

Абонемент № 3

81.432.1-923
П 692

МИНИСТЕРСТВО ОБРАЗОВАНИЯ РЕСПУБЛИКИ БЕЛАРУСЬ
Учреждение образования
"Гомельский государственный университет
имени Франциска Скорины"

Кафедра английского языка

**Практическое пособие
по развитию навыков устной речи
для студентов I, II курсов
экономических специальностей**

ПРАВЕРАНА
2014

УД 7958
Установа адукацыі
"Гомельскі дзяржаўны ўніверсітэт
імя Францыска Скарыны"
БІБЛІЯТЭКА

Гомель 2004

РЕПОЗИТОРИЙ ГГУ

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Рекомендовано к изданию научно-методическим советом
учреждения образования «Томельский государственный
университет имени Франциска Скорины»

Практическое пособие состоит из 9 уроков, включающих тексты, задания на основе текстов, лексико-грамматические упражнения. Лексика текстов имеет профессиональную направленность. Система упражнений способствует развитию навыков и умений в рецептивных, репродуктивных и творческих видах иноязычной речевой деятельности. Пособие может быть использовано в комплексе с другими учебниками и учебными пособиями. Предназначено для студентов экономических специальностей

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UNIT I. TRADE

LESSON 1. HISTORY OF TRADE

Ex. 1. VOCABULARY LIST

to hunt	luxuries
to develop	quantity
to trade	links
to establish	valuable
to dominate	voyage
to learn	routes
own	rival
varied	raw material
common	manufacturer
necessities	

Ex.2. Choose according to the definition

- | | |
|--|--------------------|
| 1. To make various products | a) To export |
| 2. The activities of selling goods or services | b) To import |
| 3. To sell or buy goods in the market | c) Community |
| 4. The population living in one location | d) Goods |
| 5. A commodity or service satisfying human needs | e) To produce |
| 6. To buy from another country | f) Trade, commerce |
| 7. To sell to foreign countries | g) To trade |

Ex. 3. Learn to read the following geographical names:

Mesopotamia, Egypt, Arabia, Syria, Crete, Cyprus, Rhodes, Greek, Phoenicians, Athens, Europe, Asia, The Roman Empire, Rome, Venice, Genoa Spain, Portugal, the Dutch. BC, AD. China.

READ THE TEXT AND ANSWER THE QUESTION:

What types of trade did people exercise throughout the ages?

THREE THOUSAND YEARS OF WORLD TRADE

In a very distant past people produced most of what they needed for themselves. They grew or hunted for their own food, and made their own simple tools. But little by little they learned that they could have more varied goods by trading.

The earliest trade we do know something about is the caravan trade across the deserts of Asia around 2500 BC, to and from cities in Mesopotamia, Egypt and Arabia. The goods carried by animals were light but valuable, things such as gold and precious stones - that is, luxuries and not necessities.

After this, trade by sea started to become more common. The Phoenicians on the coast of Syria were the first to develop commerce by sea around 1000 BC. Trading from ports in Syria to Crete, Cyprus, Rhodes and other Greek islands. The Phoenicians were manufacturers. They exported metalware, glassware and textiles.

Athens was the first big commercial city in Europe, and it was the first community to import and export necessities (not just luxuries) in large quantities. The Roman

Empire (27 BC - 476 AD) was the next big trading community. The city of Rome itself produced little, but it imported a lot. It was the political and financial center of the Empire.

In the 12th and 13th centuries, Venice and Genoa became the world's leading trade centers. In 1271, the Venetian, Marco Polo, went by land and sea to China and helped establish trading links. Venice was well placed to be the main European commercial center.

The modern world began as the "Age of Discoveries". The great voyages of Spanish and Portuguese explorers opened up new trade routes to the Americas, Africa and India. This was the beginning of ocean travel. By the 17th century, the Dutch dominated the world's trade, with the French and the English as their close rivals. All three nations imported sugar, tobacco, tea and coffee into Europe from the tropical lands of East and West Indies.

During the 19th century, the industrial revolution led to greater production, and the pattern of world trade started to become what it is today.

Ex. 4. Choose the correct variant on the basis of the text

1. People learned that they could have more varied goods by
 - a) hunting for their own food
 - b) trading
 - c) traveling a lot.
2. The earliest trade we do know something about is
 - a) ocean trade
 - b) trade by sea
 - c) caravan trade
3. The nation that was the first to develop commerce by sea was
 - a) The Greeks
 - b) The Phoenicians
 - c) The Dutch
4. Athens was the first community to export and import
 - a) coal

- b) potatoes
 - c) necessities in large quantities
5. Venice and Genoa became the world's leading trade centers in
 - a) during the 19th century
 - b) in the 12th and 13th centuries
 - c) nowadays
 6. The beginning of ocean trade was started by
 - a) European companies
 - b) Spanish and Portuguese explorers
 - c) industrial revolution
 7. By the 17th century the world's trade was dominated by
 - a) the Dutch
 - b) Indian traders
 - c) Roman Empire
 8. France and England imported sugar, tobacco, tea and coffee into Europe from
 - a) Africa
 - b) East and West Indies
 - c) the coast of Syria

Ex. 5. Complete the sentences:

1. In the distant past people learned that they could have more varied...
2. The earliest trade we do know something about is...
3. The Phoenicians were the first ...
4. The Phoenicians exported ...
5. Athens was the first community to ...
6. Venice was well place to be ...
7. The modern world began as the ...
8. By the 17th century the Dutch dominated...
9. During the 19th century, the industrial revolution led to ...

Ex. 6. Answer the questions:

1. Why did people first start trading?
2. What do we know about the early traders?
3. Who were the first to start trade by sea?
4. What did the Phoenicians export?
5. What was the first big commercial city in Europe?
6. Did the city of Rome produce a lot?
7. What cities were the first to establish commercial links with China?
8. Who opened up new trade routes to the Americas, Africa and India?
9. What countries imported sugar, tobacco, tea and coffee into Europe?

Ex. 7. Agree or disagree with the following:

1. In the distant past people imported and exported their own tools and food.
2. Little by little people learned that they could have more varied goods by producing them.
3. The earliest trade is the caravan trade across the deserts of Asia.
4. The caravan traders carried goods that were light but valuable.
5. The Phoenicians were the first to develop commerce by sea.
6. The Phoenicians imported metalware, glassware and textiles.
7. Athens was the first big commercial city to import and export luxuries in large quantities.
8. In the 12th and 13th centuries Venice and Genoa became the world's leading trade centers.

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9. Vasco da Gama helped establish trading links with China.
10. Marco Polo opened up new trade routes to the Americas, Africa and India.
11. During the 19th century the pattern of world trade started to become what it is today.

Ex. 8. Use correct tense-forms.

1. Britain and other countries of northern Europe (to form) big companies, and each (to give) a certain part of the world (to explore) and (to exploit). The new companies (to penetrate) into distant lands, and (to bring back) new products: tomatoes, potatoes, cocoa, corn. Luxuries such as spices and silks (to arrive) from the East. They (re-export) them by ships to ports in other countries.

Ex. 9. Correct mistakes.

WORLD TRADE. Nations can gain by trading with one another because the resources of the world is not distributed evenly. World production would be greater if each nation specialized in production of the goods it could provide most easily. The United States, Japan and many other nations have worked much to increase world trade. In 1957 six European nations forming the European Economic Community (EEC), also called the European Common Market. Since then, several other nations has joined the EEC.

- Ex. 10. Give all possible answers to the following questions:
1. Why do nations gain by trading with one another?
 2. What is EEC?
 3. Why was EEC formed?
 4. What is import?
 5. What is export?

6. What goods does your country export?
7. What goods does your country import?

LESSON 2.

