about work. Others disagree, arguing it actually increases stress.

8. A clean, quiet, comfortable and friendly _____ can actively reduce levels of stress.

6. Read and translate the text. There are 10 parts in it. While reading it, give the heading to each part of it.

What is economic security?

1. Economic security is a state entity, characterized by the presence of a stable income and other resources that can support the standard of living for today and for the foreseeable future. It includes:

1) maintaining solvency;

2) planning for the future cash flows of the entity;

3) security of employment.

There are seven components of work-related security.

2. Basic security means limiting the impact of uncertainties and risks people

face daily while providing a social environment in which people can belong to a range of communities, have a fair opportunity to pursue a chosen occupation.

3. Income security denotes adequate actual, perceived and expected income, either earned or in the form of social security and other benefits. It encompasses the level of income, assurance of receipt, expectation of current and future income, both during working life and in old age or disability retirement.

4. Representation security refers to both individual representation and collective representation. Individual representation is about individual rights enshrined in laws as well as the individuals' access to institutions. Collective representation means the right of any individual or group to be represented by trade unions that can bargain on their behalf and which are independent and competent to do so.

5. Labor market security has a structural component, in that it represents the types and quantity of opportunities. Policies aimed at enhancing this form of security have included full-employment oriented macro-economic policies, the creation of employment agencies, and other placing services.

6. Employment security is protection against loss of income-earning work. For wage and salary workers, employment security exists in organizations and countries, in which there is strong protection against unfair or arbitrary dismissal and where workers can redress unfair dismissal. For the self-employed, it means protection against sudden loss of independent work, and/or business failure.

7. Job security includes employment security and job security. Employment security refers to the opportunity of a worker to continue working in an enterprise, job security refers to the worker's ability to pursue a line of work in conjunction with his or her interests, training and skills.

8. Work security denotes working conditions in organizations that are safe and promote workers' well-being.

9. Work security goes beyond this, though, in addressing the modern scourges of stress, overwork, absenteeism, and harassment. Protection devices for work security include provisions and insurance against accidents and illness at work, and limits on working time.

10. Skill reproduction security denotes workers' access to basic education as well as vocational training to develop capacities and acquire the qualifications needed for socially and economically valuable occupations.

7. Answer the questions.

1. What comes to mind when you hear the word "security"?
2. Do people nowadays have all the security they need?
3. What would life be like with better security?
4. What do you do to improve your Internet security?
5. Franklin Delano Roosevelt said: "True individual freedom cannot exist without economic security and independence." Do you agree?
6. How important is financial security to you?

8. Say whether the following statements are true or false.

1. Economic security is a state entity, characterized by the presence of a stable income and other resources that can support the standard of living for today and for the foreseeable future.

2. Income security denotes adequate actual, perceived and expected income, either earned or in the form of social security and other benefits.

3. Representation security refers only to individual representation.

4. Labor market security arises when there are no opportunities for adequate income-earning activities.

5. For wage and salary workers, employment security exists only in courts and countries, in which there is strong protection against unfair or arbitrary dismissal and where workers can redress unfair dismissal.

6. Ways to further skill reproduction security include policies to generate widespread opportunities to gain and retain skills through education, apprenticeships, and employment training.

9. Read the conversation, make your dialogue.

Marion: John, you don't like your colleague. Why is he so difficult to work with?

John: He doesn't know how to motivate staff. The atmosphere in the office is really bad. He is very rude to customers and colleagues. We have had lots of complaints about his behavior.

Marion: How does he manage his staff?

John: Very badly. He doesn't know how to manage people. He doesn't support his staff at all, and he blames everyone else for problems.

Marion: How long has he been with the company?

John: Well, he has worked with me for five years.

Marion: What is he good at?

John: Well, he is very punctual. And he is very practical, too.

Marion: Is he still with the company?

John: No, he's not. He recently shouted at a customer in the office. Because of that, has to go; the company just fired him.

10. Are these statements true (T) or false (F)? Tick in the boxes.

	T	F
a. John's colleague was easy to work with.		
b. He was very rude to customers		
c. He was good at managing people.		
d. He blamed other people for problems.		

UNIT 11. NEW BUSINESS

1. What do you think is the purpose of a business?

Is it just to make money?

Would you like to start your own business? Why? Why not?

2. What conditions are important for people starting new businesses?

Choose the three most important from this list. Can you think of any others?

Low taxes, good transport links, skilled staff, low interest rates, training courses, cheap rents, a strong currency, high unemployment, a healthy economy, easy access to credit, government grants.

3. Pronunciation.

We use a before words beginning with a consonant sound such as *b, c, d*: *a receptionist*.

We use an before words beginning with a vowel sound such as *a, e, i, o* and *u*: *an astronaut*.

We do not use a or an with plural nouns: They are architects.

We use question words such as what, who and where to ask for information.

What's your job? I'm a lawyer. (NOT I'm lawyer.)

Who's your boss?

Where are you from? / Where 's he from?

What's your job? I'm an engineer.

4. Many economies contain a mix of public- and private-sector businesses.

Think of companies you know in the areas below. Which are public-sector companies, and which are private-sector ones?

Post office, newspapers, water, telecoms, railways, cars, airlines, mining, television, banks, roads, energy.

5. Match the economic terms (1-10) to their definitions (a-j).

- | | |
|----------------------------------|---|
| 1) interest rate; | a) total value of goods and services produced; |
| 2) exchange rate in a country; | b) percentage increase in prices; |
| 3) inflation rate; | c) cost of borrowing money; |
| 4) labor force; | d) price at which one currency can buy another; |
| 5) tax incentives; | e) percentage of people without jobs; |
| 6) government bureaucracy; | f) the number of people working; |
| 7) GDP (gross domestic product); | g) low taxes to encourage business activity; |
| 8) unemployment rate; | h) money from overseas; |
| 9) foreign investment; | i) official rules/regulations/paperwork; |
| 10) balance of trade; | j) difference in value between a country's imports and exports. |

6. Try to complete this economic profile without looking back at the terms of Exercise 5.

The economy is stable following the problems of the past two years. By following a tight monetary policy, the government has reduced (1) *the inflation rate* to 2 %. For borrowers, after going up dramatically, the (2) i ____ r ____ is now down to 8 %. The last six months have seen a slight improvement in (3) the e ____ r ____ against the dollar. For the country as a whole, (4) the G. 4 has grown by 0.15 %. Exports are increasing, and (5) the b ____ of t ____ is starting to take much healthier. In terms of jobs, (6) the u ____ r ____ continues to be a problem, as it is still 16 %. In order to stimulate the economy and attract (7) f ____ i ____ from abroad, the government is offering new (8) ____ i ____, as well as making a renewed effort to reduce (9) g ____ b ____ and red tape. Finally, a large skilled (10) t ____ f ____ means there could be attractive investment opportunities over the next five years.

7. Read and translate the text.

The 5 Best Business Ideas

Creating the company of your dreams often begins with learning more about something completely new to you. Here are 5 new-age business ideas to get you started.

1. Don't be mistaken – fast food is thriving today just as much as it ever has. But today people seek out healthy alternatives to the greasy meals that make up much of fast food fare. Taco trucks, burger joints and ice cream stands just aren't doing it anymore. Restaurants who offer acai bowls, quinoa-kale salads and whole-grain wraps are in. One great little niche is the healthy fast food truck. If mobile fast food isn't really your thing, don't worry – restaurants like Green Tomato and Zoe's Kitchen do just as well.

2. It seems that, given the opportunity, people will pay to have just about anything done for them. They already pay Postmates and Uber Eats to deliver food to their homes and workplaces. Booster Fuels will fill up their cars wherever they are. And with the rise of services like Amazon Prime Now, people can have everything from groceries to electronics delivered to their doorstep in under two hours. The concept has already proven itself – all you have to do is figure out what you'd like to deliver.

3. Virtual reality (VR) is an impressive facet of modern technology. With a pair of goggles and the right computer hardware, you can immerse yourself in a variety of fascinating worlds using VR. If you aren't the most computer savvy person you know, never fear – you don't have to be a programming genius to create a VR-centered business. In fact, most VR related business ideas have nothing to do with the technology itself. Rather, you can start your own VR industry update website, where you write about new tech, games, software and more.

4. Why go to a "normal" bar? Why go to a "regular" cocktail bar? Millennials want a pumped-up, engaging experience they'll never forget. This may not be a

business you can execute online, but it's a fun one nonetheless. Activity bars are popping up all around the country, most with bowling alleys and mini arcades. Can you come up with your own creative spin?

5. You see them all the time on Facebook, Instagram and Pinterest: subscription boxes. Now, you can receive a monthly box of just about anything: international snacks, high-end makeup, stickers and even craft beer. There's a subscription box for almost every hobby and personality... but not quite all. But what's even better than shipping out subscription boxes? "Unboxing" them. If building and shipping subscription boxes isn't quite your thing, then perhaps sharing boxes online is.

