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Рабочая тетрадь для практических работ для студентов специальности
1-28 01 01 «Экономика электронного бизнеса»

Составители:

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

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Рабочая тетрадь для практических работ для студентов специальности 1-28 01 01 «Экономика электронного бизнеса» включает упражнения для развития лексических навыков и письменной речи по специальности. Упражнения представляют собой хорошую базу для расширения словарного запаса студентов и, следовательно, способствуют формированию умений не только письменной, но и устной речи. Являясь дополнением к «Английский язык. Практикум для студентов специальности 1-28 01 01 «Экономика электронного бизнеса», большая часть упражнений предназначена для самостоятельной работы студентов.

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UNIT 1. ECONOMICS AND ECONOMY

1. Read the text and take notes in the appropriate section of the outline given after the text.

Adam Smith was born in Kirkcaldy located to the north of Edinburgh in 1723. In 1740, at the age of 17, Smith was sent off to Oxford on scholarship. In 1751 Adam Smith became a professor of Logic at Glasgow. It was his first academic appointment. As a teacher in public he wrote almost nothing, and though at the beginning of a lecture he often hesitated, and seemed not to be sufficiently possessed of the subject, yet in a minute or two he became fluent, and poured out an interesting series of animated arguments. His students loved him, and he acquired a great reputation as a lecturer.

Smith was a curious human being. He treasured his library, and was continually absorbed in abstractions. He was notoriously absent-minded. Smith led a quiet and sheltered life, he lived with his mother and remained a bachelor all his life.

Smith devoted his life to scientific research. An Inquiry into the Nature and Causes of the Wealth of Nations is his magnum opus. Published with great success in 1776 it became the foundation of the science of economics. In his book Smith considered how individual prices are set, studied the determination of prices for land, labour, and capital, and examined the strengths and weaknesses of the free market mechanism.

Adam Smith introduced the term of "invisible hand" that is economic forces that regulate supply and demand of goods in the market. Using his now famous "invisible hand" analogy, Smith argued that the self-interested actions of individuals actually guide market outcomes to yield great economic benefits for the broader society.

Adam Smith became the first political economist the world had ever known. He took his place at the head of the first school of economics, one that continues and is known as the "classical school".

David Ricardo was born on 19 April 1772 in London. He was the third son (out of 17!) of a Dutch Jew who had made a fortune on the London Stock Exchange. At the age of 14, after a brief schooling in Holland, Ricardo's father employed him full-time at the London Stock Exchange, where he quickly acquired a knack for the trade. At 21, Ricardo broke with his family and his orthodox Jewish faith when he decided to marry a Quaker called Priscilla Anne Wilkinson; Ricardo then converted to Christianity. His family disinherited him for marrying outside his Jewish faith.

Ricardo had to establish his own business. He continued as a member of the stock exchange. He did so well that in a few years he acquired a fortune. This enabled him to pursue his interests in literature and science, particularly in mathematics, chemistry, and geology.

He became rich in a very short time. When he died, his estate was worth over \$ 100 million in today's dollars.

In 1799 he read Adam Smith's Wealth of Nations and got excited about

economics. So for the next 10 years he studied economics. In 1809 he wrote that England's inflation was the result of the Bank of England's propensity to issue excess banknotes. In short, Ricardo was an early believer in the quantity theory of money, or what is known today as monetarism.

In 1819 he became Member of Parliament. His free-trade views were received with respect, although they opposed the economic thinking of the day. In 1817, Ricardo published Principles of Political Economy and Taxation in which he developed the principle of comparative advantage – the main principle of international trade as we know it today.

He died on 11 September 1823 at the age of 51.

John Maynard Keynes (born June 5, 1883, Cambridge, England – died April 21, 1946, Firle, Sussex) is regarded as the originator of modern macroeconomics.

The son of eminent English economist, Keynes was educated at Eton and Cambridge. While his early interests were in mathematics and theory of probability, Keynes ultimately turned to economics.

In 1935 George Bernard Shaw received a letter from John Maynard Keynes in which Keynes wrote, "I believe myself to be writing a book on economic theory, which will largely revolutionize...the way the world thinks about economic problem". And, in fact, Keynes's The General Theory of Employment, Interest and Money did revolutionize economic analysis and established Keynes as one of the most influential economists of all time. The General Theory attacked the classical economists' contention that recession will automatically cure itself. Keynes analysis suggested that recession could easily spiral downward into a depression. Keynes claimed that modern capitalism contained no automatic mechanism that would propel the economy back towards full employment. The economy might languish for many years in depression of the 1930s seemed to provide sufficient evidence that Keynes was right. His basic policy recommendation for government in these circumstances was to increase its spending to include more production and put the unemployed back to work.

			•
	Adam Smith	David Ricardo	John Maynard Keynes
Date of birth			<i>5</i> / ₄ .
Place of birth			4/2
Education			900
Scientific Activity			47
Works			
Impact on Economics			

2. Insert the following words in the spaces in the text below.

whereas, for example, however (2), while, on the other hand, perhaps, thus

The Leisure Industry

Elasticity is a planning tool for managers. Let us take the leisure industry . When looking at the leisure industry, one would expect people
with larger incomes to spend the most on goods and services, and this is indeed the
case. , when considering income elasticity we are interested not so
much in the amount consumers spend as the percentage they spend. This will tell us if
an increase in general levels of income will have a market effect on leisure spending.
surprisingly, the percentage spent on leisure product is fairly
constant across the whole income range. Taking all leisure goods, ranging from
sports equipment, televisions and videos to books and newspapers, the 10 % of the
population with lowest income spend around 4.5 % of their income on such products,
the highest 10 % of earners spend around 5.5 %. These figures
have been fairly constant for many years.
, leisure services, such as the cinema, concert and holidays,
show a market difference. The lowest 10 % of earners spend around 8 % of their
income, while the highest earners spend almost 15 % of their income here.
the implications for firms in the leisure industry are fairly
clear. If there is a general rise in the level of outcomes, there will be a relatively
constant rise in the sale of leisure goods, at the same time there
will be a larger rise in the sale of leisure services, if the economy
is facing a recession, then the leisure services market is likely to face a greater fall in
demand than the leisure goods industry.
3. Analyze the text and prepare a written report on the concept of elasticity
as a measure of how much buyers and sellers respond to changes in market
conditions.

4. Express in one word.

Involving a greater amount of reading and study than technical and practical work	
Manufacturing	
Extra things that some people get from their job in addition to their salary	
A person who starts or organizes a commercial enterprise	
Expenditure on goods and services for final personal use	
A natural ability to something well	
The place of work	
To watch and check something over a period of time	
To reach the standard of ability	
Knowledge required in order to enter a particular profession	
Working independently for customers or clients and not for an employer	
To say in advance what is expected to happen	
An amount of money needed for a particular activity or purpose, esp. in business	
To make something available for somebody to use by giving it	C/F_
The act of distributing	4

Words for reference: costs, production, provide, academic, distribution, entrepreneur, self-employed, perks (fringe benefits), monitor, consumption, forecast, job-setting, flair, qualify, skill.

5. Grammar revision: Sentence Types (Simple/Complex).

Theory: A simple sentence has only one clause i.e. contains one verb phrase. We call this a main clause. E.g.: We must deliver the goods by Friday.

A complex sentence has more than one clause, i.e. contains more than one verb

phrase. E.g.: We can borrow from the bank or raise capital from the shareholders. The two clauses are joined with or. We call or a coordinating conjunction. A coordinating conjunction joins two main clauses. There are three coordinating conjunctions: and, but, or.

The two clauses are joined with **because**. E.g.: We are moving to a new office because the present building is too small. We call because a subordinating conjunction because it depends on the main clause. A subordinating conjunction joins a main clause and a subordinate clause. Typical subordinating conjunctions are: because, when, though, if, that, who/which.

Practice:

Label the main clauses and the subordinate clauses in the following. Underline the coordinating conjunctions and circle the subordinating conjunctions.

The Amco 75 went into production in the Spring. Sales were very good and we quickly established a significant market share. We have begun exporting the Amco 75, though early sales are weak. We'll have a satisfactory year if our exports improve. Profit has gone up this year because our domestic sales have increased. Our research has been very productive but costs have risen. Now we have many competitors who are seen as important dangers in some key markets.