EXPORTING

Ex. 1. VOCABULARY LIST

former	to impose custom duties
visible	a customer
total value	overseas
to the extent	delay
favorable	fortunately
to exceed	insurance
shopkeeper	bad debts
insult	to borrow
to sustain	to ship
goods and services	

Ex. 2. Choose according to definition;

1. to receive something on loan with the promise of returning it. 1. currency
2. To meet with 2. To borrow
3. Any form of money in use as a 3. insurance

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medium of exchange

4. To transport on board a ship 4. To incur
 5. A protective measure against risks 5. transit
 6. The conveyance of persons or goods 6. To ship
 from one place to another
 7. A payment for professional or special 7. manufacture
 service
 8. A person or enterprise that 8. fee
 manufactures

Ex. 3. Translate paying attention to passive constructions.

1. The exporter is paid for his goods in currency.
2. When the manufacturer turns from selling at home to selling overseas, his problems are magnified.
3. Exporting is made more difficult because of language barriers and cultural differences.
4. To the extent that exports exceed imports we are said to have a favorable balance of payments.
5. The would-be exporter is faced with a number of problems.

Ex 4. Find antonyms:

visible, former, unfavorable, present, export, invisible, to dispute, to earn, to spend, praise, to agree, to sell, independent, to sell, familiar, dependent, to buy, to borrow, unfamiliar, to lend, insult, to buy.

Ex. 5. READ THE TEXT AND ANSWER THE QUESTION: WHAT PROBLEMS IS THE WOULD-BE EXPORTER FACED WITH?

EXPORT. Exports are of two main kinds, goods and services, the former being known as visible items and the second as invisible. Over a period of time the total value of exports should balance with the total value of imports. To the extent that exports exceed imports we are said to have a favorable balance of payment. To the extent that imports exceed exports the balance of payments is said to be unfavorable.

Napoleon once called the British "a nation of shopkeepers". That was intended as an insult, but had he called us a nation of traders it could not have been disputed. In Britain we buy and sell more per head of population than the people of any other country. Our island is too small to

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grow enough food for our people and so we need to earn enough from our exports to sustain our population.

One complication of the export trade is that each country has its own independent currency system; and another is that many countries impose customs duties on imports.

The would-be exporter is faced with a number of problems. First there is the need to find a customer for his goods. The operation of selling is made more difficult because of language barriers and cultural differences. There are additional transport problems because of the great distances and often unfamiliar territories. When the manufacturer turns from selling at home to selling overseas he is faced with financial problems.

The first financial problem facing the exporter is the time taken to deliver his goods. There could be a long delay while his merchandise is in transit between London and, say, Karachi. He has incurred the costs of production, but when is he going to be paid? The second problem is even more serious. How sure can he be that he is going to be paid? And even if he receives payment his troubles may not be over. If he is paid for his goods in currency other than sterling, he has

to convert that currency into sterling, and what if this currency has fallen in value since the contract was made?

Fortunately for our exporters, and for our economy generally, help is available both from the government and the bank. The most straightforward method of financing the operations is for the exporter to borrow the necessary funds from his bank. This way he can ship his goods and draw on his bank for the funds needed to carry on production while he is awaiting the proceeds.

Ex. 6. CHOOSE THE CORRECT VARIANT ON THE BASIS OF THE TEXT:

1. Exports are of two main kinds
 - a) selling and buying
 - b) goods and services
 - c) payments and currency
2. To the extent that imports exceed exports the balance of payment is said
 - a) to be favorable
 - b) to be unfavorable
 - c) sustainable
3. One complication of the export trade is that
 - a) that goods and services are visible and invisible
 - b) each country has its own independent currency system
 - c) each country has its own independent policy
4. The would-be exporter is faced with
 - a) favorable balance of payment

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- b) visible items and invisible
 - c) a number of problems
5. The operation of selling is made more difficult because of
- a) he doesn't earn enough
 - b) language barriers and cultural differences
 - c) costs of production
6. The first financial problem facing the exporter is
- a) the time taken to deliver goods
 - b) poor quality of the product
 - c) the government and the bank
7. The exporters receive help from
- a) Ministry of Health
 - b) relatives and friends
 - c) the government and the banks.
8. The best method of financing the operation is
- a) to invest its own capital
 - b) to borrow money from the friends
 - c) to borrow the necessary funds from the bank.

Ex. 7. Complete the sentences

1. Two main kinds of exports, goods and services, are known as ...
2. The total value of exports should balance with ...
3. One complication of export trade is that each country ...
4. Another complication of the export trade is that many countries impose...
5. The would-be exporter is faced with a number of problems, they are...
6. Transport problems arise because of ...
7. Help is available for the exporters both from...
8. The Export Credits Guarantee Department offers British exporters ...

9. The best method of financing the operations is from the exporter to ...

Ex. 8. Answer the questions

1. What are two main kinds of exports?
2. Should the total value of exports balance with the total value of imports?
3. What are two complications of the export trade?
4. What problems is the would-be exporter faced with?
5. What government departments provide help to the exporters?
6. What does the Export Credits Guarantee Department offer to British exporters?
7. What is the best method of financing export operations?

Ex. 9. Agree or disagree

1. Goods and services are known as valuable items and invaluable items.
2. The export trade is complicated because each country exchanges goods and services without use of money.
3. Exporting is made more difficult because of language barriers and cultural differences.
4. Transport problems arise because of absence of ships.
5. If the exporter is paid for his goods in another currency he has to convert that currency.
6. The Government Export Department offers British exporters, in return for goods and services, insurance against bad debts.

Ex. 10. Choose the correct variant:

Export selling may be (achieve, achieved, achieving) by using international marketing middlemen or by a company's own overseas branch or sales representatives or by a (company, company's, companies) agents abroad. In

terms of the balance of payments, goods are (classify, classified, classifying) as visibles. Such services as banking, insurance, tourism are (treating, treats, treated) as invisibles. The UK has traditionally (to rely, relying, relied) on its invisibles (to achieve, being achieved, has achieved) its trade balance as it tends to spend more on imports than it (to receive, receives, is receiving) from exports.

Ex. 11. Put questions to the following answers:

1. Selling goods outside the seller's country is exporting them. (Special)

2. Import is buying goods from another country. (Special)

3. Imported or exported goods are duty-free if no duties are charged on them. (special)

4. The insurance company not the government pays back the value of the damaged or lost goods. (Alternative)

5. A country spends money on goods imported and gains money through its exports. (General)

6. Yes, a manufacturer can sell to a large export market if he has the right products, of the right quality, and sells them at the right price. (Disjunctive)

7. C.I.F. (Cost and freight) is a contract in which the seller pays for the delivery of the goods to a given destination. (Special)

8. Yes, a contract in which the seller agrees to pay for the transport of the goods to their destination and for insuring them is - C.I.F. (cost, freight and insurance). (Disjunctive).

Ex. 12. Give the main idea of the text "Export".

LESSON 3. MARKETING.

Ex. I. VOCABULARY LIST.

to market products	to widen
to participate	to supplement
to sponsor	marketing program
to support	social event
to distribute	worldwide
to involve	commercial message
to use as means of	package
to stimulate the public	charity
to donate to	scope
to convey	annual
to rank	additional
to supplement	medium (media)

Ex. 2. Arrange pairs of synonyms

marketing	to sell
to participate	producer
to establish	to add
to market	football
to provide	worldwide
manufacturer	sales
opportunity	to take part
to supplement	to organize
soccer	to give
global	chance

Ex. 3. Choose according to the definition

- to donate; logo; soft drinks; to provide with maintenance; the system of distributing goods; a gift; performed during a year; radio, newspapers and television; globalization.

- a donation; annual, mass media; to support, a brand name or company name; non-alcoholic drinks; to make a gift or transfer property to another person; internalization of products and services by large firms, marketing.

Ex. 4. Translate paying attention to the tense-forms

1. More and more companies are participating in marketing now.
2. These firms are distributing new technology.
3. Coca Cola is a product that is marketed throughout the world with the same brand name.
4. Globalization strategy is a marketing strategy used by large companies worldwide.
5. Sponsors were given a chance to donate large sums of money.
6. The sport events will be followed by charity concert.
7. The list of sponsors is widening to include Xerox Corporation, Master Card, IBM Corporation.
8. Globalization of communication is becoming a means to globalization of marketing programs.
9. This company's commercial messages were chosen as the best.