With these 5 new-age business ideas, it's more possible than ever to create the modern company you've been dreaming of. How will you modify these ideas?

8. Match the heading to each part of the text.

1. A. Subscription boxes.
2. B. Activity bars.
3. C. Healthy fast food.
4. D. Delivery services for just about anything.
5. E. Virtual reality (and its accessories).

9. Find English equivalents.

- | | |
|-----------------------------|-------------------------------------|
| 1) contacts; | a) to successfully start operating; |
| 2) experience; | b) to make profit; |
| 3) sacrifice; | c) advantage; |
| 4) start-up; | d) to know; |
| 5) strength; | e) to convince; |
| 6) to be aware; | f) disadvantage; |
| 7) to get business running; | g) practice; |
| 8) to persuade; | h) contribution; |
| 9) to succeed; | i) acquaintances; |
| 10) weakness; | j) new company. |

10. Rank the professions below according to how ethical you think they are.

Accountant, civil servant, lawyer, police officer, banker, estate agent, nurse, teacher, car sales executive, journalist, dentist, taxi driver.

11. Read the conversation, make your dialogue.

Interviewer: Why should companies be ethical or what are the advantages of a company in behaving ethically?

Claire: Mmm, I think the whole issue of ethics is a very complex one. Companies are made up of people. Multinationals are made up of many different nationalities. I think that companies are part of society and as such they should reflect society's standards. Companies, especially multinational ones, do have

responsibilities in the world and should try to be a positive influence and I think if a company is not ethical, then it will not survive as a company.

Interviewer: Should a company have a code of ethics?

Claire: I think, from my point of view, it is useful on two counts. Firstly, it makes a commitment to certain good behavior and so it is a way of communicating the importance of good behavior to all of its employees and partners. Secondly, if a company has a code of ethics and spends time communicating it, it does actually contribute to its ethical behavior. If you express these things in writing, especially, then you can be held accountable for them. This tends to mean that you are much more likely to act on them as well. I think following up that code is difficult. People tend to have different ethical standards, and defining the term 'ethics' can be a problem. But I think generally expressing what your ethics are is a positive thing to do.

Interviewer: What kinds of moral dilemmas do large companies face? Can you think of any examples?

Claire: I think if you were to look at any company's ethical code, you would usually find in it a section about offering bribes and this can be an area where people can get themselves into hot water. Facilitation payments are part of doing business in many countries, and bribes are something which most companies are not going to want to get involved in. But when does a facilitation payment become a bribe? And that is a question that can be quite difficult to answer.

12. Are these statements true (T) or false (F)? Tick in the boxes.

	T	F
1. The issue of ethics is simple.		
2. If a company is not ethical, then it will not survive as a company.		
3. If a company puts its code of ethics in writing, it is more likely to act on it.		
4. Following up a code of ethics is difficult.		
5. People tend to have similar ethical standards.		
6. Facilitation payments are part of doing business in many countries.		

13. Work in groups of three or four. Think about a business you could start as a group. Consider these questions.

1. What kind of business would it be?
2. Which country and city would you like to locate your new business in?
3. What do you already have as a group? Think about skills, experience and contacts.
4. What other strengths do you have? What about your gaps?
5. What difficulties do you think you may face? How will you overcome them?

UNIT 12. DEAL WITH STATE PROBLEMS

1. You are in a meeting. People cannot agree with each other. Do you:

- a) say nothing?
- b) intervene and propose something new?
- c) take sides with those you like?
- d) suggest a 10-minute break?

2. A colleague criticizes your work. Do you:

- a) consider carefully what they say?
- b) ignore them?
- c) get angry and criticize them?
- d) smile, but wait for an opportunity to get back at them?

3. Pronunciation: You must spell correctly in the examination. Read the following advertisement and find the nouns, which are spelled wrongly. Use your dictionary to help you.

Look around. You're in the midst of a global maelstrom. A swirling mass of converging technologies and new business oportunities unleashed by the Internet. All waiting to be harnessed by large IT service providors. As one has said: 'We've focused our energy and resauces on creating technology to solve the uniuquem problems of thousands of individual businesses. Last year alone we invested \$2.5 bilion of our global IT and telecommunications revenus on R & D. Innervations that keep your company one step ahead of the Internet. And light years ahead of the competition.'

4. Add the verbs from the box to the phrases below to create some common stressful situations. Which of the above situations is the most stressful for you? Can you add any others to the list?

being	waiting	going	moying
travelling	finding	taking	havings
making		hopping	

- 1. ___ to the dentist;
- 2. ___ in a long queue;
- 3. ___ stuck in a traffic jam;
- 4. ___ a parking space;
- 5. ___ with your partner/family;
- 6. ___ house;
- 7. ___ an interview;
- 8. ___ a speech;
- 9. ___ by air;
- 10. ___ an exam or test.

5. Crisis-management experts have identified 10 key steps for companies in a crisis. Complete steps 5-10 below using the verbs in the box.

analyze	disclose	inform	practise	predict	set up
---------	----------	--------	----------	---------	--------

- | | |
|--|--|
| <p>1. Work out an action plan to ensure the crisis does not happen again.</p> <p>2. Role-play a potential crisis.</p> <p>3. Find out what happened and how it happened.</p> <p>4. Write down and circulate your with the situation. crisis-management programme.</p> | <p>5. Try to ___ what crises could occur.</p> <p>6. ___ a crisis-management team.</p> <p>7. ___ the directors.</p> <p>8. ___ as much information as you can.</p> <p>9. ___ the actions you took to deal.</p> <p>10. ___ making decisions under stress.</p> |
|--|--|

6. Match the words with their Russian equivalents.

- | | |
|---|--|
| <p>1) focus on;</p> <p>2) make suggestions;</p> <p>3) judge people's abilities;</p> <p>4) skills;</p> <p>5) be good at;</p> <p>6) flexibility;</p> <p>7) personal qualities;</p> <p>8) respond to;</p> <p>9) plan ahead;</p> <p>10) delegate to a deputy;</p> <p>11) employees' concerns;</p> <p>12) invest in training;</p> <p>13) deal with (problems);</p> <p>14) (not) to be good with;</p> | <p>a) вкладывать деньги в обучение;</p> <p>b) гибкость, уступчивость;</p> <p>c) реагировать на что-либо, отзываться;</p> <p>d) сосредоточить внимание на чем-либо;</p> <p>e) иметь дело с (решать проблемы);</p> <p>f) делать предположения (предложения);</p> <p>g) хорошо уметь делать;</p> <p>h) быть (не) в ладах с чем-либо;</p> <p>i) оценивать способности людей;</p> <p>j) беспокойство работников;</p> <p>k) навыки;</p> <p>l) личностные качества;</p> <p>m) передавать полномочия заместителю;</p> <p>n) планировать заранее.</p> |
|---|--|

7. Read and translate the text. There are 5 parts in it. While reading it, match your heading to each part of it.

Labor-management conflict

1. Conflict may well be productive in some cases. In any business situation, there are often a number of different ideas about the way to proceed. Usually only one way can be chosen, so conflict is inevitable. Ideally, airing the different ideas in discussion will lead to the best one being chosen. But the process may become political, with an idea being defended by the person or group putting it forward after it has become apparent that it is not the best way to go, and unwillingness to 'lose face' by abandoning a long-cherished idea. There may be conflict between different

levels in an organization's hierarchy or between different departments, with hostility to ideas from elsewhere -the not-invented here syndrome.

2. Examples of unproductive conflict include disputes between colleagues or between managers and subordinates that go beyond ideas and become personal. Companies can spend a lot of time and energy resolving these disputes. In countries with high levels of employee protection, dismissing troublesome employees can lead to a long process of consultation with the authorities and even litigation, for example, where an employee sues their company for unfair dismissal. Defending an action like this is of course costly and a distraction from a company's normal business.

3. Labor-management conflict in the form of tactics such as strikes and go-slows can also be very expensive and time-consuming. The goodwill of a company's customers, built up over years, can be lost very quickly when they are hurt by such a dispute. Nevertheless, there are sometimes cases where the public sympathize with the employees and do not mind the disruption. Both sides may put a lot of effort into presenting their case and gaining public sympathy with the use of advertising, public-relations firms, and so on. Many countries have legislation with compulsory cooling-off periods before strikes can begin, official procedures for arbitration between the two sides, and so on.

4. In dealings between companies, supplier-customer relationships can degenerate into conflict. Conflict seems to be endemic in some industries, for example construction, where contractors are often in dispute about whether the work has been performed properly or whose responsibility a particular problem is. This can lead to protracted legal proceedings.

5. More and more companies in the US are specifying in contracts that any disputes should be settled using alternative dispute resolution (ADR), avoiding expensive legal wrangling. Specialized organizations have been set up to facilitate this.

8. Which of these leadership qualities are the three most important for each of the following people? What are the other characteristics of a successful leader? Why?

a) a company chairman; b) a college principal; c) a military commander.

Decisiveness; vision; flexibility; good humor; determination; specialist knowledge; intuition; assertiveness; fairness; openness; humility.