Add appropriate conjunctions in the following dialogue.

	who	because	or	and	though	if	
l			(0)	_			
- W	e need n	nore office s	pace	1/2	our staff wa	nt more	computer
equipment	•			0			
– Ye	s, we have	ve agreed to	recruit anoth	ner seci	etary,	we	have not
decided w	hen.				4.		
– Bu	it we need	l one now. Tl	nere will be	problen	ns	_ we don	i't get one
soon.					-C/-		
 I tl 	nink there	will be resigna	ations	e	veryone is wo	rking too	hard.
- I a	igree. Peo	ple will resig	n	they	will simply	be less e	ffective at
work.						3/1/	
– I'n	n going to	o speak to Pa	atrick,		will accept t	hat the s	ituation is
critical.						(200
6. Ci	rcle the c	orrect prepo	sition to cor	nplete (each sentence	?.	4
1. I'r	n not too v	worried (abou	t / of / with)	the cur	rent situation.		

6. Circle the correct preposition to complete each sentence.

- 1. I'm not too worried (about / of / with) the current situation.
- 2. It's important to be careful (around / on / with) your money.
- 3. You can see the effect of the recession when you look (about / around / on).
- 4. The economic situation is controlled (by / of / to) countries like the USA and the UK.

- 5. What we do with our money has an effect (at / in / on) the economy of the whole world.
 - 6. It's easier (about / for / of) some people than others to earn money.
- 7. Whatever we do, some people seem (for / to / with) be okay and still have a good standard of living.
- 8. Instead (about / for / of) worrying, people should just get on with making enough money to survive.
- 7. Below you are given a summary of information about micro- and macroeconomics. Complete it using words and expressions from the box.

macroeconomics (3), microeconomics (2), a microeconomist, aggregate (3), a local market, GDP (the gross domestic/national product), unemployment, inflation, a macroeconomist, consumption (2)

The study of economics has two basic scopes: and
is the study of individual markets
and the behavior of individual households and firms within those markets. It is
concerned with the actions of individual economic agents rather than how groups of
these individuals behave in the aggregate.
For example, a would be interested in why individual
consumers choose to buy chocolate instead of strawberries and why firms choose to
produce cars instead of motorcycles. This economist would not endeavor to study the
effects of this behavior or its effects on the economy as a
whole. The microeconomist is interested in how the price of chocolate is determined in a
but is not as concerned with how that price factors into the
overall level of prices in the economy.
is the study of the economy as a whole. It looks at
populations instead of individual actors, and focuses on
rates, and the to measure the economic performance of
national economies.
In the example above, the microeconomist studied the behavior of the individual
consumer choosing between chocolate and strawberries. The is
more interested in measuring the overall level of in all markets,
including those for strawberries and chocolate. Understanding the overall level of
, how it is affected by other economic variables and its effect on
the economy as a whole are questions for the study of
Macroeconomic models and their forecasts are used by both governments and large
corporations to assist in the development and evaluation of economic policy and
business strategy.

UNIT 2. THE WORLD OF WORK

1. Read the text, give it a name.

A business's culture is the culture of the group of people working for that business. It is the set of beliefs and values held by employees that determines how they will respond to a particular situation. Thus, at the very heart of Johnson & Johnson's success is its underlying mission, which it calls 'Our Credo'. It states the company's responsibilities to their customers, employees, communities and their stockholders. This mission statement is shared by all of its businesses and has been translated into 36 languages. It acts as a common bond between the various business units, and the values outlined in it ensure a coherent approach. The Credo also acts as a yardstick against which all decisions can be judged. If the managers are uncertain about the wisdom of a particular course of action they can judge it against the letter and the spirit of the Credo.

Does culture matter? A business may well have objectives it wishes to achieve and politics it wishes to implement, but its success will depend on the extent to which employees embrace these initiatives, and that in turn depends on the prevailing business culture.

Culture is also likely to be felt in terms of attitude towards change and flexibility. A culture of openness to change will assist a firm in responding to the changing needs of the marketplace quickly, which should lead to greater profitability in the longer term. On the other hand, a 'can't do' culture, where employees stick narrowly to their role ('it's not my job') may lead to missed sales and dissatisfied customers.

There is a wide variety of factors that determine the prevailing culture within an organization. These include management style, recruitment policy, reward policy, and stated aims and objectives.

For example, if a firm aims to recruit innovative high-fliers, offering above average salaries, this will tend to create a more dynamic, forward-looking culture than if the firm pays below the industry' average. A firm filled with top-quality graduates aiming to make their mark will have quite a different feel to one in which most employees are clock watching.

Dress-code, timekeeping, hot-desking, time off, reporting procedures, types of meeting, and names are all the elements of a corporate culture. Let us dwell on some of them. The dress code in the workplace is the rules about what kind of clothes employees are allowed to wear there. In some companies employees are allowed to wear clothes that are less smart than usual on Friday. This day is known as a dress-down Friday. Hot-desking is also one of the elements of corporate culture. It is the practice of not assigning particular desks to particular employees in a workplace, so that employees can work at any desk that is available.

The organization's policies and goals, if clearly communicated, influence culture, especially if employees are rewarded for displaying values that the organization considers to be important. The impact of these policies will be reduced, however, if employees are encouraged to break official policy. For example, if the organization's stated policy is that quality is the number one priority, but in practice employees are encouraged to cut corners to hit deadlines (whether deliberately, or simply by the structure of their pay system), then the culture which develops will probably be one of corner-cutting.

Culture is very important – it has a major impact on the behavior patterns of a firm's workforce. It is not something that can be achieved overnight.

2. Complete the sentences with the words in brackets.

-9
<i>Dress Code</i> (uniforms / casual Fridays / weekend clothes)1. We don't have to wear business suits at the end of the week. My company has
a system of
2. In many banks, staff can't wear what they like. They have to wear
<i>Timekeeping</i> (flexible hours / part-time / shift work) 1. For two weeks each month, I work at night. I can't sleep during the day. I hat
2. We have a
<i>Time off</i> (childcare / annual leave / public holiday) 1. I'm so busy at the moment that I worked on New Year's Day, which is a(r
2. How many days' do you get in your company?
Reporting procedures (written report / face-to-face / e-mail) 1. We often speak on the phone but never
2. He send us a(n) in the post each month.
Types of meeting (informal / formal / social)
1. Our department starts every day with a(n)
2. Companies have an Annual General Meeting once a year. It is a ver meeting, with a lot of people.
Names (job title / first name / family names) 1. In some countries, the company culture is formal. Staff us when they speak to each other.
2. What's your now? Are you 'Chief Executive'?

3. Match the words with their definitions.

To fix a price for something, say what something is worth
To judge rightly the value of something; put a high value of something
To find out by working with numbers
To form a judgement about, calculate
To find out, decide the amount or value of something

Words for reference: calculate, appraise, evaluate, estimate, appreciate.

4. Circle the right word in italics.

- 1. Astronomers can *calculate / estimate* when there will be eclipses of the sun and moon.
 - 2. I really *appreciate / estimate* your efforts.
 - 3. He was evaluated / appraised as unfit for military service.
 - 4. The clerk *appraises / calculates* property for taxation.
 - 5. I estimate /evaluate his income at \$300.
- 6. You can't appreciate / evaluate English poetry' unless you understand its rhythm.

5. Grammar revision: Subordinate Clauses.

Theory: A subordinate clause depends on a main clause. It cannot stand by itself as a sentence. E.g.: We sold the premises *because* we needed to raise extra capital.

Typical subordinate clauses start with: 1) that: E.g.: The MD said that the company was making good profits; 2) a subordinate conjunction (because, if, when, after, while, so that, so, (al)though): E.g.: If sales improve, the company will soon be profitable again; 3) a wh words (who, which, what, when, where, why) or howwords (how, how much/many/long): E.g.: We don't know when the new product will be launched.

Practice:

Identify nine subordinate conjunctions or wh-words in the word square below. There are five horizontal, three vertical and one diagonal. TO CHION

В	E	C	A	U	S	E
T	S	В	L	0	L	R
Н	E	M	I	I	F	F
O	M	W	Н	A	T	W
U	K	W	Н	I	C	Н
G	T	Н	R	D	P	E
Н	S	O	0	X	L	N

Match the main clause on the left with an appropriate subordinate clause on the right.

Main clauses	Subordinate clauses
1. We'll know if there are any problems	a) so it will need a lot of promotion.
2. The product will be launched next week	b) because we need a major new success.
3. It's a new concept	c) after the first six months' sales.
4. We are going to promote it heavily	d) who have always been our key market.
5. We'll target young people	e) though at first only in the home market.