Ex. 5. READ THE TEXT AND ANSWER THE QUESTION: WHAT TACTICS DO COMPANIES USE TO MARKET THEIR PRODUCTS WORLDWIDE?

MARKETING: THE NEW TACTICS

Today, mass advertising persuades people of many different nationalities to use the same products. Millions of people around the world drink the same soft drinks, drive the same cars, wear the same clothes, eat the same hamburgers.

Large companies have made a dramatic change in their tactics. The social-events marketing has developed greatly over recent years. Today more than 3,500 large companies worldwide are participating in social-event marketing spending annually from \$2 to \$3 billion on sponsorship and support activities. For example, when the new World Basketball League was established, the organizers were given a chance to put their logos and commercial messages in team jerseys and arena floors.

World's biggest companies are involved in sponsorship packages with sports organizations today. Companies like Levi Strauss, Coca-Cola or IBM Corporation use sponsorship as a means to market their products worldwide. It seems that the globalization of communications will be followed shortly by the globalization of marketing programs. Sport events provide a beautiful opportunity for that. Swedish car manufacturer Volvo is the new sponsor of the Track and Field Federation of Germany. Among Japanese companies, Toshiba is a sponsor of the Tour de France bicycle ride.

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Many big sport events are supplemented by additional special events that are smaller in scope. In this way, companies link their sales to a special event and stimulate the public to buy their product. MasterCard, for instance, was the official credit card of World Cup in soccer in Italy in 1990. It donated a total \$ 58,000 to the players who were chosen as most valuable players in each of the 52 matches.

Another medium for conveying a positive corporate image is the sponsoring of arts events. Kodak Company, Philip Morris and Xerox Corporation are the leading sponsors of arts events. The list is widening to include banks and financial service companies. Sponsorship is becoming a global industry.

Ex. 6. Choose the right translation

1. The globalization of communications will be followed by the globalization of marketing programs.

А. Глобализация коммуникаций повлияет на глобализацию маркетинговых программ.

Б. Вслед за глобализацией коммуникаций произойдет глобализация маркетинговых программ.

С. Мировая информационная система вызовет глобализацию маркетинговых программ.

2. Arts events are becoming a means for conveying a positive corporate image.

А. Мероприятия в области искусства придают позитивный имидж компании.

Б. Компания приобрела позитивный образ благодаря участию в мероприятиях в области искусства

С. Мероприятия в области искусства становятся средством передачи позитивного образа компании.

3. Large companies use social events to market their products worldwide.

А. Крупные компании продают свою продукцию участвуя в культурных мероприятиях.

Б. Крупные компании используют культурные события, чтобы продавать свою продукцию во всем мире.

В. Во всем мире крупные компании продают свою продукцию используя культурные мероприятия.

4. Sport events marketing involves sponsorship and material support.

А. Спонсорство и материальная поддержка являются основой маркетинга с использованием спортивных мероприятий.

Б. Маркетинг с использованием спортивных мероприятий основывается на спонсорской поддержке.

В. Маркетинг с использованием спортивных мероприятий включает спонсорство и материальную поддержку.

Ex. 7. Choose the correct variant on the basis of the text

1. The social events marketing has developed greatly

a) in the 19th century

b) in the last decades

c) over recent years.

2. World's biggest companies spend from \$2 to #3 billion on

a) logos and commercial messages

b) sponsorship and support activities.

c) communication

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3. Social events provide a beautiful opportunity for
 - a) global communication
 - b) the globalization of marketing programs
 - c) sports organizations.
4. Sponsorship of social events help create
 - a) a new marketing system
 - b) dramatic changes in tactics.
 - c) a positive corporate image of the sponsor.
5. Large companies like Coca Cola, Kodak, IBM and Xerox make use of their logos
 - a) stimulating the public to buy their products
 - b) to participate in marketing programs
 - c) to sponsor social events
6. Sponsorship is a means to
 - a) globalization of marketing programs.
 - b) globalization of communication programs
 - c) globalization of industry
7. Sponsorship is used to get
 - a) a leading role in business industry
 - b) financial support
 - c) extra profit

Ex. 8. Complete the sentences

1. Today world's large companies are participating in ...
2. These companies spend from \$2 to \$3 billion on...
3. Sponsors are given a chance to put their...
4. Worldwide companies stimulate the public to buy their products through...
5. Social events provide a good opportunity for...
6. Big business sponsors art events to convey...
7. Sponsorship is becoming...

Ex. 9. Put questions to the following answers

1. People of many nationalities use the same products because of the globalization of marketing programs?
2. The social event marketing has developed greatly in recent years.
3. Social event marketing means sponsorship and support activities.
4. Sport events and art events provide a good opportunity for globalization of marketing programs.
5. No, Toshiba was not a sponsor of World Cup in soccer in Italy.
6. Yes, MasterCard donated \$ 58,000 to the best players of World Cup in soccer in Italy in 1990.
7. Yes, big businesses use sponsorship to get extra profit.
8. No, Toshiba is not the new sponsor of the Track and Field Federation of Germany.
9. No, Kodak is not using its logos on jerseys.
10. No, Addidas is not the leading sponsor of arts events.
11. Yes, banks and financial service companies are engaged in sponsorship.
12. Yes, sponsoring helps create a positive corporate image.

Ex. 10. Answer the following questions

1. What new tactics do large companies use?
2. How many companies are participating in social event marketing?
3. What do sponsors put on team jerseys and arena floors?
4. What events do the companies sponsor?
5. Why are the large companies participating in sponsorship?
6. What companies are the leading sponsors of arts events?
7. What companies provide support to sports events?

8. Why do people of different nationalities use the same products?
9. Why have sponsorship programs developed greatly in recent years?

Ex. 11. Prove the statements

1. Sponsorship is becoming a global industry today.
2. Social events provide a beautiful opportunity for marketing worldwide.
3. The list of sponsors includes world's leading companies, banks and service firms.
4. Today sponsorship is the only way to help organize various social events.

Ex. 12. Retell the text in short.

UNIT II. MANAGEMENT

LESSON 4. GENERAL THEORY OF MANAGEMENT

Ex. I. Vocabulary list

distinguished	undertaking
to distinguish	security
to prosper	stocktaking
to insist	balance sheet
to view	identification
to point out	to deal with
subordinate	authority
to observe	remuneration
equity	to apply

Ex. 2. Read English word combinations and match their Russian equivalents.

- distinguished management theorist; mining company; to distinguish oneself as an engineer; financial ruin; should be viewed; chief executive officer; subordinate managers; management practices; industrial undertaking; balance sheet; specific concepts;

- балансовый отчет; выдающийся теоретик управления; специфические понятия; прославиться как ученый; горнодобывающая компания; промышленное предприятие; финансовый крах; подчиненные менеджеры; необходимо рассматривать; методы управления; главный исполнительный менеджер;

Ex. 3. Translate the sentences paying attention to Participle I.

1. Traveling in Africa the scientists collected important language material.
2. While making the experiment the students used the new method)
3. Working in the field of management he made a great contribution to this science.
4. Using only natural components she developed a completely new product.
5. Applying key management practices he made the company prosper.
6. Creating a new branch of the company in Russia they met many difficulties,
7. Working abroad he acquired managerial skills.
8. Analysing the situation the Managing Director stressed the importance of business plan.

9. Observing the work of the employees he decided to reorganize the company.

Ex. 4. Read the text "A general theory of management" and answer the question

HOW DID FAYOL DISTINGUISH HIMSELF?

A GENERAL THEORY OF MANAGEMENT

Henri Fayol was Europe's most distinguished management theorist and the first to develop a general theory of management. Born of French parents in 1841, Fayol was trained as an engineer. At 19 he joined a large mining company and during the next twenty-eight years he distinguished himself as a scientist and engineer. In 1888 he became the managing director of the company, which at that time was near financial ruin. Concentrating on the problems of management, Fayol reorganized the company and made it prosper.

Fayol insisted that the administrative function of an organization should be viewed distinct from all other functions. He identified the different organizational functions, and differentiated the administrative or managerial function from the rest. He pointed out that this function is the responsibility not only of the chief executive officer, but also of the subordinate managers and supervisors.