9. Match the words with their Russian equivalents.

1) the most common reasons of disputes at work;
2) unrealistic expectations;
3) lack of flexibility;
4) lack of communication;
5) resolve business

a) принимать участие (вмешиваться, включаться) в процесс медиации;
b) назначить повестку дня;
c) всем все равно;
d) смочь обсудить трудные вопросы тщательно и откровенно;

disputes;
6) commercial parties;
7) get involved in mediation process;
8) set an agenda;
9) let's face it;
10) no one cares;
11) be able to discuss difficult issues thoroughly and frankly;
12) be willing to grapple with the issues.

е) быть готовым преодолеть проблемы, трудные вопросы;
f) отсутствие (недостаток) коммуникации;
g) отсутствие (недостаток) гибкости;
h) коммерческие стороны;
i) решать деловые споры;
j) нереалистичные (чрезмерные) ожидания;
к) давайте признаем это (посмотрим правде в глаза, скажем прямо, по правде говоря, признаемся честно);
l) самые распространенные причины споров на работе.

10. Read the conversation, make your dialogue.

Tom: I'll never forget the trouble we had with that face cream. We launched it and you know it was a real winner. I mean, it was going really well.

David: Hmm, great.

Tom: When suddenly people started phoning and complaining it was burning their skin.

David: Burning their skin? You mean, like a kind of allergy.

Tom: Yeah, it was making red marks on their faces. The newspapers heard about it and wanted to know what we were doing about it.

David: Huh, typical. They don't exactly help, do they? So what did you do?

Tom: We didn't know what to do. You see, we'd tested it for over six months, and there'd been no bad reaction to it.

David: So what was the problem?

Tom: Well, we'd invested a lot in the product and the launch. I mean, you know what advertising costs are these days, then suddenly the number of complaints doubled in the space of a week or so.

David: Doubled? Incredible? Did you manage to keep it quiet?

Tom: No, our Managing Director got more than a bit worried. Said all this was harming the company's image. So we recalled the product and lost a lot of money. I tell you, the only people with red faces were us. Since then, we've kept away from skin care products.

11. Comprehension Questions.

1. What did customers complain about?
2. How long had the company tested the product before they launched it?
3. How did the company deal with the problem?

UNIT 13. MONEY MANAGEMENT

1. How much cash do you have on you at the moment? Do you know:

- a) exactly?
- b) approximately?
- c) not at all?

2. Do you normally check:

- a) your change?
- b) your credit card bills?
- c) your receipts when shopping?

3. Pronunciation.

Words like 'rattling' and 'murmuring' are called onomatopoeic words because they seem to sound like their meaning. Below are verbs connected with types of sound. Using an English-English dictionary, decide what you would use these words to describe.

For example: howl

The noise made by an unhappy dog, also by the wind.

creak	rumble	slap	hiss	drip
tinkle	crunch	slam	growl	peal
squelch	slash	click	screech	slither

4. Complete the sentences below with one of the verbs above.

- a. The stairs ___ as she tiptoed up to her room.
- b. The farmer's shoe ___ as he pulled it out of the mud.
- c. Hooligans have ___ my car tires with a knife.
- d. The snake ___ across the floor.
- e. You always know when the postman comes because he ___ across the gravel.
- f. I was kept awake last night by the tap ___.
- g. The glass ___ as it broke on the floor.
- h. Steam ___ as it came out of the pipe.

5. Complete the sentences with the words in the box.

decline	down	fell	increase	recover
---------	------	------	----------	---------

- 1. From the previous year to last year, Hovis's profits _____.
- 2. Hovis believes that they will _____ the advertising costs as profits increase.
- 3. Hovis sales were _____ 11 per cent two years ago.
- 4. The relaunch led to a small _____ in market share.
- 5. The Gorilla ad stopped the _____ in Cadbury's sales.

6. What are the advantages and disadvantages for a private individual of borrowing money from these sources?

- | | |
|---------------------------|-----------------------------|
| 1) a bank; | 4) a member of your family; |
| 2) a friend or colleague; | 5) a pawnbroker; |
| 3) a loan shark; | 6) a credit-card company. |

7. Read and translate the text. There are 7 parts in it. While reading it, match your heading to each part of it.

Money management

1. Money is any object that is generally accepted as payment for goods and services and repayment of debts in a given country or socio-economic context. Money is an economic unit that functions as a generally recognized medium of exchange for transactional purposes in an economy. Money originates in the form of a commodity, having a physical property to be adopted by market participants as a medium of exchange.

2. Investing is a way to potentially increase the amount of money you have. The goal is to buy financial products, also called investments, and hopefully sell them at a higher price than what you initially paid. Investments are things like stocks, bonds, mutual funds and annuities.

The differences between saving and investing are:

- You typically save money in a traditional bank account or by simply storing it someplace safe. When you invest, you're purchasing products and keeping your money in a specified investment account.

- When saving, your opportunity for growth is lower, and might not exist at all. Investing helps you beat inflation through the interest rate you can earn.

- Saving is usually reserved for short-term and intermediate-term goals, whereas investing is better suited for long-term goals like retirement.

3. People are always looking to place money where it will be most profitable and earn the greatest return on investment. You can put your money in a bank and get interest. Many people invest in dividend-paying stocks or shares to take advantage of the steady payments and the opportunity to reinvest the dividends to purchase additional shares of stock. Since many dividend-paying stocks represent companies that are considered financially stable and mature, the stock prices of these companies may steadily increase over time while shareholders enjoy periodic dividend payments.

4. A company that pays consistent, rising dividends is likely a financially healthy firm that generates consistent cash flow (this cash, after all, is where the dividends come from). These companies are often stable, and their stock prices tend to be less volatile than the market in general. As such, they may be lower risk than companies that do not pay dividends and that have more volatile price movements.

5. A bond is a debt investment in which an investor loans money to an entity (typically corporate or governmental) which borrows the funds for a defined period

of time at a variable or fixed interest rate. Bonds are used by companies, municipalities, states and sovereign governments to raise money and finance a variety of projects and activities. Owners of bonds are debt holders, or creditors, of the issuer.

6. Equity is important because it represents the real value of one's stake in an investment. Investors who hold stock in a company are usually interested in their own personal equity in the company, represented by their shares. This is called equity stake. Stock market (stock exchange) is a place or organization by which stock traders (people and companies) can trade stocks. Companies may want to get their stock listed on a stock exchange. Other stocks may be traded "over the counter", that is, through a dealer. A large company will usually have its stock listed on many exchanges across the world. Exchanges may also cover other types of security such as fixed interest securities or interest derivatives.

7. In economics, a recession is a business cycle contraction. It is a general slowdown in economic activity. Macroeconomic indicators such as GDP (gross domestic product), investment spending, capacity utilization, household income, business profits, and inflation fall, while bankruptcies and the unemployment rate rise.

8. Discussion.

1. Do you:

- a) give money to beggars?
- b) give money to charities?
- c) give away used items, such as clothing?

2. If you go out for a meal with someone you don't know well, do you:

- a) offer to pay the whole bill?
- b) suggest dividing the bill into equal parts?
- c) offer to pay the whole bill but expect them to pay next time?
- d) try to avoid paying anything?

3. What do you think about people who do not pay the correct amount of tax? Is this:

- a) a serious crime?
- b) morally wrong but not a crime?
- c) excellent business practice?

4. If you lend a colleague a small amount of money and they forget to pay it back, do you:

- a) say nothing?
- b) remind them that they owe you money?
- c) arrange to go for a drink with them and say you've forgotten your wallet or purse?

9. Choose the correct words to complete each definition.

For example: Being in the red/black means you are in credit.

1. A loan / grant is money which doesn't need to be repaid.
2. A creditor / debtor owes money.
3. An interest / A dividend payment is part of a profit paid to shareholders.
4. Assets / Liabilities are the total amounts of money owed by a business.
5. An overdraft / A return is the amount of profit made on an investment.
6. To go into liquidation /debt is when a company stops operating because of financial difficulties.
7. A deposit / Collateral is security for a loan in the form of assets, which could be sold if the debt is unpaid.

10. Match the sentence halves.

- | | |
|---------------------------------|--|
| 1. Let me give | a) us an edge over the competition. |
| 2. OK, now I'll talk | b) you an example. |
| 3. It will give | c) to highlight last year's figures. |
| 4. The consequence | d) to the slide. |
| 5. Let's look | e) about the budget. |
| 6. Let me draw your attention | f) of this is an increase in price. |
| 7. The purpose of my talk today | g) at the chart. |
| 8. I'd just like | h) is to explain our new sales campaign. |

11. Fill the gaps with the words below.

Shipment: an amount of a particular kind of cargo that is sent to another country on a ship, train, airplane, or other vehicle.

Invoice: a document that lists goods that have been supplied or services that have been done, and says how much money you owe for them.

Overdraft: the state of being in debt to the bank because you have spent more money than you have in the account.