1	2	3	4	5

Complete the following text with the words from the box:

if though so where which because	if	though	so	where	which	because
----------------------------------	----	--------	----	-------	-------	---------

In an internal meeting, a member of the Boa	ard of Valbor Metal is talking about
the problems. 'We need to increase our prices	our costs are rising.
Many companies are in a similar position,	our costs are especially high.
We have a strong export market	our sales are still good. We have
identified some key problems make	the home market very difficult at
present. We'll have continued problems	we do not take some difficult
decisions. There is no time to lose,	ve have to do something quickly'.
	0 1

6. Match the words and their definitions in the columns.

1) salesperson;	a) setting and communicating the value of products and services;
2) segmentation;	b) the ultimate user of a product;
3) promotion;	c) budgeting for marketing activities;
4) marketing;	d) gathering information from people using a carefully planned
	set of questions;
5) persuasion;	e) collecting information by recording the actions of consumers
	rather than asking them questions;
6) pricing;	f) activities or techniques intended to create consumer demand
	for a product or service;
7) financing;	g) the provision of goods or services to meet customer or
	consumer needs;
8) surveys;	h) the art of making people do what you want them to do;
9) consumer;	i) the breakdown of a market into separate and identifiable
	elements;
10) observations;	j) someone whose job is to persuade customers to buy a certain
	product or service.

1	2	3	4	5	6	7	8	9	10

7. Complete the sentences using the words given below.

forecasts, perks or fringe benefits, qualify, flair, entrepreneur, costs, provide, tycoon, distribution, consumption

1. An is a person who sets up business and business
deals.
2. A is a person who is a successful in business and so
has become rich and powerful.
3. The industry will have to pass its increased on to the
consumer.
4. The management will accommodation, food and
drinks for thirty people.
5. He won't as an economist until next year.
6. An individual hoping to start up a new company needs to have entrepreneurial
or talent. 7. Unfortunately of higher profit did not come true.
7. Unfortunately of higher profit did not come true.
8. Economists are concerned with the production, and
of goods and services.
9. The of the job include a car and free health insurance.
γ_{ζ}
4
C4
9. The of the job include a car and free health insurance.

UNIT 3. AWAY ON BUSINESS

1. Read the text, give it a name.

The most basic laws in economics are those of supply and demand. Indeed, almost every economic event is the product of the interaction of these two laws. The law of supply states that the quantity of a good supplied rises as the market price rises, and falls as the price falls. Conversely, the law of demand says that the quantity of a good demanded falls as the price rises, and vice versa.

One function of markets is to find "equilibrium", or "market-clearing" prices that balance the supplies of and demands for goods and services. An equilibrium price is the one at which each producer can sell all he wants to produce and each consumer can buy all he demands. Naturally, producers always would like to charge higher prices. But even if they have no competitors, they are limited by the law of demand: if producers insist on a higher price, consumers will buy fewer units. The law of supply puts a similar limit on consumers. They always would prefer to pay a lower price than the current one. But if they successfully insist on' paying less (say, though price controls), suppliers will produce less and some demand will go unsatisfied.

Economists often talk of supply "curves" and demand "curves." A demand curve traces the quantity of a good that consumers will buy at various prices. As the price rises, the number of units demanded declines. That is because everyone's resources are finite; as the price of one good rises, consumers buy less of that and more of other goods that now are relatively cheaper. Similarly, a supply curve traces the quantity of a good that sellers will produce at various prices. As the price falls, so does the number of units supplied. Equilibrium is the point at which the demand and supply curves intersect – the single price at which the quantity demanded and the quantity supplied are the same.

Markets in which prices can move freely are always in equilibrium or moving toward it. For example, if the market for a good is already in equilibrium and producers raise prices, consumers will buy fewer units than they did in equilibrium, and, fewer units than producers have available for sale. In that case producers have two choices. They can reduce price until supply and demand return to the old equilibrium, or they can cut production until supply falls to the lower number of units demanded at the higher price. But they cannot keep the price high and sell as many units as they did before.

2. Fill in the blanks with the words from the text.

- The most basic laws in economics are ______ of supply and demand.
 Every economic event is the product of the _____ of the laws of

11 2	ına aema									
3. The law of demand says that the							a good d	lemanded	d falls as	
the price rises.										
4.	One fur	nction of	markets	is to fin	d "		_" prices	that bal	ance the	
supplies	of and d	lemands	for goods	s and ser	vices.					
5. An equilibrium price is the one at which each can sell all										
wants to produce and each consumer can buy all he demands.										
	-	ers alway			•			S.		
		icers insi							nits.	
		of suppl								
9.					efer to pa				current	
one.	12			ouru pro	7101 00 P	10 · ·	or price	V110/11 V110		
	Econor	nists of	ften tal	k of	supply	"	,	and	demand	
"	;	,	tui tui	K 01	о ц рргу		· · · · · · · · · · · · · · · · · · ·	una	acinana	
		C								
3 1	Match tl	ne parts	of the se	ntancas	to each o	thor				
3. 1	viaten ti	ie parts	of the se.	ntences	to cacii c	tilei.				
1 1 1	mand au	mio tropo	g the gue	ntitu of	a) aquil	ihrium o	r 100 0 1 110 0	torrord i	+	
1. A de	mana cu	rve trace	s me qua	nuty of	_		_	toward i	ι.	
2 4 ~ 41		.: 41	10	. C	b) units demanded declines.					
	-	rises, the			c) units supplied.					
	-	of one go		8	d) a good that consumers will buy at					
		y less of		7	various prices. e) the demand and supply curves					
4. A su	pply curv	ve traces	the quan	tity of			nd supply	curves		
				_	inters					
	-	falls, so d	loes the r	number			-	consume		
of					-	/	ts that th	ey did in		
6. Equi	librium i	s the poin	nt at whi	ch	equil	ibrium.				
7. Marl	kets in w	hich price	es can m	ove	g) suppl	y and de	mand ret	urn to the	e old	
freel	y are alw	ays in			equil	ibrium.	0			
8. If the	e market	for a goo	d is alrea	ady in	h) a good that sellers will produce at					
equil	ibrium a	nd				us prices	~ 1 /	-		
_		uce price	until					goods th	at now	
_		t product		supply		elatively				
	s to	F		~ *P P - J		•	-	nits dema	nded at	
1411	S t C				• ,	igher prid				
						igner priv	.)	
	_	_		_	_		_	_	4	
1	2	3	4	5	6	7	8	9	10	

4. Express in one word, use the words for reference.

A person who controls a business.	
The ability to do something expertly and well.	
Managed system designed and operated to achieve a specific set of objectives.	
Job analyzing, recruitment, and hiring individuals for appropriate jobs.	
People who work directly on a job or task and have no responsibility for overseeing the work of the others.	
To have a powerful or ambitious plan, desire, or hope to do or be something.	
Checking progress against plans, which may need modification based on feedback.	
A plan for success in business.	
A guide that stipulates rules, regulations and objectives.	
A specific task or duty assigned to a business.	
The ability of great perception, esp. of future developments.	
Words for reference: vision, manager, monitoring/constrategy, skill, mission, operatives, company policy, to aspire, s	
5. Complete the sentences with these prepositions: fro over, to.	m, in, off, on, on, out,
	ıdy yoga.
4. She resigned her job because of all the communant two hours back.	nting – two hours there
5. I hope I won't be the dole for long.	0)
6. I hope I won't be of work for long.7. He was passed for promotion – he's very bitter a	about it
8. She was promoted Head of Business Development	

6. Grammar Revision: Clauses of Cause or Reason with Because.

Theory: A clause of cause/reason is a type of subordinate clause. Clauses of cause/reason begin with a subordinate conjunction. Because is a subordinate conjunction of cause or reason. E.g.: We manufacture in SE Asia because labour costs are low.

Practice:

Underline the clauses of cause or reason in the following extract.

Our financial position changes during the year because our sales are seasonal. They are seasonal because we have always been specialists in winter clothing. This creates problems because in summer we have a shortage of money. We are planning to enter new markets because, if we do not, we will not survive.

Complete the following by writing clauses of cause or reason based on the prompts below. E.g.: We need a new factory because our plant is too old (our plant/be/too old).