Fayol spent a lifetime in industry, observing and applying management practices and developed a philosophy and theory of management. They are expressed in his book "General and industrial administration", published in 1916 when Fayol was 75 years old.

Fayol's work was published in France in the midst of World War I. As a result, it received very little attention in Europe until the 1920s and was not translated and published in the United States until 1949. In the United States, management study focused on Frederick Taylor's scientific approach to shop management. At that time there Fayol's theory for top management was almost unknown. Over two decades passed after the death of Fayol in 1925 before US management theorists became familiar with his work.

The basis of Fayol's theory is that industrial undertaking consists of six separate activities: (1) technical (production, manufacture, adaptation); (2) commercial (buying, selling, exchange); (3) financial (search for and optimal use of capital); (4) security (protection of property and persons); (5) accounting (stocktaking, balance sheets, costs, statistics); (6) managerial (planning, organizing, command, coordination, control).

Fayol concentrated on the managerial activities. He created the first general theory of management. His identification of basic principles of management deals with several specific concepts: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of the individual interest to the general interest, remuneration, centralization, equity, initiative.

Ex. 5. Choose the correct variant on the basis of the text

1. Henry Fayol was the first
 - a) To study economics
 - b) To develop a general theory of management
 - c) To become the managing director of the company

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2. In 1888 Fayol became the managing director of the company which
- Was the leading mining company
 - Prospered
 - Was near financial ruin.
3. Fayol reorganized the company and made it prosper
- Using additional labor force
 - Concentrating on the problems of management
 - Building new production lines
4. Fayol stressed the importance of the
- Coordination of an organization
 - Subordinate managers of an organization
 - Administrative function of an organization
5. According to Fayol the administrative function is the responsibility of
- The managing director
 - Supervisors
 - The chief executive manager as well as of the subordinate managers
6. The basis of Fayol's theory is that industrial undertaking consists of
- Managerial activities
 - Production and manufacture
 - Technical, commercial, financial, security, accounting and managerial activities.
7. Managerial activities include
- Planning and coordination
 - Command and control
 - Planning, organizing, command, coordination, control.

Ex. 6. Complete the following sentences

- Henry Fayol was the first to...
- Concentrating on the problems of management, Fayol...

- Fayol insisted that the administrative function is the responsibility of...
- Observing and applying management practices Fayol developed ...
- Fayol's philosophy and theory of management are expressed in...
- Fayol pointed out six separate activities of industrial undertaking, they are...
- Managerial activities consist of...
- His theory of management deals with several specific concepts...

Ex. 7. Agree or disagree

- Henry Fayol created the first general theory of management.
- In 1888 Fayol became the executive director of the company that was near financial ruin.
- Applying new management methods Fayol reorganized the company and made it prosper.
- Fayol pointed out that the administrative function is the responsibility of the chief executive officer.
- Fayol worked twenty-eight years in industry, observing and applying management practices and developed a philosophy and theory of management.
- According to F. Taylor there are seven separate activities of the industrial organization.
- Planning, organizing, command, coordination, control - are financial activities of the company.
- Fayol distinguished himself as a scientist and a doctor.

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Ex. 8. Answer the questions

1. Did Fayol distinguish himself as a manager or a scientist?
2. When did he become the managing director of the company?
3. How did he make the company prosper?
4. How did he view the administrative function of an organization?
5. In what book did he express his philosophy and theory of management?
6. When was Fayol's work published in the United States?
7. What was the focus of management study in the United States at that time?
8. When did US management theorists become familiar with Fayol's work?
9. What is the main idea of Fayol's general theory of management?

Ex. 9. Give the main idea of the text.

LESSON 5. MICROSOFT; THE FACTOR OF SUCCESS

Ex. 1. Vocabulary list

huge	revenues
guy	to rely on
handful	to convey
relevant	extremely
promotion	stock options
accessibility	to encourage
message	to respond
charisma	charismatic
despite	embodiment
executive	annual poll

Ex. 2. Read the following word combinations, match their Russian equivalents:

- to rely on professional managers; independent business units; to convey the ideas personally; to delegate responsibility; to keep abreast of the details; company's morale; to communicate directly by electronic mail; charismatic leader; technical expertise; companies and executives;

- сообщать детали лично; полагаться на профессиональных менеджеров; независимые производственные единицы; быть в курсе всех деталей; передавать ответственность; компании и руководящие работники; харизматичный лидер; моральный дух компании; общаться напрямую через электронную почту; технический опыт;

Ex. 3. Translate the sentences

1. The employees' loyalty is extremely high.
2. The company's morale depends on organizational and commercial talent of the executives.
3. The employees' promotion and compensation plan are important factors of the company's success.
4. Gate's personal magnetism and charisma are largely responsible for Microsoft's success.
5. Gate's genius is recognized throughout the electronic industry.
6. Gates's charisma and technical expertise are largely responsible for Microsoft's success.

Ex. 4. Read the text and answer the question

WHAT TALENT ENABLED BILL GATES TO BUILD MICROSOFT INTO THE MOST SUCCESSIVE WORLD ELECTRONIC COMPANY.

Bill Gates has built Microsoft into a huge company with 5,200 employees and over \$ 1 billion in revenues, yet he still spends half his time discussing technical questions with his architects and engineers. "It is very important to me and to guys that work for us that Microsoft feel like a small company, even though it isn't one anymore" he says.

From the beginning, Gates has relied on a handful of professional managers. The company is broken down into independent business units of programmers and marketers. Each group is small enough, so that Gates can meet with key members and convey his ideas personally. He has no trouble delegating responsibility, but he keeps abreast of all relevant business and technical details.

Microsoft employees work hard, often seventy-five-hour weeks. Yet the employees loyalty is extremely high. One factor in company's morale is the employees' promotion and compensation plan, in which programmers are rated at one of six levels between 10 and 15. When a programmer reaches level 13, the occasion is marked by a ceremony and an award of stock options.

Gates's personal magnetism and accessibility are a major factor in employees' attitudes towards the company. Gates encourages employees to communicate with him directly by electronic mail; he tries to respond to each message on the

day it is received. Such accessibility is a key factor in a growing company with a charismatic leader.

Gates's charisma, coupled with immense technical expertise are largely responsible for Microsoft's success. Despite its dramatic growth, Microsoft remains the embodiment of one person's technological, organizational and commercial talent.

Gates's genius is recognized throughout the electronic industry. Of the twelve candidates chosen by ELECTRONIC BUSINESS readers in an annual poll of the most admired companies and executives in the US electronic industry, Bill Gates and Microsoft Corp. Were the winners.

Ex. 5. Choose the correct variant on the basis of the text.

1. Bill Gates has built Microsoft into a huge company with
 - a) Independent units of marketers
 - d) 5,200 employees and over \$ 1 billion in revenues
 - c) High morale
2. The company is broken down into independent business units of
 - a) Employees and executives
 - b) Talented engineers
 - c) Programmers and marketers
3. An important factor in company's morale is
 - a) The employees' promotion and compensation plan
 - b) The dramatic growth of the company
 - c) An award of stock options
4. Bill Gates keeps abreast of
 - a) All the company's plans
 - b) The employees' promotion

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- c) All relevant business and technical details.
5. Microsoft employees work hard, often
- Seventy-five hour weeks
 - Days and nights
 - On week-ends
6. A major factor in employees' attitudes towards the company is
- Large revenues of the company
 - An award of stock options
 - Gate's personal magnetism and accessibility
7. Gates encourages employees to communicate with him directly
- By electronic mail
 - Over the telephone
 - By letters
8. From the beginning Gates has relied on a handful of
- Programmers and marketers
 - Independent business units
 - Professional managers
9. Gates's charisma and immense technical expertise are largely responsible for
- Company's dramatic growth
 - Company's morale
 - Microsoft's success
10. ELECTRONIC BUSINESS readers chose Bill Gates as
- The most admired executive in the US electronic industry
 - The most talented manager
 - The most charismatic leader

Ex. 6. Choose the correct translation

1. He has no trouble delegating responsibility, but he keeps abreast of all relevant business and technical details.

A. Ему трудно нести ответственность, но он в курсе всех важных деловых и технических деталей.

B. Ему не составляет труда переложить ответственность, но он в курсе всех важных деловых и технических деталей.

C. Он несет ответственность и всех в курсе всех событий.

2. When a programmer reaches level 13, the occasion is marked by a ceremony and an award of stock options.

A. Когда программист достигает уровня 13, это событие отмечается церемонией и награждением премиальными ценными бумагами.