Take off: to suddenly become very successful.

1. We will then send you an ___ for the total course fees.
2. Food ___ could begin in a matter of weeks.
3. It said a 1.8 trillion yen rise in household borrowing through ___ accounts also added to the increase in overall consumer loans.
4. In 1944, he met Edith Piaf, and his career ___ .

12. Read the conversation, make your dialogue.

Becker: Hello. Becker here.

Santinelli: Good morning, Mr. Becker! This is Valentina Santinelli calling from GFS. I'm sorry to call you like this.

Becker: Oh, that's all right.

Santinelli: Did you receive our January shipment?

Becker: Yes, we did.

Santinelli: When did it arrive?

Becker: Er... it arrived on the...25th of January.

Santinelli: Are all the things you ordered included?

Becker: Yes, thank you, yes.

Santinelli: Did you get the invoice as well?

Becker: Yes...yes.

Santinelli: And, er, have you paid the invoice for the last shipment yet?

Becker: I'm afraid we haven't managed...

Santinelli: Because I haven't got a record of the payment and our department was just getting a bit worried about it.

Becker: Yes, money is very tight at the moment, you see.

Santinelli: Of course.

Becker: I'd like to ask for an extension of credit.

Santinelli: Ah.

Becker: You see, we have a considerable overdraft.

13. Comprehension Questions. Are these statements true (T) or false (F)?
Tick in the boxes.

The credit controller	T	F
1) has no sympathy for the customer;		
2) offers a bank overdraft;		
3) threatens legal action;		
4) grants an extra week's credit;		
5) insists on prompt payment;		
6) suggests there may be a change in conditions of payment.		

UNIT 14. TECHNOLOGY CHANGES THE WORLD

Work in groups

Discuss the questions.

1. How do you think the world is going to change in the next ten years?
2. What impact will technology have on people's lives?
3. What impact will technology have on meetings, business travel, working hours, communications, etc.?
4. What will the offices of the future be like?

Vocabulary Practice

Match the words to their definitions.

Electronic marketplace		Legal and illegal access	
dotcom company	buying and selling of goods and services through wireless handheld devices	cookie	clever computer programmers, some of whom use their skills to get illegal access to a computer
m-commerce (mobile commerce)	products and services sold from business to business	spam mail	tricking someone into giving information such as credit card details, using emails which appear to come from a bank
B2B	a business which only operates online e.g. Amazon	spyware	a small data file that is legally placed on a user's computer. It identifies the computer when the user returns to a website
B2C	products and services sold by private individuals e.g. eBay	hackers	software that collects information about your web surfing habits without your permission
C2C	products and services sold from business to private customers	phishing	electronic mail sent without consent, often advertising

Grammar Revision

1. Put these examples (e.g.) under the matching rule.

- *Business people will have to do less travelling.*
- *Businesspeople will be able to work from home on the Intranet.*
- *Sales are down 35%. We are going to go bankrupt.*

1) We tend to use **will** to make general predictions about the future and **going to** for making predictions based on specific evidence in the present.

e.g.: - *More employees will work from home as wireless networking becomes easier.*

- _____ (1)

2) We usually use **will** at the time we are deciding, but **be going to** when we have decided and it is more like a plan.

e.g.: (To a waiter:) *I'll have the tomato soup, please.*

(After ordering:) *I'm going to have the tomato soup.*

3) To talk about obligation in the future we use **will have to** or **be going to have to**:

e.g. - _____ (2)

4) To talk about future possibility we use **will be able to**.

e.g. - _____ (3)

5) Newspaper headlines often use **the infinitive** to talk about future events.

e.g. - *Schools to go digital.*

2. Complete the opinions below with the words from the box.

will download, are going to have to meet, will have (x2), will have to do, will make, will face, will work, won't be, are going to be used, won't go, will have to migrate, will cause, will read

As part of our report we recently asked you for your thoughts. Here is a sampling of your emails:

“Electronic tags (1) *are going to be used* for luggage, manufactured goods, goods in shops. They will make it easier to track them.” – *Miu Kimura*

“High street shops (2) _____ increasing competition from Internet shopping as more people shop online.” – *Tanya Patel*

“Air travel will become more expensive and airport security (3) _____ it inconvenient.

So business people (4) _____ more video conferencing.” – *Jan Novak*

“Many workers will work from home and (5) _____ into the office every day. And more business people (6) _____ in public places, such as coffee houses, because it is cheaper than hiring offices.” – *Camille Rousseau*

“Jobs (7) _____ for life, and many young people (8) _____ to other countries for their work.” – *Paul Schmidt*

“Viruses and hackers will be increasingly successful and (9) _____ serious problems for businesses.” – *Ibrahim Al Muhein*

“People (10) _____ what they want to watch and they will no longer need TVs. We (11) _____ fewer books and this (12) _____ an impact on the publishing industry.” – *Lizzie Hughes*

“Computers (13) _____ bigger memories and (14) _____ faster, which will make our work easier and faster.” – *Ethan Ross*

Reading

1. Read and translate the article.

The Bigger Picture

Our love affair with digital imaging is forcing companies to reinvent themselves

You probably have a digital camera or a camera phone. But do you know anyone who still uses a traditional camera? Probably not. The people who use old-fashioned cameras tend to be professional photographers and the older generation. Nowadays you can store your photos on a computer, print them out at the press of a button, and send them by email or mobile phone. Web based services also let you store your photos online in virtual space. Only a decade ago, none of this was true.

Kodak's mistake

Kodak started making cameras in 1887, and became a world-famous manufacturer, but recently it has struggled to keep up with technological changes. In the early 2000s, Kodak made a mistake. It decided to continue manufacturing conventional cameras because it believed the developing world was still interested. Unfortunately, their predictions turned out to be wrong. With the fall in price of digital cameras, and the spread of mobile phones with cameras, developing countries have also turned to digital technology.

Kodak's solution

So in 2006, after making heavy losses, Kodak stopped manufacturing cameras (its digital cameras are now made by Singapore-based Flextronics). It now focuses on the design of new camera technology, the sale of cameras, and online customer support. This cost-cutting programme caused 27,000 job losses.

Digital trends

Changes in technology can have an impact in unexpected ways. High street printing shops have also had to adapt to stay in business in a new world where people can photocopy, scan and print their images and documents at home. There are more and more moblogs – blogs where people can show their mobile phone photos. Chinese law courts now accept mobile phone photos as evidence, and fishermen in India now trade by sending photos of their catch to restaurants in big cities.

Future problems

However, our love affair with digital solutions may create problems for the future. No one knows how long the CDs we use to save our photos will last-it may only be 10 to 15 years. Because programs and software change, we have to watch out how we store our digital data. A history project conducted by the BBC in the 1980s stored the data on disks that no one can now read. And as many people never print their photos at all, or use home printers with cheap inks which may fade, our generation may be the first not to have a permanent photographic record of itself.

2. Read the article again and answer the questions.

1. According to the article, who uses cameras with film? Do you agree?
2. How can people store digital photos?
3. Why did Kodak stop manufacturing cameras in 2006?
4. Why did Kodak's policy for selling conventional cameras fail?
5. What are some results of the growth of digital cameras?
6. Why does the article suggest that 'our generation' may not have a photographic record of itself? Do you think this is a real risk?

3. Choose one of the areas below. Write a short review comparing two websites offering the same type of service or goods.

Bank, Car hire company, Bookseller, Hotel booking service, Holiday company

Focus on:

- the look and feel of the site;
- how easy it is to navigate;
- how interactive it is;
- how it subdivides the site;
- what services it offers;
- how customers book and pay;
- how customers contact them.

Additional Reading

1. Read the text and make a short summary of it.

GOOGLE

Google is named for a mathematical term called 'googol'. It refers to the number followed by 100 zeros.

Google is one of the 5 most popular sites on the Internet.

Google's employees are called Googlers.

What does Google do?

It operates the world's leading Internet search engine with access to more than 8 billion web pages. It offers free search results in over 100 languages and attracts about 380 million users worldwide a month.

Who are its founders?

Sergey Brin and Larry Page, who met at university in 1995, created a search engine for their campus. It was very successful. In 1998 they borrowed money, found investors, and started with one employee.

How does it earn money?

It has more than 150,000 advertisers which are targeted by keywords. In 2005 its net income was about \$370 million.

Where is it based?

The world headquarters, Googleplex, are in Silicon Valley, California. There are other offices in the USA, India, Switzerland, and Japan.

What is the company like to work for?

It is very informal with free meals, scooters and bikes to use, on-site massage, and toys. Staff work in small teams and all Google engineers have '20% time' devoted to projects they are passionate about. Google gives cash awards to members of successful teams of up to \$ 1 million per person.

What sort of staff do they employ?

Google employs about 14,000 staff. They are world-class programmers or specialists in artificial intelligence, system design, networking, security, data compression, etc. Qualities required are enthusiasm, good communication skills, and passion.

How busy is Google?