1. We are going to build one next to the sea	
— / ₁	siness/need/sea transport).
2. This is also a good location	
<u> </u>	(we/be/near/train station).
3. We need a large development site	
	re/build/big warehouse).
4. We don't need many staff	
	nave/an automated process).
5. We'll keep costs down	· · · · · · · · · · · · · · · · · · ·
(we/p	an to employ/few people).
4	
7. Write S if the two phrases in italics have the they are different. 1. They have recently taken on/hired 50 new employ	ees.
2. He was <i>laid off/made redundant</i> when they m Geneva.	oved their Head Office to
3. They're going to <i>downsize/close</i> the company 4. She <i>left/quit</i> her job because the pay was so bad 5. I might have to <i>go on the dole/receive a pension</i>	for a short time until I find
another job	
6. He's been <i>out of work/retired</i> for nearly a year	•
8. In my company your management grade and sa results of the <i>appraisal meeting/performance review</i> .	lary depend mainly on the

UNIT 4. START-UP AND GROWTH

1. Read the text for general understanding. Write about 10 questions to the text covering the main points.

Planning

An entrepreneur sees a gap in the market and wants to found (start) a new company. First some planning is necessary. The entrepreneur has to: 1) do market research and develop the product; 2) Think about pricing, distribution channels, and promotion; 3) Raise capital (money used to start or invest in a business).

The capital might come from the founder's own funds, loans from the bank, or money invested by other people/business partners.

Start-up

The founder is now ready to set up (start) the business. The first steps are to rent premises (the buildings that a company uses), purchase equipment and supplies, and employ and train staff. The company can now begin its operations.

One thing is certain: the first few years will be difficult. Sometimes a start-up company can get help from venture capital (money invested in a new business by a specialist company who work in. high-growth areas like new technology). VC money is used to run the business, pay salaries, etc. in the early years. In exchange the VC company will take part ownership of the company and hope to sell it later for a large profit.

Growth

In a successful business the number of customers grows, turnover increases, and eventually the company breaks even and then makes a profit. The company employs more staff and divides them into different functions: operations, sales, marketing, accounts, etc. The company develops a network of suppliers. The brand name starts to become well-known among customers.

What happens if the business needs to raise additional capital to expand its operations? There are various options.

The company can ask the bank for a loan.

The company can issue new shares and sell them to outside investors.

The company can attract prix ate equity. Private equity is very similar to venture capital, but it comes at a later stage in the company's growth.

Maturity

All being well, the company continues to grow. This growth may be organic (through increased sales and developing the product range) or by acquisitions/takeovers (buying other companies).

Exit strategies

There are various exit strategies available to the owners if they want to sell the company.

The business can be sold as a going concern (as an established, profitable business) to other private individuals.

The business can be sold to a competitor, or to a large foreign company wanting to enter the market. The company that is taken over may or may not keep its brand name.

The company goes public. This means it is listed on a stock exchange and its shares are sold to individual and institutional investors. The original owners may continue to run the company.

Risks

The majority of businesses fail (go out of business). There are many reasons.

The founder can't get a loan, perhaps because of insufficient collateral (property you agree to give the bank if you fail to give back the money you borrowed).

The company can't meet its monthly repayments to the bank.

The company fails to get enough customers.

Competition from other companies.

Changes in the market (demand for the products fails).

Poor management of cash flow and/or insufficient capital.

Management problems (e.g.: the founder finds it difficult to delegate work to other people).

Fai	ilure to integrate an	acquired business after a takeover.
		—— —
		6/,0
		70.
		4,
		70
		CL
		4,
2.	Rearrange the let	ters to make words. Use the definitions in brackets to
help yo		
1.	- I	(someone who starts a company
	kes business deals).	
2.	Citapal –	(money used to start or invest in a business).
3.	Funoder –	(someone who starts an organization).
4.	Prmeeiss –	(the buildings that a company uses).
	Puchrase –	
	Tunvorer –	
	Seahrs –	· · · · · · · · · · · · · · · · · · ·
and sell).	

9. give th	Cote e bank). Dam	ellaral if you	n – – ı cannot j	pay bac	k a deb	(prope ot).	erty or	money	that yo	ou proi	mise to
			tem in pa						_		
	-	_	2) exit; 3 make; 1	•		_	5) priva	ite; 6) a	a gap in	the; 7)) do; 8)
			name; c) some m	-							_
1	2	3	4	5	6	7	8	9	10	11	12
			3								
sell the who m can eit	e busin ight be If the her ask She	ess as e interection compared the base wants	ested in ta any is go ank, issue to star She h in a suita	aking of the enew set her as mobile locates:	. Bu ver the expand, hares, o own ney of ation, p	t first h busines they w or try to busines f her urchase	ne needs ss. vill need attract ss and own, e equipn ith Wh	s to I to she so the ment an o and '	thinks first ad emple Which.	she can steps by staff	_ to see They an see are to
with a find th T defining it. (defining P C	relative annual here an ag relative fining) ag) ractice ombin g.: Ou	re propal reports two classifications of the street reports of the	ative claumoun. When types of auses. E.g. case, when the sare verse are verse clauses.	ho and they see f relative g.: The which h	which ent to use claus case whas all y	are typs. ses: – conich I loyour pa	defining eft at the apers in	ative p g relative e airpoin it, is	ronouns re claus rt has al at the	s. E.g.: es and l my pa airport	I can't non- npers in non- nesse.

2. We use the best agencies to show our collection. They charge a lot of money.
3. We depend on magazine publicity. This increases our international reputation
4. Many important magazine editors attend the fairs. They have massive influence.
5. The design team is very experienced. They plan our participation.
Write sentences with the prompts below. Include relative clauses using the words in brackets. E.g.: Our company (makes floors) grow/by 10 % per year. — Our company which makes floors, is growing by 10 % per year. 1. The Director (came here yesterday) be/Italian.
2. Our main clients (in Europe) be/sports clubs.
3. In 2008 (record year) we/supply/floors/for the Olympic Games.
4. Our R and D institute (based at Newtown University) develop/new floo
materials.
5. The floors (we/send/to Finland/last year) are specially for outdoor use.
Q ₊
6. Complete the word grid using the clues below, as in the example. All the vocabulary is connected with computers (spreadsheet, mouse, modem, save
print, hard disk, search, database, folder, screen, paste).
1. You use a scanner to copy images into a computer.
 You use <u>a scanner</u> to copy images into a computer. Making changes to a letter is easy. Just cut and p You should not work in front of a computer s for too long.
3. You should not work in front of a computer s for too long.
4. The m is used to move the cursor on your screen.
5. We keep records of all our customers on d
6 You should keep documents in a f
to find them. 7. Yahoo is a s engine. 8. Most applications are kept on the h d 9. I forgot to s my document and I lost it.
7. Yahoo is a s engine.
8. Most applications are kept on the h d
10. To send an e-mail you have to connect your m
11. You can p documents in black and white or colour.
12. I calculate all my tax with a simple s .

UNIT 5. PROFESSIONAL ABILITIES IN MONEY MANAGEMENT



Look before you leap

1. Before reading.

Reading skill

Skim the article. Read only the title, the first paragraph, the first sentence of the middle paragraphs, and the last paragraph. Don't worry about words you don't know. Then write out the answers to the following questions.

1. What kind of people would be interested in reading this article? _	
'4	
2. Where would you see this article?	
3. The main idea of this passage is	

- a) the high cost of a university education;
- b) how to pay for a university education;
- c) living on a student budget.

Reading Passage

A Student Budget

University is an exciting time to learn and to make friends that will last a lifetime. Many students do not like to **worry** about money, and would rather not think about it. However, it doesn't matter whether a student's parents pay for everything, or whether the student works part-time to help pay for his or her **education**. All students can get into money trouble if they're not careful.

In English-speaking countries, the **average** cost at university education **per** student per year can be \$20,000 to \$30,000, or more. Students must also pay for books, paper, pens, etc. These can – cost \$500 to \$1,000 per year. Students must also pay thousands more per year for room and board¹. Add money for clothes, travel, and other **personal** expenses.

So, students need to spend their money carefully. At most universities, councilors can give students **advice** on how to budget their money.

This is what they suggest: At the start of a school semester, write down your income-for example, money you will get from your family or from a part-time job. Then **list** all of your expenses. Put your expenses into two groups: those that change (food, phone, books, travel), and those that will stay the same (tuition, room and board). Add together all of your expenses. Are they more than your income? Will you need to **borrow** from family or friends, or will you need to get more money by doing part-time work? Often, students find it is easier to plan out their own budget, and save their own money, rather than trying to borrow from others.