B. Программист награждается премиальными ценными бумагами на церемонии по поводу его повышения.

C. Когда программист награждается премиальными ценными бумагами. Это событие торжественно отмечается.

3. Gates's charisma, coupled with immense technical expertise are largely responsible for Microsoft's success.

A. Благодаря харизме Гейтса и его техническому опыту Микрософт достиг большого успеха.

B. Технический опыт Гейтса способствовал успеху компании Микрософт.

C. Харизма Гейтса вместе с огромным техническим опытом в большой степени объясняют успех Микрософт.

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Ex. 7. Fill the gaps with prepositions:

1. Bill Gates has built Microsoft ... a huge company with 5.200 employees.
2. From the beginning Bill Gates has relied ... a handful of professional managers.
3. Microsoft is broken down ... independent units ... programmers and marketers.
4. Gates regularly meets ... key members and conveys his ideas personally.
5. The chief manager, he keeps abreast ... all relevant business and technical details.
6. The company's morale is supported ... the employees' promotion and compensation plan.
7. Gates encourages employees to communicated ... him directly ... electronic mail.
8. Gates tries to respond ... each message ... the day it is received.
9. His charisma and technical expertise are largely responsible ... Microsoft's success.
10. Microsoft is the embodiment ... Gates's technological, organizational and commercial talent.

Ex.8. Agree or disagree

1. Microsoft is a huge company with revenues over \$ 1 billion.
2. Bill Gates spends much time discussing technical questions with his programmers and marketers.
3. Bill Gates has never relied on a handful of professional managers.
4. Bill Gates meets with key managers and conveys his ideas through electronic mail.
5. The employees' loyalty to the company is very low.

6. The major factor of employees' loyalty is Gates's personal magnetism and accessibility.
7. Talent of the manager and charisma enabled Bill Gates to build Microsoft into the most successive world electronic company.
8. Microsoft is the embodiment of technological and commercial talent of its programmers and marketers.
9. Bill Gates and Microsoft were the winners of the annual poll of the most admired companies and executives in the US electronic industry.

Ex. 9. Answer the questions

1. Is Microsoft a huge electronic company?
2. Why is the company broken down into independent business units of programmers and marketers?
3. Why is it important for Gates to convey his ideas personally?
4. Do Microsoft employees work much?
5. Why is the employees' loyalty extremely high?
6. How are the employees stimulated?
7. How do employees communicate with Bill Gates?
8. Thanks to Gates's charisma and technical expertise Microsoft is the most successive electronic company, isn't it?
9. Microsoft remains the embodiment of Gates's technological, organizational and commercial talent, doesn't it?
10. Who were the winners in an annual poll of the most admired companies and executives in the US electronic industry?

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Ex. 10. Prove that

1. Microsoft is one of the largest corporations in the USA.
2. Bill Gates is a talented manager

Ex. 11. Retell the text in short.

LESSON 6. OPEN-BOOK MANAGEMENT

Ex. 1. Read and translate the following words

approach	to permeate
costs and revenues	to contribute to
profitability	information sharing
access	to keep records
financial statements	to track
profit and loss statement	printouts
goal	to involve
beneficial	trust
step	

Ex. 1. Translate the sentences

1. The answer was not given to this basic question.
2. She was given some bad advice about her involvement in the program.
3. He was given the necessary documents to sign.
4. The employees were given printouts showing how much the company made or lost.
5. The partner was given much money to support his activity.
6. If you want me to change the program you must provide the alternative plan.
7. If you want your partner to trust you, you should share this important information.

8. If you want employees to act like owners, you must provide them with the same information.
9. If top managers want employees to contribute to the business, they must explain the company's business plan.

Ex. 3. Match English and Russian word-combinations

- to take initiative; to make decisions; to have access to; to act like owners; top managers; illustration of potential; to contribute to; information sharing; without involving managements; the company's business plan; to keep records of time;

- бизнес-план компании; проявить инициативу; вести учет времени; не привлекая руководство; способствовать; вносить вклад; поступать как владельцы; руководители высшего звена; иллюстрация потенциала; обмен информацией; иметь доступ к; принимать решения.

Ex. 4. Read the text and give Russian translation of the title of the text "Open-book management".

OPEN-BOOK MANAGEMENT

Managers around the world are paying more attention to a fundamental fact. If employees are to take initiative and make intelligent decisions, they must have access to information about costs and revenues, performance and profitability, and strategic plans. In other words, if you want employees to act like owners, you must provide them with the same information that is available to owners.

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This approach, known as open-book management, takes a variety of forms. At one company, managers prepare financial statements for employees that explain each line on its profit and loss statement; at another, the meetings of top managers with employees take place monthly, where the same subjects are discussed; at a third, top managers explain the company's business plan to employees. In each case the goal is to let important information permeate the company rather than remaining an exclusive possession of management.

A company called RMDData provides an illustration of the potential of open-book management. Vice-President John Davis wondered what would happen if every employee knew the same things he knew about jobs, about how the department was doing, about how much they themselves contributed to the business. He developed a two-step plan for information sharing.

The first step was to create a detailed system in which employees kept records of time spent on each job, material costs etc. The second step was to have the computer track each employee's time, daily billing, salary costs and expenses. Each month the employees were given printouts showing how much the company made or lost on each job and how much each individual made or lost for the company. As a result the employees learned to do their jobs more efficiently and to make decisions without involving management.

Open-book management is beneficial to managers as well as employees. Most important, perhaps, is the trust of employees who believe that management is not lying to them.

Ex. 5. Choose the correct variant on the basis of the text.

1. If employees are to take initiative and make intelligent decisions they must
 - a) Create their own plans
 - b) Contribute to the business
 - c) Have access to information about strategic plans.
2. If you want employees to act like owners, you must
 - a) Track their working time
 - b) Provide them with the same information that is available to owners)
 - c) Develop a plan for information sharing
3. Top managers prepare financial statements for employees that
 - a) Explain each line on its profit and loss statement
 - b) Show the working time of the employees
 - c) Has important information
4. The meetings of top managers with employees take place
 - a) Annually
 - b) At the end of the month
 - c) Monthly
5. In each case the goal is to let important information
 - a) Contribute to the company's success
 - b) Permeate the company
 - c) Access the owners
6. John Davis developed a two-step plan for
 - a) Making intelligent decisions
 - b) Daily meetings with employees
 - c) Information sharing
7. He created a detailed system in which employees
 - a) Contributed to the company's operation
 - b) Took initiative

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- c) Kept records of time spent on each job.
8. The goal of the plan was to let the employees know about
- Their costs and revenues
 - Strategic plans
 - How much they themselves contributed to the business
9. Each month the employees were given printouts showing
- Performance and profitability
 - Salary costs and expenses
 - How much each individual made or lost for the company
10. Open-book management is beneficial to
- Companies and corporation
 - Employees and owners
 - Managers as well as employees

Ex. 6. Choose the right translation

1. If employees are to take initiative they must have access to information.
- Работники проявляют инициативу и получают доступ к информации.
 - Чтобы проявить инициативу, они должны иметь доступ к информации.
 - Если надо, чтобы работники проявили инициативу, они должны иметь доступ к информации.
2. In each case the goal is to let important information permeate the company rather than remaining an exclusive possession of management.
- В каждом случае важная информация проникает в компанию и остается в исключительном владении руководства.

b) В каждом случае цель - дать важной информации проникнуть в компанию, а не остаться исключительным достоянием руководства.

c) В каждом случае важная информация остается исключительным достоянием руководства.