It receives more than 2-5 billion search queries a day. Peak traffic times are between 6.00 am and noon when about 2,000 search queries are answered a second.

2. Find in the text what these numbers represent.

8 billion; 150,000; 2.5 billion; 380 million; 370 million; 2,000.

Discussion

1. Discuss which search engines you use on your computer.

2. Discuss the question.

What did you find *unusual* / *most surprising* / *impressive* / *interesting* about Google?

3. Read the tips and discuss them with your partner. Which ones are new to you?

How to search on the Internet:

- Be specific. If you search for apple you need to say what you want, e.g. *apple nutrition, apple software*, etc.
- Spelling and word spaces are very important.
- Use quotation marks if you want only those words in that order, e.g. *"to be or not to be"*
- If you get thousands of results, click on the '**search within results**' button, and add another key word.
- If you want to visit a page that is no longer available, you can use the archive, e.g.: *web.archive.org*.

UNIT 15. ONLINE SHOPPING

Work in groups

Discuss the questions.

1. Will online stores replace traditional brick-and-mortar shops in the future?
2. What products would you rather buy online? Explain your choice.
3. Do you read other customers' reviews before making a purchase?
4. What would you write in a review of websites from the list below? Compare your feedback with your groupmates.

List of websites	Good Things	Bad Things
Apple Store		
Google		
Facebook		
Wikipedia		
Amazon		

Vocabulary Practice

1. Match the words to their definitions:

giant;	a different part of a book, newspaper, website, or document.
several;	a very large company or organization.
products;	things that are made and sold.
section;	go to a website or web page.
disappearing;	the option you arrive at after thinking about what to do.
visit;	more than two but not many.
decision;	going away so it cannot be seen or is no longer there.
speculated;	as another option or possibility.
mistake;	the place where information comes from.
policy;	very, very, very.
alternatively;	a course of action decided by a government, party, business, or person.
overhauled;	take something apart to look at it and make it better.
extremely;	guessed or decided something without having proof.
source;	an action or judgment that is wrong.

2. Match the synonyms:

removed;	details;
products;	go to;
section;	error;
visit;	guidelines;

commented;
mistake;
policy;
overhauled;
negative;
information;

goods;
maintained;
bad;
taken away;
spoken about;
area.

3. Fill the gaps with the words from the box below.

feedback, find, disappearing, nobody, giant, decision, several, gone

The computer (1) _____ Apple has removed all customer reviews from (2) _____ of its online Apple stores. The reviews section was a useful way for customers to leave (3) _____ for other people about Apple's products. The reviews section on the Apple Store began (4) _____ last week. Apple has removed the "Ratings and Reviews" section of its online stores across the world. The reviews pages have (5) _____ from the stores in the USA, UK and Australia. This means that anyone in those countries wanting to (6) _____ reviews on Apple products will have to visit other websites. Apple has not yet commented on its (7) _____ to remove the ratings and reviews section, so (8) _____ knows why they have taken this action.

shy, source, speculated, period, policy, past, kinds, overhauled

The website *pcmag.com* (9) _____ that the removal could have been a mistake, but then it said the removal was part of a new Apple (10) _____. It said: "Clearly, Apple has decided its online store is better without customer feedback for some reason. Alternatively, the customer feedback system is being (11) _____." PC Mag said Apple used to be very open and allow all (12) _____ of comments, including very negative reviews. It said: "Apple wasn't (13) _____ about leaving extremely negative reviews and ratings up on its store in the (14) _____". It added: "We're also heading into the busiest shopping (15) _____ of the year, and Apple online store customers have lost an important (16) _____ of information when deciding what to buy."

Reading

1. Check your answers and translate the article.

Apple removes customer reviews from online stores

The computer giant Apple has removed all customer reviews from several of its online Apple stores. The reviews section was a useful way for customers to leave feedback for other people about Apple's products. The reviews section on the Apple

Store began disappearing last week. Apple has removed the "Ratings and Reviews" section of its online stores across the world. The reviews pages have gone from the stores in the USA, UK and Australia. This means that anyone in those countries wanting to find reviews on Apple products will have to visit other websites. Apple has not yet commented on its decision to remove the ratings and reviews section, so nobody knows why they have taken this action.

The website pcmag.com speculated that the removal could have been a mistake, but then it said the removal was part of a new Apple policy. It said: "Clearly, Apple has decided its online store is better without customer feedback for some reason. Alternatively, the customer feedback system is being overhauled." PC Mag said Apple used to be very open and allow all kinds of comments, including very negative reviews. It said: "Apple wasn't shy about leaving extremely negative reviews and ratings up on its store in the past". It added: "We're also heading into the busiest shopping period of the year, and Apple online store customers have lost an important source of information when deciding what to buy."

2. Guess if the statements below are true or false.

1. The writer of the article called Apple a giant.
2. Reviews on the Apple Store began disappearing in 2018.
3. There are still reviews on the Australia Apple Store.
4. Apple has not yet commented on the disappearing reviews.
5. A website said the disappearing reviews might be a mistake.
6. The website said Apple might be overhauling its system.
7. The website said Apple never allowed negative reviews on its site.
8. The website said customers have found a new source of information.

3. Read the article again and answer the questions.

1. What kind of giant did the writer call Apple?
2. When did the customer reviews start disappearing from Apple Stores?
3. In which countries does the article say there are no Apple Store reviews?
4. Where can people now find reviews of Apple products?
5. Who did the writer say knows why Apple took this decision?
6. What is the name of the website that commented on the reviews?
7. What did the website say might be being overhauled?
8. What kind of reviews did Apple always allow on its website?
9. What did the writer call this time of the year?
10. What did a website say Apple customers have lost a source of?

4. Choose the right answer.

1. What kind of giant did the writer call Apple?
 - a) a scary giant;
 - b) a gentle giant;
 - c) a computer giant;
 - d) a coding giant.
2. When did the customer reviews start disappearing from Apple Stores?

- a) last week; c) last month;
 b) 10 days ago; d) in 2017.
3. In which countries does the article say there are no Apple Store reviews?
 a) the USA, Canada and South Africa; c) the UK, New Zealand and Ireland;
 b) the USA, UK and Australia; d) Australia, Ireland and Canada.
4. Where can people now find reviews of Apple products?
 a) on Amazon; c) in newspapers;
 b) on MSN; d) on other websites.
5. Who did the writer say knows why Apple took this decision?
 a) Mr Apple; c) nobody;
 b) a technology website; d) a computer designer.
6. What is the name of the website that commented on the reviews?
 a) onlinemag.com; c) apples.com;
 b) pcmag.com; d) review.com.
7. What did the website say might be being overhauled?
 a) a department; c) a web page;
 b) a computer; d) Apple's system.
8. What kind of reviews did Apple always allow on its website?
 a) nice ones; c) critical ones;
 b) extremely negative reviews; d) funny ones.
9. What did the writer call this time of the year?
 a) the silly season; c) stress city;
 b) the busiest shopping period; d) a time of hope and joy.
10. What did a website say Apple customers have lost a source of?
 a) information; c) secrets;
 b) income; d) web pages.

Discussion

Choose one of the online stores: music, food, medicine, or electronics. Think of the best one. Tell the others three reasons for your choice. Tell them what is wrong with other stores. Also, tell the other groupmates which store is the worst (and why).

UNIT 16. CREDIT AND DEBIT CARDS

Discuss in a group

Answer the following questions.

1. What are plastic cards for?
2. What plastic card(s) do you have?
3. Does your bank issue them?
4. Do other institutions issue them?
5. Do you know how much the APR (annual percentage rate) is on credit cards?
6. If you don't have a credit card, why not?
(*I have/don't have a(n) ... because ...*).
(*I use my card to ...*).

Vocabulary Practice

1. Match the words to their definitions.

credit	what you pay to borrow money from a bank or other financial institution	credit rating	when you buy something now and pay for it later
interest	give someone money for a fixed time	lend money	when you do not pay an amount you borrowed right away but later
minimum payment	a decision about how safe it is to lend money to a person or company	debit	the lowest amount that you can repay when you buy things on credit
carry a balance	the maximum amount of money that you can spend with a single credit card	credit limit	take money directly out of a bank account
repayment terms	how you have to pay money back to a bank		

2. Complete this leaflet about a new multi-function card with words from the Table.

Do you travel the world? Does shopping everywhere sound interesting to you? Then call us to find out about our new multi-function Champion (1) _____ Card!

If you have a Champion card, you:

- can pay for food, a hotel room, a concert ticket or rent a car without cash;
- can choose the (2) _____ option and pay for purchases immediately;
- can withdraw money from cash dispensers around the world;
- can arrange a(n) (3) _____ with your bank;

- can carry a(n) (4) _____ over from one month to the next;
- will get a bill every month, which shows how much (5) _____ you have to pay;
- can choose your (6) _____ and decide exactly how you want to pay back your credit.

To find out more about this great offer, just ask your bank about our card.

3. Read this information from a bank's intranet. Take turns to choose a word or phrase from the text (in italics) and explain it to your partner. Your partner guesses what it is.