2. Understanding the text.

Write out the colling to the colling					bout?	
a) studying; 2. Students pay a				c) money. for books and other things		
they will need in class					\mathcal{L}	
a) \$500 to \$1,000		b) \$10,00	00 per year;	c) \$20,000 p	oer year.	
3. On a list of ex		·	-	-		
a) grouped togetl	ner;	b) in diffe	erent groups	; c) left out.		
4. The cost of			-	· · · · · · · · · · · · · · · · · · ·	nse.	
a) clothes;		b) travel;		c) room and	board.	
3. Complete th	e words in	bold from	the word	bank with th	ne correct	
definitions (a-h).	70 _C					
per education li	st borrow	worry	averag	e personal	advice	
•		/ /,	0	•		
1	a) about o	one person, n	ot everyone			
2.	b) to thin	k about thing	gs you are af	raid of;		
3.	c) helpful	ideas you g	et from some	eone;		
4	d) usual, :	normal;	-			
5	e) to write	e down a ser	ies of items:	in a column;		
6	f) for eac	h or every;	6			
7.			14.			
8.	h) to ask	smb to give	you smth tha	t you will give l	back later.	
4. Vocabulary B	Building.			CKAL		
Match each word	l in the box v	with its oppos	site.	LAL		
expense	inhale	exclude	import	introverted	2	
1) export		: 4)	include	<u> </u>	700	
1) export 2) exhale		$\stackrel{\circ}{:}$ $\stackrel{\circ}{:}$ $\stackrel{\circ}{:}$	extroverted	<u> </u>	7	
3) income		.,		 		
5. Write the wor						
1)	to b	ring things ii	nto a country	<i>'</i> ;		
2)	to b	reathe;				
3)		eave out;				

4)	money that you make;
5)	shy, quiet.

6. Searching for data.

Look at the expenses on the Student Budget Worksheet below. How much do students in your country pay for these things? What other expenses do students have?

STUDENT BUDGET WORKSHEET (one year)

Expenses ¹		Income ²	
Tuition ³	\$18,000	Money from parents	\$20,000
Books and supplies	\$900	Part-time work	\$5,700
Housing and food	\$4,010	Total Income	\$25,700
Phone, cable TV, Internet	\$640		
Clothing	\$800		
Entertainment ⁴ and personal	\$1,220		
Transportation	\$1,460		
Other	\$500		
Total Expenses	\$27,530		

Note

Total Expenses

7. Discussion & Writing.

Using the Income section of the worksheet from the exercise 6, fill in the gaps with your data.

BUDGET WORKSHEET (one year)

Expenses	Income	
Tuition	Money from parents	
Books and supplies	Part-time work	5),
Housing and food	Total Income	
Phone, cable TV, Internet	110 c	
Clothing		
Entertainment and personal		
Transportation		
Other	Parameter 2 A Constant	

¹Expenses are things you spend money on.

²Income is money that comes to you.

³**Tuition** is money used to pay for teaching.

⁴Enterainment refers to things you do for fun.

⁵Part-time work is less than 35, 40 hours.

8. Read the sentences below. Check (\checkmark) true (T) or false (F) . If t is false, change it to make it true, write it out. If the sentence is true, y your own tips.		
your own ups.	T	F
1. All students can get into money trouble.		
2. Most universities have advisors who can help students to budget		
their money.	Ш	
3. Students must borrow money if their expenses are more than		
their income.	Ш	
4. Costs for clothing and travel should be part of a student's budget.	Ш	Ш
<u> </u>		
9. Language Focus.		
Complete the sentence with what, which, or who, or tick (\checkmark) the	space	if the
sentence is already correct.		
1. There's a lot of noise from the builders working next do	or.	
2. Mike doesn't really know <u>what</u> he wants in his career.		
3. I was talking to a man going to the same conference	e as us	S.
4. I was talking to a man is going to the same confere	nce as	us.
5. I asked her she was thinking.		
6. This is a new medicine was developed at our	Camb	oridge
laboratories.		
7. This is a new medicine developed at our	Camb	oridge
laboratories.	80.	
8. This medicine, was developed at our laboratories, i	is fanta	istic.
9. This medicine, developed at our Cambridge lab	oratori	ies, is
fantastic.		C
10 we need now is better brand recognition. 11. The 'assets' include everything owned by the complex includers and how is talking about.		
11. The 'assets' include everything owned by the comp	pany.	
12. I didn't really understand how is talking about.		

UNIT 6. HOW TO BE A SUCCESSFUL BUSINESSPERSON



If at first you don't succeed, try, try again.

1. Before you read.

Skim the first paragraph of the passage on the next page to answer the following question. You will have to infer information from the passage. Which is considered the most common career path?

- a) go to university, then get a job afterwards;
- b) start a business while in university;
- c) start a business after university.

2. Reading skill.

Skim the rest of the passage, then read the sentences below. Write out the sentence that best describes the secret behind each person's success.

Brian Laoruangroch

- a. Sell products from your own store or website to save money.
- b. Find the simplest way to sell your products, even if you have to pay extra for the service.

Whitney Williams

- a. Fall in love with someone who has the same interests as you.
- b. Spending time on your work now will help you be successful later.

Zac Workman

- a. Start small and let your company grow.
- b. Think big and don't listen to people who tell you "No".

Reading Passage

College Start-Ups

Most college students see their time at university as the first step in their career path; afterwards, they will go out into the working world and get a job. However, some students have great ideas that simply cannot wait until graduation day. With many free resources and technologies available to them, more and more university students are finding ways to start small businesses while they are still in school. Let's take a look at a few enterprising undergraduates and their companies.

Green Mobile

As a student at the University of Missouri, **Brian Laoruangroch** used to sell refurbished cell phones on eBay as a hobby. But when Brian realized how much money he could make by buying, fixing, and reselling phones, he decided to create

his own website to resell the phones. His parents loaned him money, and he received money from his local government to found a company called Green Mobile, which now has local **retail** stores and about 20 employees.

Whitney Williams Collection

Whitney Williams has always been creative, and she enjoys making things in her spare time. While in elementary school, she sold handmade **stationery** to people in her neighborhood, and later she expanded her offerings to include one-of-a-kind purses. When Whitney visited Italy as a student at Texas Christian University, she fell in love with the handmade jewelry she saw there. It inspired her to start her own jewelry business. Instead of partying with friends or traveling, Whitney spent most of her weekends for the next two years selling her high-quality jewelry at small shows and private sales. As a result, the Whitney Williams Collection is now produced and sold around the world.

Punch /

As a competitive swimmer, **Zac Workman** became very familiar with energy drinks. However, Zac found problems with most energy drinks. They either tasted bad, used chemicals that weren't healthy, or made the user feel tired again when its sugary energy was used up. This **spurred** Zac to do some research when he got to the University of Indiana. Using an old family recipe for fruit punch, Zac developed an energy drink with natural ingredients, and found a partner to produce it. His energy drink, called Punch, became popular on his **campus**. As his business grows, Zac says he's learning on the job. "People would think it would be difficult to balance class and a business," he said, "but I'm learning more now than I ever have in the classroom".

3. Understanding the text.

Write out the correct answers for the following questions.

1. According to the article	, how many emp	oloyees does Gre	en Mobile have?
-----------------------------	----------------	------------------	-----------------

a) only;

b) about 20;

c) over 30.

2. Who did Whitney sell her first products to?

a) her neighbors;

b) her classmates;

c) her teachers.

3. Which best describes Zac's energy drink Punch?

a) a drink made especially for swimmers;

- b) an all-natural drink that helps athletes;
- c) a fresh sports drink that Zac made every day.

4. Complete the characteristics of *Zac*, *Whitney* and *Brian* using the phrases from the word bank.



• turned a hobby into a business;

- developed a product for athletes;
- used family money to start the company;
- creates new and original products to sell;
- says lessons learned in school have helped in managing a business;
- started the company while still in university;
- worked weekends and did not see friends very often when starting the company.

Z ac		 	
Whitney			
0			
Brian			
17	 		

5. Building Vocabulary.

Complete the words in bold from the word bank with the correct definitions (a-h). The words in bold are from the passage.