3. John Davis wondered what would happen if every employee knew the same things he knew about jobs.
- Джон Дэвис интересовался, знают ли его работники то же, что и он.
 - Д. Дэвис хотел знать, что будет, если сотрудники будут знать то же, что и он.
 - Д. Дэвис заинтересовался, что же будет, если каждый сотрудник узнает то же, что и он о работе.

Ex. 7. Fill the gaps using the following words:

- involving, lost, contributed, sharing, permeate, access, initiative, top, approach, decisions
- The ... , known as open-book management, has a variety of forms.
 - Owners want employees to take ... and make intelligent ...
 - Employees must have ... to strategic plans of the company.
 - ... managers explain the company's business plans to employees.
 - The goal of the open-book management is to let important information ... the company and not remain an exclusive possession of management.
 - J. Davis developed a two-step plan for information ...
 - J. Davis wanted the employees to know how much they themselves ... to the business.
 - The printouts showed how much each employee made or ... for the company.

9. The employees learned to make decisions without ... management.
10. The goal of this approach is to let employees act like ...

Ex. 8. Complete the sentences, make use of the text

1. Employees must have access to information about...
2. Top managers must provide employees with ...
3. Managers prepare financial statements for employees that explain...
4. The goal of this approach is to let important information ...
5. John Davis wondered what would happen if ...
6. Davis developed a two-step plan for ...
7. He created a detailed system in which ...
8. The second step was to have the computer ...
9. Each month the employees were given printouts showing ...
10. As a result the employees learned to ...

Ex. 9. Answer the questions

1. In what words would you express the main idea of the approach "open-book management"?
2. What forms does this approach take?
3. What is the goal of this approach?
4. Who developed this approach?
5. What plan did he work out?
6. What was the aim of the first step?
7. What was the aim of the second step?
8. What was the result?

Ex. 10. Retell the text in short.

UNIT III. BUSINESS

LESSON 1. BUSINESS AND INDUSTRY

Ex.1. Read and translate the words:

chapter headings	a master
to a remarkable extent	to succeed
an affluence	bountiful
to contribute to	entrepreneur
countless	dimension
advantage	mobility
flexibility	entrepreneurial spirit
outlet	reluctance
to intervene in	to channel
to foster	rapid

Ex.2. Write down the pairs of synonyms:

advantage	adjustment
ample	to charm
vast	stage, level
degree	benefit, profit
to foster	great, big
flexibility	bountiful
to fascinate	to contribute to

Ex.3. Word-formation:

- a). Form adverbs from the following adjectives using the suffix -ly:

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cheap, precise, relentless, efficient, great, remarkable, countless, internal, rapid, relative, poor, unusual;

b). Form verbs from the following nouns:

a master - to master
 a distribution - to distribute
 a profit
 a contribution
 a benefit
 a determination -
 a market
 a development
 a consumer
 an intervention
 a channel
 an accumulation
 a frame
 a distribution
 a drive
 a promotion

c). Form nouns from the following adjectives:

active - activity
 productive -
 mobile -
 responsible -
 flexible -

Ex. 4. Translate the following sentences.

1. The new manager has introduced a new working system.
2. She has worked in the department for 10 years.

3. For years the United States have probed relentlessly for ways to make and distribute more products for less money.
4. American firms have reached an astonishing level of productivity and profit.
5. The courage, hard work and determination of countless entrepreneurs and workers have also played a part.
6. Her initiative and hard work proved to be a decisive factor for winning the competition.
7. Bountiful resources, the geographical size of the United States proved to be important factors for the economic success.
8. Ample natural resources of the United States proved from the first to be a major advantage for national economic development.
9. Rapid accumulation of capital proved to be decisive for further growth.
10. Reluctance of American political leaders proved to be useful for market forces.

Ex. 5. Read the text and answer the question "What factors proved to be decisive for national economic development of the United States"?

BUSINESS AND INDUSTRY

When United States automaker Henry Ford published his autobiography "My Life and Work", he used his chapter headings to frame a series of questions: How Cheaply Can Things be Made? Money - Master or Servant? Why be Poor?

These are precisely the questions that have fascinated generations of American business and industrial leaders. In their drive to find answers, business people in the United States have probed relentlessly for ways to make and

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distribute efficiently more products for less money and make a greater profit. To a remarkable extent, they have succeeded. American business firms have reached astonishing levels of productivity and profit. In doing so, they have helped to provide greater affluence and a higher standard of living for the population in the United States.

No single factor is responsible for the successes of American business and industry. Bountiful resources, the geographical size of the country and population have all contributed to these successes. Religious, social and political traditions; the institutional structures of the government and business; and the courage, hard work and determination of countless entrepreneurs and workers have also played a part.

The vast dimensions and ample natural resources of the United States proved from the first to be a major advantage for national economic development. With the fourth largest area and population in the world, the United States still benefits greatly from the size of its internal market.

A population of more than 250 million people provides both workers and consumers for American business. Rapid growth of the population helped to promote a remarkable mobility in the American population - a mobility that contributes a useful flexibility to business life.

American people possess to an unusual degree the entrepreneurial spirit that finds its outlet in such business activities as manufacturing, transporting, buying and selling.

A variety of institutional factors have favored the success of American business and industry. The relative reluctance of American political leaders to intervene in economic activities

gave great freedom to market forces. By channeling economic initiative into activities that promised the greatest return on investment, free-market institutions fostered dynamic growth and rapid change. One result was a rapid accumulation of capital, which could then be used to produce further growth.

Ex. 6. Choose the correct variant on the basis of the text.

1. The questions that have fascinated generations of American business and industrial leaders are:
 - a) Much money and great profit
 - b) How cheaply can things be made? Money - Master or Servant? Why be poor?
 - c) The size of the internal market
2. American business people have probed relentlessly for
 - a) Rapid growth of the population
 - b) Rapid accumulation of the capital
 - c) Ways to make and distribute more products for less money and greater profit.
3. American business firms have reached astonishing levels of
 - a) political activity
 - b) dynamic growth
 - c) productivity and profit.
4. Many factors are responsible for the successes of American business and industry. They are:
 - a) bountiful resources, the geographical size and population of the country

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- b) religious, social and political traditions
c) hard work and determination of entrepreneurs
5. The vast dimensions and ample natural resources of the US proved to be
a) very mobile
b) a major advantage for national economic development
c) very useful for manufacturing
6. The population of the United States, more than 250 million people, provides
a) a variety of institutional factors
b) great freedom to market forces
c) workers and consumers for American business
7. The American people have possessed to an unusual degree
a) The entrepreneurial spirit
b) A high standard of living
c) A remarkable mobility
8. The American political leaders are relatively reluctant to intervene in
a) economic activities of business people
b) economic initiative
c) free-market institutions
9. Business firms channeled economic initiative into
a) buying and selling
b) a greater profit
c) activities that promised the greatest return on investment
10. A rapid accumulation of the capital was used to
a) produce further growth
b) to foster rapid change in the market

- c) to limit governmental powers

Ex. 7. Use the correct word.

1. Business people have probed relentlessly/seriously for ways to make and distribute efficiently/effectively more products for less money. 2. American business firms have reached astonishing levels of productivity/product and profit. 3. They have helped to provide greater affluence/influence and a high standard of living/life. 4. Bountiful resources, the geographical size and population of the country have contributed/contribution to the economic successes. 5. The vast dimensions and ample natural resources of the United States proved to be a major disadvantage/advantage for national economic development. 6. Having the fourth largest area and population in the world, the United States still profits/benefits from the size of its internal/external market. 7. Mobility of the American population contributes a useful flexible/ flexibility to business life. 8. The entrepreneurs/entrepreneuria) spirit of the American people finds its outlet in business activities. 9. The relative reluctant/reluctance of American political leaders to intervene in economic activities gave freedom to market forces.

Ex.8. Agree or disagree.