E.g.: *A: the lowest amount customers can pay when they owe money on a credit card*
B: minimum payment

Credit

Credit is a *lending agreement* between a customer and a bank.

How we lend money to customers:

- We give them *cash*.
- We make a transfer to their account.
- We issue a *credit card*.

Credit cards

credit limit: the maximum amount that a customer can spend

Repayment terms

Customers can:

- make the minimum payment.
- carry a *balance* to the next month and pay *interest*.
- pay the full balance (by direct debit) and no interest.

Debit cards

The customer pays in full every time he or she uses the card.

The customer can use the card at an *ATM* or *point-of-sale terminal*.

Multi-function cards

The customer can use the card at an ATM, point-of-sale terminal or as a credit card.

Credit rating

Can the customer pay the money back?

The bank uses *the credit rating* to decide. The bank uses the credit rating to set the credit limit.

Grammar Revision

1. Match the parts to make conditional sentences.

If you pay your balance at the end of the month,	we take the money from your account.
Do you use a credit card	they pay interest on it.
If you use a debit card,	a customer doesn't pay the whole amount at once.
If a customer carries a balance over,	when you go shopping?
We charge interest if	we do not charge interest.

2. Put these words in the correct order to make first conditional sentences. Start with the word in bold and add commas where necessary.

- 1) you / **if** / at the bank this afternoon / are / see / I / you / will.
- 2) my credit card / **if** / lose / I / call / I / the bank / right away / will.
- 3) a multi-function card / she / **if** / has / can / she / from an ATM / money / withdraw.
- 4) easy to shop online / be / **it** / will / have / you / a credit card / if.
- 5) get / **you** / can / travel insurance / a Champion card / if / have / you.
- 6) a Champion card / may need / **he** / to use ATMs / around the world / he / wants / if.

Reading

1. Read and translate the text.

Credit Cards

Issued by lenders such as banks or credit unions, wallet-sized plastic credit cards function as flexible borrowing facilities that allow their holders to purchase goods or services on credit.

A credit card account allows an individual to make purchases on credit up to an agreed maximum limit. Users can spend as much as they want up to that limit without being charged – as long as they pay off the balance (accrued debt) in full by an agreed date each month. Interest is charged on any outstanding balance beyond this point, but users are obliged to meet only a minimum repayment. The minimum amount may vary, but generally users pay a percentage of the remaining balance or a fixed minimum amount, whichever of the two is higher, plus the interest and any default charges.

There is not usually a deadline by which a credit card debt must be repaid in full – it is up to the users to make repayments as they see fit – but repaying only the credit card's minimum payment each month is one of the most expensive ways to manage credit card bills, as interest will build up on the unpaid amount.

Minimum repayments

Unlike loan and mortgage borrowers, credit card users can choose how much over and above the prescribed minimum repayment they repay each month. The minimum repayment is the lowest amount users must repay each month in order to avoid a fine. If they pay only the minimum amount each month, however, the remaining unpaid balance will continue to accrue interest, and the amount they owe will increase. This means that their debt will last for longer than it would if they were to repay a larger, fixed amount each month, or if they paid off the monthly balance in full.

Terms to know

When applying for a credit card, the customer should learn about some terms.

Balance transfer Using a balance transfer credit card that has a 0% APR intro rate is one strategy to get out of debt.

Cash advance The use of a credit card to withdraw cash from an ATM. A credit card company normally charges more interest and additional fees when cards are used in this way.

Revolving credit A line of credit that allows customers to use funds when they are needed. A credit card is a form of revolving credit. This is an arrangement that allows for a loan amount to be withdrawn, repaid, and then redrawn again any number of times. The borrower can withdraw funds up to a set limit. However, the interest starts right away, and may be a poor choice when you need cash.

Credit limit The maximum amount an individual can borrow at any one time.

Warning

Credit card fraud involves using a credit card as a fraudulent source of funds in a transaction.

In the simplest form of the crime, the fraudster obtains an individual's credit card details and uses them over the phone or on the internet to make purchases in the cardholder's name.

At the other extreme, the fraudster may use the cardholder's details to assume his or her identity and fraudulently open bank accounts, obtain credit cards, or take out loans and other lines of credit in the cardholder's name.

It's a good idea to check online credit card accounts a few times a week to look for fraudulent purchases.

2. Answer these questions.

1. What happens if you have a credit card and you only make the minimum payment every month?
2. What happens if you carry a balance on your credit card?
3. How much does the customer pay if they use a debit card?
4. What happens if a customer does not have a good credit rating?

3. Name each part of this FAQ web page with questions in the box below.

The Champion Youth Pre-Paid Card

(1) _____

The benefits of the card:

- You do not need a bank account or credit rating.
- If you lose the card, you can transfer the amount left on it to a new card.
- You can use it at point-of-sale terminals all over the world.
- You can withdraw cash from ATMs everywhere.

(2) _____

This card is for you if:

- you do not have your own bank account.
- you want to shop online.
- you need a card for a trip.

(3) _____

The card is not expensive.

- The card costs €20 a year.
- A replacement card is free.
- You pay only €3.50 to withdraw cash.

(4) _____

It is easy to put money on the card.

- Do this directly at your bank from any of your accounts.
- Make transfers to the card online.
- Your parents can load money onto the card.

(5) _____

Come and talk to us at the bank.

- Fill out the form and load your new card with the amount you want.
- Go to our website, fill out the form and order the card online.

Headings:

How can I add money to the card?	Who is it for?	How can I get it?
Why is it useful?	What does it cost?	

4. Look through the text again and match these definitions with the underlined words.

- | | |
|--|--|
| 1) journey – _____; | 6) put money on a card – _____; |
| 2) something that you don't pay for – _____; | 7) complete a form with information – _____; |
| 3) something that takes the place of something else – _____; | 8) a machine in a shop where you pay with a card and PIN code – _____; |
| 4) move money from an account to another – _____; | 9) request something – _____; |
| 5) cash dispenser – _____; | 10) buy things over the internet – _____. |

UNIT 17. ELECTRONIC CASH

Discuss in a group

1. Answer the following questions.

1. When you go shopping in your country, how do you pay for goods?
2. What are the payment options you can think of?
3. Which of these ways to pay is most secure from the point of view of avoiding loss or theft of your money?

2. Agree or disagree.

26 % of Millennials are expected to be using digital currencies by 2020.

Vocabulary Practice

1. Write these words and phrases in the appropriate columns.

Retailer, purse, convenience, make a payment, bank, withdraw, deposit, cost-savings, service provider, telephone, POS device, security, reader, flexibility, transfer money.

Participants	Devices	Benefits	Transactions

2. Use an appropriate word or phrase from the exercise above to complete each sentence.

1. Electronic money provides more than cash because the lock function makes it difficult to steal.
2. The is used by the retailer to receive payment from customers.
3. A company that offers a service is called a
4. When you pay money into your bank account, we say that you make a
5. The Mondex system offers because it is easy to use. Also the wallet and reader are not heavy to carry.
6. Mondex is used to between personal cardholders as well as from consumers to retailers.

3. Complete the sentence. Use an appropriate word or phrase from the text Mondex Electronic Cash to complete each sentence.

1. When you pay by credit card, you must sign the payment slip to **a** the payment.
2. The number 4791 consists of four **d**
3. Once you have **s** your debts, you no longer owe money.
4. The **b** of my account was £100. I have now paid out £40. so £60 remains.

4. Find a word or phrase from the text that has a similar meaning.

- 1) amount of money (para 2) *f*.....
 2) adds to (para 3) *c*.....
 3) ATM (para 5) *c*..... *m*.....
 4) not heavy (para 6) *l*.....
 5) record (para 9) *l*.....

5. Match the first half of each sentence with the most appropriate second half.

Using the Mondex telephone you can withdraw money	in the IC chip which is known as a purse
Retailers can deposit money	into their account at any time.
Retailers can use the Mondex system to receive payment	to friends and family.
The wallet can be used to transfer funds	from your account.
Electronic cash is stored	from customers.
You can send money over the telephone	between any two personal cardholders.

Reading

1. Match the sub-headings below with paragraphs (a-f) in the text Mondex Electronic Cash.

<i>Mondex purse</i>	<i>Mondex point-of-sale device</i>	<i>Lock</i>	<i>Mondex balance reader</i>
	<i>Mondex wallet</i>	<i>Mondex telephone</i>	

Mondex is electronic cash, stored securely in a smart card. For consumers. Mondex offers all the convenience, control and flexibility of cash in the familiar form of a card.

Retailers will receive funds immediately without the need for authorisation or settlement when consumers pay for goods and services with a Mondex prepayment card. The receipt of value in a Mondex transaction is as immediate and certain as ordinary cash – but Mondex value can be banked easily at any time of the day or night.

Mondex complements credit and debit cards, delivering new levels of efficiency, cost-savings and marketing opportunities for all retailers and service providers.

a).....