WOrd BANK

retail	enterprising	expand s	spur cam	pus	resource	stationery	concept
1		_ a) able to	make money	from	new, interes	esting ideas;	
2		_ b) product	s used for wr	iting	letters and	notes;	
3.		c) money,	skills, or time	e that	is availabl	e when need	ed;
4		_d) to get b	igger;				
5		_ e) the land	l and building	s of a	a university	or college;	
6		_ f) concern	ing the sale o	f thin	gs to peop	le in stores;	
7		_ g) motivat	e, inspire;	90			
8.		h) an idea	about how so	meth	ing is or sh	nould be done	e.

6. Making inferences.

An inference is a good guess or conclusion you can make from the facts you have. *Examples*:

Fact

Mr. Adams owns 150 restaurants.

Inference

→ He's probably very busy.He has a lot of employees.

Fact

Mr. Adams wanted a job in the airplane industry but he took a job with a car rental company.

Inference

→ Mr. Adams probably couldn't find a job in the airplane industry

What can you infer about Mr. Adams from each statement below? Write your ideas.

- 1. Mr. Adams started with very little money, but he now owns 150 restaurants. You can infer that _____
- 2. Mr. Adams very little money when he came to the United States.

You can infer that
3. When the owners needed a manager for their new restaurant, they gave the
job to Mr. Adams
You can infer that
7. Discussion & Writing.
Complete the following statements using as many adverbs as you can think of.
E.g.: empathetically, openly, nonjudgmentally. You can use intensifiers: very,
quite, totally, seriously, absolutely, partly, somewhat, moderately, extremely.
A good supervisor listens
CH Paper
70
An effective communicator
* / *
speaks
8. Language Focus.
o. Language 1 ocus.
Rewrite each pair of sentences by including the word given in brackets.
O _A
1. Last year we introduced a new line. It's aimed at the youth market. (that)
The new line <i>that we introduced last year</i> is aimed at the youth market.
2. I'd like you to meet a colleague. He could be a useful contact for you. (who)
I'd like you to meet a colleague
3. A candidate's CV is on your desk. She deserves an interview. (whose)
The candidate deserves an interview.
4. A visitor is coming next week. She's from our Paris office. (who)
The visitor is from our Paris office.
5. Tom took me to a restaurant. It was called 'Noodle Heaven'. (that)
The restaurant was called 'Noodle Heaven'.
6. I heard a man's presentation. He was an investment banker. (whose)
The man was an investment banker.
7. Here is a mobile phone. I was telling you about it. (that)
Here is the mobile phone
8. Over there is a site. They're going to build a new factory. (where)
The site is over there.

UNIT 7. THE POWER OF THE PRINTED WORD



"There are three things to remember when making a speech: Be brief, be brilliant, and be gone."

1. Reading Passage.

HOW TO MAKE A SPEECH

How to Plan What to Say

Research your topic thoroughly. Check the library for facts, quotes, books, and timely magazine and newspaper articles on your subject. Get in touch with experts. Write to them, make phone calls, get interviews to help round out your material. In short, gather-and learn-far more than you'll ever use. You can't imagine how much confidence that knowledge will inspire. Now start organizing and writing. Most authorities suggest that a good speech breaks down into three basic parts: an introduction, the body of the speech, and the summation.

Introduction: An audience makes up its mind very quickly. Once the mood of an audience is set, it is difficult to change it, which is why introductions are important. If the speech is to be lighthearted in tone, the speaker can start off by telling a good-natured story about the subject or himself.

Main body: There are four main intents in the body of the well-made speech. These are to entertain, which is probably the hardest; to instruct, which is the easiest if the speaker has done the research and knows the subject; to persuade, which one does at a sales presentation, a political rally, or a town meeting; and finally, to inspire, which is what the speaker emphasizes at a sales meeting, in a sermon, or at a pep rally.

Summation: An ending should probably incorporate a sentence or two which sounds like an ending-a short summary of the main points of the speech, perhaps, or the repeat of a phrase that most embodies what the speaker has hoped to convey. It is valuable to think of the last sentence or two as something, which might produce applause. Phrases which are perfectly appropriate to signal this are: "In closing..." or "I have one last thing to say...".

How to Sound Spontaneous

The best speakers are those who make their words sound spontaneous even if memorized. I've found it's best to learn a speech point by point, not word for word. Careful preparation and a great deal of practicing are required to make it come together smoothly and easily. Mark aim once said, "It takes three weeks to prepare a good ad-lib speech¹".

Brevity Is an Asset²

A sensible plan, if you have been asked to speak to an exact limit, is to talk your speech into a mirror and stop at your allotted time; then cut the speech accordingly. The more familiar you become with your speech, the more confidently you can

deliver it. As anyone who listens to speeches knows, brevity is an asset. Twenty minutes are ideal. An hour is the limit an audience can listen comfortably.

м		•	
м	n		α.
IK I	v	ы	┖.

a good ad-lib speech¹ public talk that is not carefully prepared in advance; shortness is a good thing.

2. Interpreting figures of speech.

A **figure of speech** (metaphors and similes) is a way of using words creatively. Replace the underlined figures of speech (in **boldface**) with the correct definitions (a-c). Use context to help you understand the meaning of the term.

- 1. Knowledge is (<u>the stuff</u>) _____ from which new ideas are made.
- a) the hardware;
- b) the raw material:
- c) the creativity.
- 2. Your crazy, foolish, and impractical ideas (as stepping stones)

to practical new ideas.

- a) answers to problems; b) keys to happiness; c) ways to achieve a goal.
- 3. We are creatures of habit when it comes to (<u>the business</u>) _____ of living everything from doing paperwork to tying our shoes to haggling with telephone solicitors.
 - a) profession or occupation; b) the processor activity; c) the topic or subject.

3. Comprehension.

Complete each sentence with a word from the box.

	affect	bring	digress	divide	have	notice	Ì
١	arrect	show	dıgress start	stress	take	Hotice	
l		5110 W	Start	Stiess	take		

- 1. Let me by saying a few words about myself.
- 2. My presentation will around 30 minutes.
- 3. I'ved my talk into three parts.
- 4. This is an issue thats us all.
- 5. I'd like to one very important point.
- - 7. Thats me to my next point
 - 8. a look at this next slide.
- 9. You'll on the diagram that there is very little space available for the cooling fan.
 - 10. The figures clearly that demand for oil is still rising.

4. Building Vocabulary.

Complete the words in bold from the word bank with the correct word line, and then cross out the word that is not similar in meaning to the other three. Use your

dictionary if you need help			
WOrdBANK			
persuade, articulate, ins	pire, emphasize, inco	orporate, convey	, enliven, instruct
1	a) convince;	b) talk into;	c) deny.
2.	a) talk about;		c) express.
3.	a) excite;	b) motivate;	, -
4.	a) minimize;	b) stress;	c) highlight.
5.	a) include;	b) integrate;	, ,
6.	a) communicate;	· —	c) transmit.
7.	a) jazz up;	b) stimulate;	
8.	a) give;	b) teach;	c) educate.
	ng and end of each p		
It's always—	in a little m		
I'll give	free to ask	questions	
I'll talk	a pleasure		
Please feel	you an ove		
I'd like to move	me to the e	nd	
That brings	to stress		
The figures	on now		
And I'd like	you an exam	*	
To give	clearly sho	w that	
6. Discussion & Writ	ting.		
	presentation that addr	esses your quest	ion. Use this outline
to help you.	1		
	Introduction	1	
"My name is		and I'm delight	ed to be here to be
here today. I'd like to spear	k to you about		4
			1
			7/_
			C4.
(47) 1' ' 1 1 , 11	Organization		
"I've divided my talk	into three parts:		

1. "First	<u>.</u>
2. "That brings	me to
3. "Finally	
Q _Q	
Ch	Conclusion
"I closing	
C	/_
7. Language F	ocus.
C 1.4.6	
Complete t	he sentence with it or there .
a There is a n	roblem with the computer. Can you help?
	be a party at the end of term?
c	is a pity she wasn't here to get her prize.
d. 'Who's at th	is me.'
	is a very good restaurant not far from my house.
	is a long time since I went to the dentist's.
_	is easy to book a ticket on-line. to look up a is a list in the back of the book.
i. Hello, Sue	
	is no point in phoning him again. He must be out.
	The second secon
	L,
	74
	is no point in phoning him again. He must be out.

UNIT 8. CAREER PATHS



Work is good, provided you do not forget to live

Reading Passage

1. Recruitment.

The process of finding people for particular jobs is **recruitment** or, especially in American English, **hiring**. Someone who has been **recruited** is a recruit, or in AmE, a hire. The company **employs** or **hires** them and they **join** the company.