1. The entrepreneurial spirit of the American people finds its outlet in many business activities. 2. Generations of American business and industrial leaders have probed relentlessly for ways to change the institutional structure of government. 3. American business firms have reached astonishing levels of productivity and profit. 4. American political leaders have provided greater affluence and a high standard of living for a large percentage of the population in

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the United States. 5. The geographical size of the country is a single factor responsible for the successes of American business and industry. 6. The vast dimensions of the US proved to be a major disadvantage for national economic development. 7. A population of more than 100 million people provides both workers and consumers for American businesses. 8. A remarkable mobility of the American population contributes a useful flexibility to business life. 9. American political leaders intervene in economic activities and channel economic initiative into politics.

Ex. 9. Complete the sentences.

1. How to make things cheaper? Master or Servant? Why be poor? - These are the questions that ... 2. Business people in the United States have succeeded to find ways to ... 3. No single factor is responsible for ... 4. are factors that have all contributed to the success. 5. proved to be a major advantage for national economic development. 6. Thanks to the fourth largest areas and population in the world, the US still benefits from... 7. 250 million people provide both for American business. 8. A remarkable mobility in the American population contributes ... 9. American political leaders give great freedom to

Ex. 10. Discuss the following.

1. Give the names of the successful American business and industrial leaders. What were their businesses?
2. What have they relentlessly probed for?
3. Have they succeeded?
4. What factors contributed to the success of the national economic development?

Ex. 11. Retell the text in short.

LESSON 8. FRANCHISING

Ex.1. Read and translate the words.

Franchise	associated resellers
franchisee	know-how
franchisor	trademark
purchase	to specify
identity	merely
straight-product-distribution franchise	transaction
product-license franchise	
trade-name franchise	
to comply with	
to exercise control over	
to extend	
to handle	

Ex.2. Translate the word combinations into Russian:

to distribute products, associated resellers, parent company, to contribute resources, in accordance with, prominent example, to earn the profit, brand identity, to license the trade name, to exercise control over, to provide advantage, managerial know-how, in salable form, to comply with the requirements, to handle with proper consideration.

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Ex.3. Read and translate the text

FRANCHISING

Franchising, a practice adaptable to small business has increased greatly in recent years. In this transaction a large company allows an individual or small group of entrepreneurs to use its name or sometimes its products in exchange for a percentage of the profit. It is basically a system for distributing products or services through associated resellers. The franchise gives rights to the franchisee to perform or use something that is the property of the franchisor. The parent company is the FRANCHISOR. The small business owner who buys a franchise is the FRANCHISEE.

The objective of franchisees is to achieve efficient and profitable distribution of a product or service within a specified area. Both parties contribute resources. The franchisor contributes a trademark, a reputation, known products, managerial know-how, and perhaps equipment. The franchisee invests capital and provides the management of the operation.

Most franchises can be classified into one of the three categories:

STRAIGHT-PRODUCT-DISTRIBUTION FRANCHISES. Under this type of franchise, which is the most popular today, franchisors merely supply the franchisees with their products in salable form and the franchisees sell them in that same form. Auto agencies and appliance shops are prominent examples.

PRODUCT-LICENSE FRANCHISES. In these cases the franchisees use the franchisor's name but manufacture their products to comply with the franchisor's requirements. The franchisors provide brand identity and specify methods of manufacturing and/or distributing the product.

TRADE-NAME FRANCHISES. Under this type of franchise, the franchisor licenses its trade name to the franchisee but seldom exercises any control over the product or service. Equipment distributors often use this method of franchise.

It is obvious that franchising has taken an important place in the small business field in the US. Many American franchisors have extended their franchises around the world. This significant development, when handled with proper consideration for both parties, can provide real advantage to both franchisor and franchisee.

Ex. 4. Fill in the blanks using the following words:

adaptable, property, objective, straight-product-distribution franchises, product-license franchises, trade-name franchises, small business field, significant development, real advantage.

1. Franchising has taken an important place in the ... in the US.
2. Franchising, a practice ... to small business, has increased greatly in recent years.
3. The franchise gives rights to the franchisee to perform or use something that is the ... of the franchisor.
4. ... is the most popular form of franchising today.
5. In case of ... the franchisees use the franchisor's name but manufacture their products.

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6. Under ... the franchisor licenses its trade name to the franchisee but seldom exercises any control over the product or service.
7. Franchising is a ... which can provide ... to both franchisor and franchisee.
8. The ... of franchisees is to achieve efficient and profitable distribution of a product or service within a specified area.

Ex.5. Find synonyms

objective, to authorize, to perform, to define, property, right, to provide, important, merely, simple, significant, to contribute, proper, ownership, to specify, to act, to license, goal.

Ex.6. Insert prepositions

1. Franchisor allows franchisee to use its name and products ... exchange ... a percentage of the profit.
2. The franchisee provides management of the operation ... accordance ... rules set down by the franchisor.
3. Most franchises can be classified ... three categories.
4. Franchisors merely supply the franchisees ... the their products in salable form.
5. Under product-license franchise the franchisee manufactures its product which comply ... the franchisor's requirements.
6. Under trade-name franchises the franchisor seldom exercises any control ... the product or service being marketed.
7. Franchising, when handled ... proper consideration, can provide real advantage to both franchisor and franchisee.

8. Franchising, a practice adaptable ... small business, has increased greatly ... recent years.

Ex. 7. Translate the following word-combinations into English:

контракт на прямую продажу продукта; контракт на производство продукта; контракт на торговую марку; на указанной территории; яркое примерье; осуществлять контроль за; относиться с должным вниманием; предоставлять торговую марку; установить правила; заработать прибыль; крупная компания; определить способы; фирменное наименование; торговая марка; торговый знак;

Ex.8. Complete the sentences

1. Franchising is a system for ...
2. The franchise gives the right to the ...
3. The Franchisor is ...
4. The Franchisee is ...
5. The objective of franchisees is to ...
6. The franchisor contributes ...
7. The franchisee invests ... and provides ...
8. Most franchises can be classified into ...
9. The most popular type of franchise today is ...
10. In case of product-license franchises the franchisees manufacture their products which must comply with ...
11. Prominent examples of straight- product-distribution franchises are ...
12. Equipment distributors often use ...

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Ex.9. Agree or disagree.

1. Franchising is adaptable to big business.
2. Franchising is a system for distributing products or services through associated resellers.
3. The franchise gives rights to the franchisee to perform or use something that is the property of the franchisor.
4. Usually the franchisor is a big company or a parent company, which contributes a trademark, a reputation, managerial know-how and sometimes equipment.
5. The franchisee is a big corporation which buys a franchise.
6. The most popular type of franchise to day is trade-name franchise.
7. Equipment distributors often use product-license franchises.
8. Prominent examples of straight-product-distribution franchises are beauty parlors and TV repair shops.
9. Franchising has taken an important place in the small business field in Belarus.
10. Many American franchisors have extended their franchises around the world.

Ex. 10. Answer the questions

1. What is franchising?
2. Is franchising adaptable to small or big business?
3. What rights are given by a franchise?
4. What are the contacts between franchisor and franchisee based on?
5. What are the types of franchises?
6. What are straight-product-distribution franchises?
7. What are product-license franchises?
8. What are trade-name franchises?
9. What type of franchise is the most popular today?

10. In what country has franchising taken an important place in the small business field?
11. Can you give any prominent examples of a parent company which is a Franchisor?

Ex. 11. Retell the text in short.

LESSON 9. TURNING DISASTER INTO AN OPPORTUNITY

Ex. 1 Vocabulary list

to lay off	option
to compete	to prosper
printed circuit boards	to cut costs
revenue	to distinguish from
to establish a foothold	to move out of
to diversify	to account for
hard currency	total sales
to make a living	disaster

Ex.2. Match pairs of synonyms

company, rival, to force, machinery, to be willing, alternative, customer, to dismiss, to devote, labor, to make a living to dedicate, workforce, to earn living, to lay off, buyer, option, to want, equipment, to press, competitor, firm.

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Ex. 3. Translate the word-combinations without using the dictionary

state-owned company; economic reforms; poor management; to find a position; to go into business; to devote time and energy; a high-quality product; to face a crisis; to focus on; prospective clients; to get orders; to generate currency; to be up for sale; private investors; to be three times more efficient than; real reason; to turn a personal disaster into an opportunity;

Ex.4. Translate into Russian.