In the new Mondex payment system, monetary value is stored in an Integrated Circuit (IC) Chip known as the electronic purse. Purses are held by all participants in the system – personal cardholders, retailers, service providers and banks.

For personal cardholders the purse will be a standard, plastic IC card. This can be loaded with electronic value via a Mondex telephone – bringing a new dimension

in money management and electronic cash transactions - or in much the same way as cash is currently obtained, for example from a cash machine or a bank branch.

b).....

To check how much money remains on their card, all cardholders will receive a Mondex balance reader – a small lightweight device in the form of a key ring.

c).....

When paying for goods or services, the exact amount is simply transferred from the card to the retailer's purse in a Mondex point-of-sale (POS) device. No PIN, authorisation or signature is required – just like cash.

d).....

Telephones will be especially adapted to enable cardholders to access their bank account at any time; to withdraw or pay – in value down the telephone line; order and pay immediately for goods and services from a retailer; send and receive money to or from friends and family. For a retailer, a Mondex telephone means that value can be deposited directly into their account at any time of the day and night.

e).....

The Mondex wallet will make person-to-person payments possible. Electronic cash can be transferred between any Mondex card and a separate purse held in the wallet. The wallet will also read the balance on the card and/or the wallet as well as maintain a log of the last ten transactions.

f).....

Mondex electronic purses contain a 4-digit 'lock code'. By pressing the lock key on devices such as a wallet or telephone, the cardholder's money is kept secure and their transactions private.

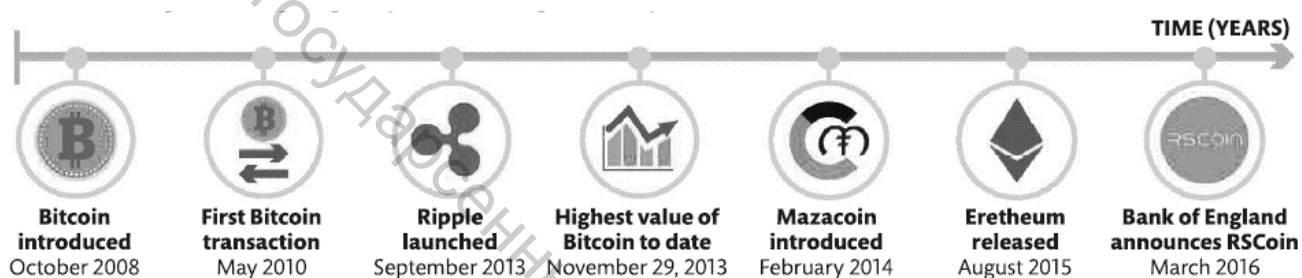
2. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. Mondex can be used to pay for goods and services.
2. Shopkeepers can be paid without delay.
3. You need to sign to authorise payment.
4. To check how much money is stored on your card you have to telephone your bank.
5. You can load money onto your card using a special telephone.
6. Money can be transferred in or out of your bank account 24 hours a day.
7. Mondex can only be used to pay money to businesses such as shops or service providers.
8. A disadvantage is that you cannot record the transactions you have made.
9. You can protect your money from thieves by using a 'lock code'.

3. Match these verbs and nouns as they occur in the text.

	Money	Goods or services	Your bank account	The balance of your account
Pay for Access Withdraw Read Deposit Transfer Check				

4. Read the text below and make a short summary of it.



In the same way that the internet revolutionized communication and made globalization possible, digital money, also known as cryptocurrency, promises to change the way people pay for goods and services. Digital money offers a single international “currency” that is not under the control of any financial institution. Instead of notes and coins being printed and minted by individual national banks, computers are used to generate units of digital money.

Digital currency is money that can be traded on exchanges directly between individuals using a computer or mobile device that is connected to the internet. Digital currency can also be bought and sold using conventional currencies.

The money of the future, cryptocurrency, is a medium of financial exchange produced digitally by teams of experts known as "miners." The miners use specialized hardware to process secure transactions by solving the complex mathematical puzzles that encrypt the electronic currency. Cryptocurrencies can be traded between individuals, and bought and sold through online exchanges. Cryptocurrency can also be used for new methods of exchange such as peer-to-peer lending and crowdfunding.

Crowdfunding is a way for individuals and groups to raise donations from donors via the internet, bypassing banks, charitable organizations, or government institutions. It is managed via an online intermediary who takes a percentage as a fee.

Loans arranged by online marketplaces who match would-be borrowers with lenders is called peer-to-peer lending. Peer-to-peer lending is usually subject to fewer

regulations than with conventional lending. Borrowers are screened for risk, which is reflected in the interest.

Conventional money unique to a country or region. Also called fiat currency, from the Latin word fiat meaning "let it be done," a term used when making a government decree. Fiat currency is minted by the central banks of individual countries and its value is determined by supply and demand.

Since the technology for digital money was perfected, many cryptocurrencies have been released-although Bitcoin remains the largest. Now even central banks have begun investigating the potential of digital money.

Discussion

1. Imagine you are a banking officer talking to a bank customer. Explain how Mondex works.

2. Either orally or in writing, describe the benefits of the Mondex system for

a) retailers; b) consumers.

3. Compare smart cards such as Mondex with

a) credit cards or debit cards; b) cash.

4. Describe a similar payment system which you are familiar with.

UNIT 18. ONLINE BANKING

Discuss in a group

Answer the following questions.

1. Why is online banking useful?
2. What are the risks of online banking?
3. Which of the following does your bank offer?
a) branches in every town; b) telephone banking services; c) internet banking?
4. How do you usually manage your account?
a) visit the local branch; b) by post; c) by phone; d) on the Internet.
5. Would you like to change the way you bank? Why? / Why not?

Vocabulary Practice

1. Match these terms with their definitions:

overheads	money kept in the bank to earn interest;
bank charges	money spent on the general running of a business, not related to producing goods or selling services;
interest rate	what customers pay the bank in return for its services;
assets	amount the bank will pay customers on their deposits;
savings	arrangement that allows customers to take out more money from their account than they have put in;
overdraft	funds belonging to an individual.

2. In the text “FIRST-E: the Internet Bank” find a word or phrase that has a similar meaning.

- 1) put money into your account;
- 2) fill in a form;
- 3) present;
- 4) as soon as possible;
- 5) money in your account;
- 6) free.

3. In the same text find a word or phrase that has the opposite meaning.

- 1) old-fashioned;
- 2) cheap;
- 3) risky;
- 4) complicated;
- 5) difficult;
- 6) impersonal.

4. Choose the best explanation for each of these phrases from the text “FIRST-E: the Internet Bank”.

- 1) glossy leaflets
 - a) advertising material printed on expensive paper;
 - b) attractive plants used to decorate a bank or office.
- 2) we accrue interest daily
 - a) interest is added to your account each day;
 - b) the bank earns interest on your account each day.
- 3) encryption technology
 - a) writing data in a code that people cannot access;
 - b) using computers to transfer funds quickly.
- 4) relevant documents
 - a) documents the bank sent;
 - b) documents that have been signed.
- 5) deposit slip
 - a) envelope you put money in when you pay cash into your account;
 - b) form you complete when you pay money into your account.
- 6) in vain
 - a) taking a lot of time and effort;
 - b) trying hard but without success.

Reading

1. Read the text about an internet bank and match the sub-headings with the extracts (a-f).

- 1. Transfer cash out conveniently & easily.
- 2. Designed for the Internet, not the high street.
- 3. Opening an account is simple – it only takes an instant.
- 4. Manage your finances the easy way.
- 5. High interest rates.
- 6. Your money is safe with us.

2. Read and translate the text.

FIRST-E: the Internet Bank

Open an Account Today

a).....

Next time you're in a High Street Bank, look around you and think how much It must cost to run – a prestige address, a nice office for the manager, lots of staff and glossy leaflets. You might as well enjoy It – because you're paying for it. With First-

E, overheads and bank charges just don't apply. This means better interest rates for you.

b).....

First-E offers high interest on every pound you put in. We accrue interest daily and pay it monthly, without deducting tax, as long as you fill in the form we give you.

c).....

We use the most advanced and secure systems available to protect your assets – so your money is just as safe as it is in a High Street Bank. A number of sophisticated security layers including advanced encryption technology are used to protect all First-E customers.

d).....

All you have to do is:

1. Complete and submit the on-line application form.

You will then receive a confirmatory e-mail. As soon as you receive this e-mail, you will be able to access your account and transfer money from your current bank account.

2. Print, sign and post the relevant documents to us.

Once we have received these documents, we'll confirm without delay that your account is fully active.

e).....

You can transfer funds on line from one first-e account to another – easily, instantaneously and without charge. Similarly, you can use the on-line transfer facility to transfer funds to and from another bank account in the UK, free of charge. Transfers to another bank normally take three working days to complete.

Note that we do not currently accept cheques for the first-e savings account. Handling cheques is a slow and expensive practice. By not processing cheques, we can pass the savings straight onto our customers.

f).....