A company may recruit employees directly or use outside **recruiters**, **recruitment agencies** or **employment agencies**. Outside specialists called **headhunters** may be used to find people for very important jobs and to persuade them to leave the organizations they already work for. Key people recruited like this are **headhunted** in a process of **headhunting**.

Applying for a job

Fred is an accountant, but he was fed up with his old job. He looked in the **situations vacant** pages of his local newspaper, where a local supermarket was advertising for a new accountant's position. He **applied for** the job by completing an **application form** and sending it in.

Harry is a reseller. He'd been working for the same company for ten years, but he wanted a change. He looked at jobs with different e-commerce companies on a **jobs website**. He **made an application**, sending in his **CV** (**curriculum vitae** - a document describing your education, qualifications and previous jobs, that you send to a prospective employer) and a **covering letter** explaining why he wanted the job and why he was the right person for it.

Selection procedures

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

'We advertise in national newspapers and on the internet. We look at the **backgrounds** of **applicants** – their **experience** of different jobs and their educational **qualifications**.

'We invite the most interesting **candidates** to a **group discussion**. Then we have individual **interviews** with each candidate. The head of the department is also present. We also give the candidates written **psychometric tests** to assess their intelligence and personality.

'After this, we **shortlist** three or four candidates. We check their **references** by writing to their **referees** – previous employers, teachers, and so on that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally we **offer** the job to someone, and if they **turn it down** we have to think again. (Some applicants may get other **job offers** at the

same time as ours.) If they accept it, we hire them. We **appoint** someone only if we find the right person'.

Note

Situation, **post** and **position** are formal words often used in job advertisements and applications. BrE: CV; AmE: résumé or resume BrE: covering letter; AmE: cover letter.

	er reading.						
() -		ed phrases v	vith correc	t forms of words	and expressions		
from the pa	•	1					
Fred had already (<u>refused</u>) 1 two job offers who							
went for (a	discussion to s	see if he was	<u>suitable f</u>	or the job) ²			
They looked at his accountancy degree and contacted							
(previous	employers Fre	d had menti	<u>oned in hi</u>	s application) ³			
				·			
A few	days later, the	supermarket ((asked hin	<u>n if he would like</u>) '	4		
		the job a	and Fred (s	aid yes) ⁵			
Harry	didn't hear any	thing for six	weeks, so	he phoned the com	pany. They told		
•	ey had received	7		-			
	•			is education, qua	difications and		
previous j		0/		the (people asking			
8		an		at (what exams the			
during the	eir education)		(0)		the		
company h	ad (chosen six	people to into	erview) 10				
and then gi	ven them (tests	on their per	sonality a	nd intelligence) 11			
	(<u>-1111</u>			ad then given some	one the job.		
				4,	. - .		
3. Bui	ilding Vocabula	arv.		1/0			
	_	•	complete	each of the sentence	es below.		
pay off	stamp out	give up	lay on	put up with	take care of		
Exam	ple: Although S	Sung-Ho was	making a	lot of money, he de	cided to give up		
his job.		C	· ·	•			
•	did not want to		1	he stress any longe	r. C		
2. Aft	er Sheila gradua	ted, she had	to	the stress any longer her c	college loans.		
3. It's	not easy to		V01	ung children and ho	old down a full-		
time job.			J -	8			
	rge companies	sometimes		benefi	ts such as free		
meals and t					to bacin ab 1100		
	ne employees a	re so devoted	l to their id	bs that thev			
5. 501	ne employees a	ic so acvoice	i to then jo	os mai mey			

the desire for a personal lift. 4. Over to you	fe outside the office.
If you work, answer to	hasa quastions
	the jobs advertised?
Where are you see	me jobs davernsea.
What did you send to	to apply for the job?
• What was the select	ion procedure?
	nswer these questions.
	for your course did you use an online application form or
send an application in? _	
• Did you need to pro	ovide referees?
• Did you have an in	terview?
5. Discussion & Wri	
	what are the things you should, and, shouldn't do when
	ion? Group the seven ideas below into the correct columns
	dd your own ideas to each column.
be original	pat yourself on the back
mention money	
give references	make sure your letter stands out
sell yourself	make sure your letter stands out
CHOLLD	CHOLL DAYT
SHOULD	SHOULDN'T
be original	
	——————————————————————————————————————
6. Language Focus.	
o. Lunguage i ocus.	

below so that it begins with a subject gerund. **Example:**

Change the verb in boldface to a gerund. Then rewrite each of the Sentences

It's relatively easy for small groups of students to **get** together outside of class. **Getting** together outside of class is relatively easy for small groups of students.

1. An important thing to remember when forming a team is to **find** fellow

l. An important thing to remember when forming a team is to find fellow udents who are bright and motivated.
2. An effective way to divide the work on a large research project is to fori brary research teams.
3. If you are shy, it maybe easier to see an instructor in the company of other udents.
4. It's every team member's responsibility to make sure each individual does have
r her work.
C _A
5. It's a good idea to team up with other students before an exam to review exture notes.
Pethonormal Crank Shapedon,
Chr.
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Style and the state of the stat
%C43
*/

UNIT 9. TECHNOLOGY CHANGES THE WORLD

1. Write 3 advantages for each job below if it is done either by a human or a technology (see the *example*).

	HUMAN	TECHNOLOGY
Cashier	1) friendly talk	1) speed of service
2	2)	2)
7)	3)	3)
Manager	1)	1)
C	2)	2)
14.	3)	3)
Cleaner	1)	1)
	2)	2)
	3)	3)
Security	1)	1)
	2)	2)
	3)	3)

2. Write 5 or more words in each category which you associate with the word "ONLINE":

Noun: <u>e.g.: online shopping</u>	<u> </u>	
	CT.	
Verb: <u>e.g.: sell online</u>	4	

3. Choose the right word from the box.

giant, retail, outlet, cashier, calculates, allow, deducted, employee, ceiling, detects, bills, receipt, complain, automation

- a. A store offering things for sale:
- b. A very, very large company or organization:
- c. A person handling payments and receipts in a store, bank, or other business:
- d. Finds out the total or amount of something using maths:
- e. The sale of goods to the public in relatively small quantities:
- f. Took away something from another thing:

g. Let happen:
h. The top part of the inside of a room or building:
i. A piece of paper that shows that you have paid for something:
j. A worker in a company or organization:
k. Finds out; senses:
1. Say you are unhappy about something:
m. Charges someone some money for goods or services:
n. The use of robots or machines in a system that makes or does something:
4. Put the words from the box into the spaces in the article below.
scan, cost, detects, remove, fewer, own, giant, amount, online, focus, instead, calculates, outlet, ceiling, complain, allow
The online retail (1) Amazon will start selling its cashier-less technology to any store or retail (2) that wants it. The software is called "Just Walk Out". The software means stores do not need any cashiers. Shoppers simply (3) a smartphone app when they arrive at a store and then put their shopping in their bag and just walk out of the store. The software automatically (4) the cost of the customer's shopping and charges the (5) of their shopping to the customer's Amazon account. The new software will (6) customers to have their credit card or other payment card deducted (7) Amazon has been using the software for the past two years in its (8) Go Grocery stores. The Just Walk Out software will reduce the (9) of employees a store needs. Instead, the store will need to put hundreds of small cameras on the (10) The cameras link to software that (11) what customers have put into their bag. The software then bills the customer and issues a receipt (12) An industry expert expects Amazon to make a lot of money from selling the software to other stores. Many stores want to (13) one of the biggest things customers (14) about - slow checkouts. Amazon said the software will allow store staff, "to (15) on more valuable activities". However, a retail expert warries that "there will be (16).
on more valuable activities". However, a retail expert worries that, "there will be (16) jobs as automation comes in".
jous as automation comes in .