1. He helped us greatly by taking part in the development of the new system.
2. He risks losing all of his money by investing it into this project.
3. He decided to create his own job by going into business.
4. By focusing on the quality of the product the company was able to increase the sales.
5. By controlling the private sector the government regulates the total situation in the economy.
6. By using his contacts in the electronic industry he was able to start getting overseas orders.

Ex.5. Read and translate the text.

TURNING DISASTER INTO AN OPPORTUNITY

Andrez Kita thought he had a job for life with a state-owned electronic company in Poland. However, by the early 1980s, the combination of national economic reforms, poor

management and falling productivity forced Kita's company to start laying off workers. Suddenly out of work and unable to find a position with another established firm, Kita decided he has only one option - to create his own job by going into business for himself.

Kita set up a small workshop in his garage to manufacture printed circuit boards used in computers and other electronic products. Kita devoted all his time, energy and imagination to building his company. To cut costs, he bought used and broken machinery, repaired them himself and then installed the equipment in his workshop. Rather than paying himself a salary, he re-invested all the company's revenues back into expanding the business.

Kita's firm, Akita International soon distinguished itself from its competitors and established a foothold in the market by producing a high-quality product. Most of Akita's customers were Polish state-owned electronic companies that sold their products to the Eastern countries.

After several years of struggle, Akita's reputation and sales grew to the point where the company could afford to move out of the garage into a larger and better-equipped headquarters. By 1990, however, the company was facing a crisis.

Akita decided to diversify its customer base by focusing on Western markets. By using its contacts in the electronic industry and making personal presentations to prospective clients Akita was able to start getting overseas orders. In time, exports accounted for 20 percent of the company's total sales. More important, the hard currency generated by these sales allowed the firm to expand its workforce and buy

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competing state-owned firms that were up for sale to private investors.

Kita was forced into business because there seemed to be no other way for him to make a living. He lost his job because the state company he worked for was poorly managed. In turn, he created a business that produced goods of higher quality and was three times more efficient than his old employer. But the real reason for his success was much simpler: he was willing to turn a personal disaster into an opportunity by working harder and longer than anyone else.

Ex.6. Choose the correct variant on the basis of the text.

1. Andrez Kita had a job with a state-owned
 - a) Chemical corporation
 - b) Electronics company in Poland
 - c) TV producing plant
2. By the early 1980 the electronics company started to
 - a) Employ new workers
 - b) Produce printed circuit boards
 - c) Lay off workers
3. Unable to find a job Kita decided that he had only one option -
 - a) To use contacts in the West
 - b) To create his own business
 - c) To compete with private companies
4. Kita went ahead with his plan and set up
 - a) A small work shop in his garage
 - b) A small shop selling computers
 - c) A large firm with a nice headquarters
5. Kita re-invested all the company's revenues back into
 - a) Prospective clients

- b) Overseas orders
 - c) Expanding his business
6. Akita International established a foothold in the market by producing
 - a) Personal computers
 - b) Ventilation equipment
 - c) A high-quality product.
 7. Facing the crisis Akita decided to focus on
 - a) Former Soviet Union
 - b) Western markets
 - c) Private investors
 8. By using his contacts in the electronics industry Akita was able to start getting
 - a) Prospective clients
 - b) State-owned firms
 - c) Overseas orders
 9. Kita was forced into business because there was no other way for him to
 - a) Manufacture electronic products
 - b) To move to a larger headquarters
 - c) Make a living
 10. The real reason for Akita's success was that
 - a) He invested all his money into the company
 - b) He managed to find Western partners
 - c) He was willing to turn a personal disaster into an opportunity

Ex.7. Choose the right translation

1. Suddenly out of work Kita decided he had only one option - to create his own job by going into business for himself.

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А. Внезапно оставшись без работы, Кита решил, что у него есть единственный выбор - создать свою работу, самому занявшись бизнесом.

Б. Внезапно Кита решил заняться бизнесом, так как это был единственный правильный выбор для него.

С. Единственный правильный выбор для Кита, оставшегося без работы, состоял в том, чтобы самому заняться бизнесом.

2. Rather than paying himself a salary, he re-invested all the company's revenues back into expanding the business.

А. Он расширил бизнес, реинвестировав все доходы в компанию.

Б. Он получал зарплату и реинвестировал все доходы компании в расширение бизнеса.

С. Вместо того, чтобы платить себе зарплату он реинвестировал весь доход компании в расширение бизнеса.

3. Kita was forced into business because there seemed to be no other way for him to make a living.

А. Кита занялся бизнесом, потому что не видел другого способа заработать на жизнь.

Б. Кита вынужден был заняться бизнесом, потому что не видел никакого другого способа для себя заработать на жизнь.

С. Кита работал всю жизнь в бизнесе и не представлял себе другого способа заработать.

Ex. 8. Match the halves of the sentences

1. Andrez Kita had a job for life with ...

2. National economic reforms, poor management and falling productivity forced...

3. Suddenly out of work Kita had only one option ...

4. Kita set up a small workshop in his garage ...

5. Kita devoted all his time, energy and imagination ...

6. Kita didn't pay himself a salary, but...

7. Kita International distinguished itself from its competitors...

8. After several years of struggle Akita International could afford ...

9. By focusing on Western markets Akita was able ...

10. The hard currency generated by Akita International allowed ...

11. Suddenly out of work Kita was able to...

1. ... to expand its workforce and buy competing state-owned firms.

2. ... to turn a personal disaster into an opportunity.

3. ... to move out of its garage into a larger and better-equipped headquarters.

4. ... to start getting overseas orders.

5. ... re-invested all the company's revenues back into expanding the business.

6. ... by producing a high-quality product.

7. ... to manufacture printed circuit boards used in computers.

8. ... to building his company.

9. ... to create his own job by going into business for himself.

10. ... a state owned electronics company in Poland.

11. ... Kita's company to start laying off workers.

Ex. 9. Answer the questions

1. Where did Andrez Kita have a job for life?

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2. Why did the company start laying off the workers?
3. What was Kita's one option to make a living?
4. How did he organize the company? What was the name of the company?
5. How did Akita International distinguished itself from the competitors?
6. Why did Akita International move out into a larger and better equipped headquarters?
7. Why did Akita decide to focus on Western markets?
8. How much did Akita's export account for in time?
9. What allowed the firm to expand its workforce?
10. What was the real reason for Kita's success?

Ex.10. Agree or disagree

1. Kita was forced into business because his father was the owner of the electronics company.
2. State-owned electronics company started laying off workers because of national economic reforms in Poland.
3. Kita had only one option - to find the job overseas.
4. Kita set up a large shop to sell printed circuit boards used in computers.
5. Kita devoted all his time, energy and imagination to building his company.
6. To cut costs he bought high tech equipment and installed it in his workshop.
7. He paid himself a rather big salary and soon the company's revenues increased.
8. Akita International established a foothold in the market by producing a high-quality product.
9. Most of Akita's customers were Polish state-owned electronic companies.
10. By 1980 the company was facing a crisis.

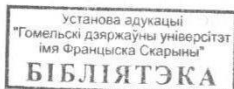
11. Kita decided to find prospective clients on Western markets.
12. Thanks to its reputation Akita was able to start getting overseas orders.
13. By working harder and longer than anyone else Kita managed to turn a personal disaster into an opportunity.

Ex. 11. Retell the text in short.

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БУРЦЕВА Галина Васильевна

**Практическое пособие
по развитию навыков устной речи
для студентов I, II курсов
экономических специальностей**

В авторской редакции

Подписано в печать 28.01.04. Формат 80х64
1/16. Бумага писчая №1. Усл. п. л. 3,9. Уч.-изд. л. 3,0.
Тираж 100 экз. *Зак. 32*

1248-59

Учреждение образования

"Гомельский государственный университет
имени Франциска Скорины"

Лицензия ЛВ № 357 от 12.02.1999 г.
246019, г. Гомель, ул. Советская, 104

Отпечатано на ризографе учреждения образования

"Гомельский государственный университет
имени Франциска Скорины"
246019, г. Гомель, ул. Советская, 104

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