We've all stood in bank queues, trying to find a deposit slip and fill it in while we're standing up with a biro on a chain that doesn't work. We've all tried in vain to get an appointment with some junior manager for an overdraft.

First-E aims to change all of that, and make banking easy and convenient. We've done everything we can to make our services as friendly and simple as possible.

3. Mark these statements true (T) or false (F) according to the text. Find the part of the text that gives the correct information.

First-E...

- 1) has a prestige high street address in every town;
- 2) offers high interest rates on savings;
- 3) lets you open an account without the need for paper documents;
- 4) allows you to transfer funds on-line;
- 5) doesn't make any bank charges to its customers;
- 6) takes 3 days to transfer funds from one first-e account to another;
- 7) offers customers a cheque book;
- 8) protects customer security using encryption technology.

4. Match the verbs and nouns as they occur in the text "FIRST-E: the Internet Bank":

offer;	funds;
deduct;	interest;
fill in;	an account;
protect;	a form;
open;	assets;
submit;	cheques;
transfer;	tax;
accept;	an application.

5. Use an appropriate phrase from the exercise above to complete each sentence.

1. The bank of 5 % on all deposits.
2. The customer was asked to and hand it in at the desk.
3. With internet banking, it is possible to on-line from one account to another.
4. In order to reduce costs, many internet banks don't
5. To apply for a job, or to open a new account, you have to
6. Many people at a bank when they start their first job.
7. Interest is paid gross, which means that the bank does not
8. Customers needn't worry about security, the bank uses sophisticated encryption technology to their

Discussion

1. Make a list of the advantages and disadvantages of internet banking. Discuss it with a partner.
2. Visit a bank website and see what other information you can get about the bank.
3. Make a comparison between first-e and any bank that offers internet banking services in your country.

UNIT 19. DATA PROTECTION

Work in groups

Discuss the questions.

1. How does identity theft affect businesses?
2. How can people avoid falling for phishing schemes?
3. How do people keep their computers safe?
4. Why would a company worry about security?

Vocabulary Practice

1. Match the words with the definitions. Use a dictionary if necessary:

popup;	set of rules;
bug;	error in a program;
security;	unwanted advertisements on a web browser;
audit log;	someone who accesses a system without permission;
backdoor;	safety of a computer system and its data;
patch;	part of a program giving undesired access;
protocol;	record of who has used a computer and what they've used it for;
intruder;	code to fix errors in a program.

2. Write a word that is similar in meaning to the underlined part. Use a dictionary if necessary.

1. I had a lot of malicious software on my old computer. _ _ l _ _ r _
2. You have a malicious virus that seems beneficial. _ _ _ _ an _ r _ _
3. Tricking people into giving information through email is a serious crime.
p _ _ _ h _ _ g
4. Stealing another's personal information is on the rise. i _ _ _ _ i _ _ _ h _ f _
5. It's a program that gathers personal information. _ p _ _ _ e
6. Capturing information stored on cards is a new form of stealing.
_ _ _ _ d _ c _ _ _ n _
7. Using a legitimate-looking website to trick people fools many people.
p _ _ _ m _ _ _

3. Fill in the blanks with the correct words from the box below.

fraud, pretexting, cyber, worm, scanner

1. The man on the phone was part of a _____ scam.
2. I got a _____ in my email and now my computer won't work.
3. The criminal used a _____ to steal the information on her card.

4. The man was arrested and went to jail for committing _____.
5. Avoid _____ crime by being safe on your computer.

authenticate, keylogger, attack, firewall, patch

1. Management has to _____ the program before you download it.
2. A(n) _____ will record your password.
3. Without antivirus software, computers are open to a(n) _____.
4. Put up a(n) _____ to keep hackers out of your computer.
5. Download the _____ to make the program work correctly.

Reading

1. Read and translate the text.

Dear Valued Customer,

Recently a series of **identity thefts** has affected our customers. Unfortunately, this led to several instances of **fraud** occurring at our bank. The best way to avoid these events is to be informed. Please take a moment to familiarize yourself with some common ways that criminals steal personal information.

Card scanning is one of the simple form of identity theft. This is when someone uses a card scanner to record the information stored on credit or debit card. Card scanning can be used to collect passport information as well.

Email also presents opportunities for **cyber** thieves. Spam, or unsolicited emails, can contain **malware**. This malicious software includes **spyware**, **Trojan horses** and **worms** that can infect one's computer and steal information. **Phishing** is also conducted over email. This occurs when thieves trick people into giving them information by pretending to represent a legitimate business.

Pretexting is similar to phishing but is often done over the phone. **Pharming** occurs when a hacker redirects someone to a site operated by them. The site looks legitimate and tricks people into giving away personal information.

If you believe you may be the victim of identity theft, contact us immediately. We will take steps to ensure that your assets are safe.

2. Read the text again and say if the statements below are true or false.

1. Pretexting occurs on telephones.
2. Pharming relies on the use of card scanners.
3. Trojan horses are spread by pharming sites.

3. Read the conversation and fill in the blanks with the expression from the box below.

*looked legitimate, needed to confirm, pretty sophisticated,
personal information, suspicious*

Employee: Oh! Did it ask you to give away any _____ ?

Customer: Yeah. It said that the bank _____ my account details.

Employee: Did you email them that information?

Customer: No, I thought I should call the bank first. It seemed _____ .

Employee: Yes, Lincolnshire Bank would never ask for your account details via email.

Customer: That's what I thought, but the email _____ because it had the bank logo. It even linked to a site that looked official.

Employee: Well, some of these criminals are _____ .

4. Read the conversation again choose the correct answer.

1. What is the customer calling about?

- A) closing her bank account;
- B) reporting a phishing scam;
- C) flagging her account activity;
- D) changing her account information.

2. What can be inferred about the woman?

- A. She receives phishing scams often.
- B. She has already contacted the police.
- C. She must call the bank to get money.
- D. She lost the money in her bank account in the scam.

5. You are a bank employee. Use the letter and the conversation above to write about identity theft (120-150 words). Mention the following.

- *How criminals steal personal information.*
- *How customers can protect their assets.*

Additional reading

1. Read and translate the text.

Dear Harper Company Staff,

By now, you are all aware of the recent security breach. The IT department has traced it to a bug in our browsers. This bug created an unwanted backdoor in the

network, allowing intruders in. They installed keyloggers that track our passwords.

The IT department removed the keyloggers, and the software supplier is releasing a patch that will fix this error. We will inform you when this patch becomes available.

However, this provides a good opportunity to remind you of the measures we must take to make our network safer.

Remember, you must keep the firewall settings as strict as possible on your computer. This prevents attacks from hackers and keeps certain types of malware out of the system.

Be cautious when downloading files. Perform a virus scan on every email attachment. Also, enable your browsers to block popups. Otherwise, spyware can get on to your computer.

Only download company-approved programs to your computer. Unauthorized programs may contain Trojans that can do irreversible damage to our system. Please consult the IT department for a list of authenticated programs.

In addition, we will review our audit logs from now on. This is to make sure no one violates security protocol. Employees violating protocol will receive disciplinary action.

2. Read the text again and choose the correct answers.

1. What is the email mainly about?
 - A) improving security at the company;
 - B) detecting keylogger programs;
 - C) installing a patch on a web browser;
 - D) punishing employees for violating security protocol.

2. The company will monitor employees by
 - A) installing spyware;
 - B) performing virus scans;
 - C) reviewing the audit logs;
 - D) looking for authenticated programs.

3. What can you infer about Harper Company?
 - A) They have authenticated the patch.
 - B) They already have a virus scan program.
 - C) They allow many authenticated programs.
 - D) This is their first security breach.

3. Read the conversation and fill in the blanks with the correct expression from the box below.

we've just got a firewall, I have a virus, there is your problem, new anti-virus software, your browser, as strict as possible

Employee 1: None of my programs have online access.

Employee 2: What about _____ ?

Employee 1: The browser opens, but I can't access any websites. Most importantly, I can't use the email client.

Employee 2: That's a big problem.

Employee 1: I know. I think _____ .

Employee 2: Are you sure? The company's _____ is pretty powerful.

Employee 1: I know, and _____ .

Employee 2: Oh, the firewall. How high are your settings?

Employee 1: _____ .

Employee 2: _____ . You need to lower the level if you want your programs to work.

4. Read the conversation again and say if the statements below are true or false.

1. The antivirus software is causing the employee's problems.
2. The browser cannot access any online information.
3. The employee's firewall settings are too strict.

5. You work in an IT department. Using the text and conversation above, write an email to your co-workers about security (120-150 words). Mention the following.

- *What security measures there are*
- *What threats there are to computers*
- *How the company plans to monitor its employees on the Internet*

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Составители:

Бурдыко Ольга Владимировна
Измайлович Ольга Владимировна
Имперович Валентина Владимировна
Степанов Дмитрий Анатольевич

Редактор *Т.А. Осипова*

Корректор *А.В. Пухальская*

Компьютерная верстка *О.В. Измайлович*

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