5. Read the text again and correct the sentences accordingly.

Amazon will not sell its cahier-less technology to its rivals. Correct answer:
Amazon's cashier-less technology is called "Just Talk Over". Correct answer:
Shoppers put shopping in their bag and wait in the queue. **Correct answer:
The new Amazon technology only accepts payment in cash. Correct answer:
The technology makes use of dozens of cameras. Correct answer:
Shoppers receive a notification for their shopping. Correct answer:
Many stores want to keep checkouts. Correct answer:
An expert is worried the software will increase the number of jobs. Correct answer:
THAT LAND COLUMN TO THE COLUMN TH

UNIT 10. CREDIT AND DEBIT CARDS

1. In 3-5 sentences describe the logo of the following companies: *Microsoft, Google, World Wildlife Fund, Apple, Nike*

2.	
14.	
4	
3.	
<u> </u>	
4	
4	
5.	0//
	<i>></i>
	O _L
	words in each category which you associate with
2. Write 5 or more d "CASH":	words in each category which you associate with
d "CASH":	440
l "CASH":	440
l "CASH": Noun: <u>e.g.: cash mon</u>	ey Ay
l "CASH": Noun: <u>e.g.: cash mon</u>	ey Ay
Noun: <u>e.g.: cash mone</u> Verb: <u>e.g.: pay in cas</u>	ey Ay
l "CASH": Noun: <u>e.g.: cash mon</u>	ey Ay
Noun: <u>e.g.: cash mono</u> Verb: <u>e.g.: pay in cash</u> Adjective: <u>e.g.: plenty</u>	<u>ev</u> <u>h</u> <u>v of cash</u>
I "CASH": Noun: <u>e.g.: cash mone</u> Verb: <u>e.g.: pay in cas</u>	<u>ev</u> <u>h</u> <u>v of cash</u>
Noun: <u>e.g.: cash mone</u> Verb: <u>e.g.: pay in cash</u> Adjective: <u>e.g.: plenty</u> 3. Choose the right v	h v of cash vord from the box.
Noun: <u>e.g.: cash mone</u> Verb: <u>e.g.: pay in cas</u> Adjective: <u>e.g.: plenty</u> 3. Choose the right v	word from the box. ool, overlapping, drop, brand, spontaneously, recognize
Noun: <u>e.g.: cash mone</u> Verb: <u>e.g.: pay in cas</u> Adjective: <u>e.g.: plenty</u> 3. Choose the right v	h v of cash vord from the box.

D.	. Someone or something regarded as a (similar) type:
c.	. Abandon; no longer use:
d.	. A type of product manufactured by a particular company under a particular
e.	. A shape or sign used to represent something such as an organization:
Of.	Identify someone or something from having encountered them (it) before:
g.	. As a result of a sudden impulse and without thinking or planning first:
h.	. Covering or affecting a large area:
i.	Of first importance; main:
j.	Organized and carried out:
k	. A plan of action or policy designed to achieve a major or overall aim:
	A person who has a comprehensive and authoritative knowledge of or skill in cular area:
m	n. Undergo or cause to undergo a process or period of change:
people	. Property consisting of land or buildings; and area of something (valuable) that e own:
4.	. Put the words from the box into the spaces in the article below.
sy	digital, prime, estate, overlapping, advertising, extensive, monster, likes, mbol, recognized, contain, strategy, maximizing, removing, wordless, drop
name for to have tradition word (5) a (6)	The world-famous credit card company Mastercard is (1) its from its company logo. It will follow the (2) of Apple and Nike re a logo that has a (3) only and no writing. Mastercard had conally used a logo that had (4) yellow and red circles with the "Mastercard" written over the top. The company has decided to the word "Mastercard" and use just the two intersecting circles as logo. The new logo will be used as the brand's symbol on credit and in stores, as well as on (7) at sports and other events. The

company's marketing officer said over 80 per cent of people spontaneously
(8) the new symbol without the word "Mastercard".
Mastercard conducted (9) research for more than 20 months on how recognizable the new logo would be without its name being on it. The new logo
how recognizable the new logo would be without its name being on it. The new logo
is part of a wider (10) to transition from being a credit card company
to a (11) payments and financial services company.
The world is now full of instantly recognizable logos that (12) no
words. Apple's bitten apple logo and Nike's swoosh are (13)
examples. Most of the logos of apps on people's smartphones are just symbols. A
design expert spoke about (14) the effect of a small logo on a phone
or watch. He said: "You're trying to optimize for a very small piece of real (15)
on a very small piece of glassA 10-letter name is kind of a (16)
7 "
5. Read the text again and correct the sentences accordingly.
Mastercard is following the likes of Apple by having a colorless logo.
Mastercard's logo has a red square and a white oval.
Mastercard's new logo will not be used on its products.
Q ₁
T/_
Less than 50 % of people recognized Mastercard's new wordless logo.
4,
Mastercard spent 20 years doing research on its new logo.
74,0
Mastercard wants to change to be a credit card company.
4/2
Most of the logos on apps on our smartphones contain both words and symbols.
4,
A design expert said a wordless logo is like a monster.
5 - F

UNIT 11. DATA PROTECTION

1. Describe dangers or vulnerabilities of the technologies below. Give your advice how to avoid them.

Dangers:	
Advice how to avoid:	
Advice how to avoid:	
Advice how to avoid:	
antice now to avoid.	
C,	
Firewalls	
Vulnerability:	
Advice how to avoid:	
790	
Passwords	
Vulnerability:	
' Y,	
Advice how to avoid:	
Online shopping	
Vulnerability:	
Advice how to avoid:	
Backing up data	
Vulnerability:	
7,	
Advice how to avoid:	5
	0
Spam mail	100
Dangers:	
Advice how to avoid:	
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ADDICTION TO	O SURFING
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	<u> </u>
	96
3. Choose the sy	nonym from the box.
surfing, open, flav	w, confidential, sizeable, patch, measures, monitor, caution, alternative
	uncinative
ı) fault	70
o) care	
big	N _C
l) different	4;
e) browsing	
) actions	
g) keep an eye on	
n) exposed	
) private	
i) remedy	

2. Give your solution to the problems below (70 words minimum).

4. Put the words from the box into the spaces in the article below.

trust, measures, steal, surfing, black, hijack, alternative, monitor, sizeable, systems, emergency, actively, few, open, affected, protect People (1) the web using Microsoft's Internet Explorer need to be extra careful. A hole has been found in the browser's security (2) . The anti-virus software maker Trend Micro Inc. said the problem leaves people's computers (3) _____ to hackers. Trend Micro spokesman Paul Ferguson warned the hole could let in criminals who want to (4) computers. He said security holes like this are "a goldmine for criminals because users have (5) ways to fight off attacks". Explorer's flaw tricks users into visiting websites that then (6) _____ passwords and other personal and confidential information. The hackers then sell this for big money on the (7) market. It is a (8) problem because most of the world's computers use Internet Explorer. Microsoft says it is investigating the flaw. Its website states that it is considering creating an (9) ______software patch to fix the hole. The company is advising users to try a complicated series of (10) ______ it calls "workarounds". Microsoft said: "We are (11) investigating the vulnerability that these attacks attempt to exploit. We will continue to (12) _____ the threat." The software giant assured people that it would "take the appropriate action to our customers". A Microsoft anti-virus blog said 0.2 % of computer users may be (14) _____. Its advice was to "always exercise caution when browsing and try to go to sites that you (15) _____.". Other experts advise switching to (16) _____ browsers such as Firefox, Google Chrome or Opera. 5. Read the text again and correct the sentences accordingly. Microsoft has created the most secure Internet software in the world. An anti-virus company said Internet Explorer is the most protected webbrowser. The anti-virus company said hackers are looking for online gold. Hackers never steal your personal info and sell it illegally for large sums. Microsoft refuses to believe there is a problem with Internet Explorer. Microsoft's advice is to walk around your PC and measure any holes.

Experts have advised people to go and watch an opera. 6. Write a short summary on Internet browsers (300 words).		A Microsoft	t blog said only 0.2 % of Internet users are protected.	
6. Write a short summary on Internet browsers (300 words).	6. Write a short summary on Internet browsers (300 words).	Experts have	e advised people to go and watch an opera.	
Corenia to Core to the state of	Colina Co	6. Write a s	hort summary on Internet browsers (300 words).	
CRIMIT TO CARDA AND AND AND AND AND AND AND AND AND A	CRIANIA DOCARDA DE LA TARO DO CARANIA DE LA TARO DOCARDA DE LA TARO DOCARDA DE LA TARO DELLA TARO DE LA TARON DE LA TARO DELLA TARO DE LA TARO DE LA TARO DELLA TARON DELLA TARO			
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Рабочая г.

Составители:
Бурдыко Ольга Владимировна
Измайлович Ольга Владимировна
Степанов Дмитрий Анатольевич Dan.

Belly Tetho

Редактор Т.А. Осипова Корректор А.В. Пухальская Компьютерная верстка О.В. Измайлович

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