

МІНІСТЕРСТВО КУЛЬТУРИ І ТУРИЗМУ УКРАЇНИ
ДЕРЖАВНА АКАДЕМІЯ КЕРІВНИХ КАДРІВ КУЛЬТУРИ І МИСТЕЦТВ

Катерина Паламарчук

ДІЛОВА АНГЛІЙСЬКА МОВА

Навчальний посібник

Kateruna Palamarchuk

Business English

A Manual

КИЇВ – 2007

Паламарчук К.М.

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Навчальний посібник укладений з метою поглибленого вивчення англійської мови.

Призначений для викладачів і студентів Державної академії керівних кадрів культури і мистецтв.

Рецензенти:

В.В. Туркевич, доцент кафедри української та іноземних мов ДАКККіМ;

Т.А. Косаревська, кандидат філологічних наук, доцент

Затверджено
на засіданні кафедри
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Передмова

Навчальний посібник укладений з метою поглибленого вивчення англійської мови. Він призначений для забезпечення студентів і викладачів необхідними навчально-методичними матеріалами для вивчення англійської мови на I-III курсах, розвитку навиків різних видів читання.

Посібник складається з двох частин і короткого словника ділового мовлення.

Перша частина містить фахові тексти з бізнесу, економіки та новітніх інформаційних технологій. У другу частину увійшли наукові тексти, які дадуть можливість студентам набутися знань для подальшої самостійної роботи з літературою за фахом.

Мета посібника – навчити студентів читати, розуміти та перекладати наукові тексти.

Посібник має чітку структуру і складається з 15 занять. Наукові тексти та завдання кожного розділу мають чітку логічну послідовність, які також розвивають індивідуальну здатність студентів до самонавчання.

Використано широкий спектр сучасних наукових текстів і статей з менеджменту, прикладної математики та інформатики. Безсумнівно, це зміцнює пізнавальну мотивацію, сприяє актуалізації мовлення та використанню граматичного матеріалу, що також поширює фахову термінологічну ерудицію студентів.

Після кожної теми пропонується достатня кількість вправ для опрацювання тієї чи іншої теми, включаючи переклад з рідної мови на іноземну. Детальні пояснення лексичного матеріалу направлені на практичне оволодіння мовою, що дозволяє використовувати його під час самостійної роботи студентів.

Посібник призначений для широкого кола осіб, що самостійно вивчають англійську мову. Викладачі можуть підбирати тексти відповідно до фаху та рівня знань студентів.

Lesson 1 “Computers”

Text

Computers

The computer industry is one of the largest in western countries and especially in the USA. It includes companies that manufacture, sell and lease computers, as well as companies that supply products and services for people working with computers.

A computer cannot think. A human operator **puts data** into the computer and **gives instructions**. The operator writes instructions which determine the mathematical operations on information. A computer **solves mathematical problems** very rapidly. Traditionally, the computer in business is used **to process data**. This involves different administrative functions such as **preparation of payrolls, inventory control** in manufacturing, **warehousing** and **distribution operations, computer accounting**, billing by banks, insurance companies, public utilities and mass circulation magazines. Now the computer takes on new kinds of jobs. It has become more involved in business operations as an essential tool in making decisions at the highest administrative level.

Active Vocabulary

to put data – закладати дані

to give instructions – давати інструкції

to solve mathematical problems – розв’язувати математичні задачі

to process data – обробляти дані

preparation of payrolls – підка відомостей (на грошове утримання)

inventory control – інвентаризаційний контроль

warehousing – складування товарів

distribution operations – розподільні операції

customer accounting – розрахунок із клієнтом

Exercise I

Comprehension questions:

1. What does the computer industry include?
2. In what way does a computer operate?
3. A human operator puts data into the computer and gives instructions, doesn't he (she)?
4. How is the computer traditionally used in business?
5. What new kinds of jobs is the computer taking on?

Exercise II

Choose the necessary word and put it in the sentence (process data, lease, inventory control, processing, administrative, data and instructions).

1. Distribution operator, preparation of payrolls are ... functions which the computer performs for business.
2. Computer is programmed to ... fast and accurately.
3. If a small company cannot afford to buy a computer, they can ... the services of computer.
4. A programmer feeds the ... into the computer.
5. Many companies use the computers for their
6. A computer solves problems by ... information.

Exercise III

Change the sentences according to the model.

Model: The sales are numerous. I can't mention them all. – They are too numerous for me to mention.

1. This software is very expensive. The company can't buy it.
2. The results are numerous. They can't remember them all.
3. The computers are complicated. I can't use them.
4. Processing this data is difficult. John can't learn it.
5. I'm tied. I can't do the billing right now.
6. I'm busy. I can't go on a business trip right now.
7. The data is complicated. I can't explain it.
8. The situation is difficult. We can't overcome it at once.

Exercise IV

Change the sentences according to the model.

Model: It was worth looking over the operations of the supermarket. – It was worth looking them over.

1. They picked out the new merchandise.
2. They talked over the new software.
3. The manager tried out new sales checks.
4. She filled out the payroll form.
5. They look down the statistical data.
6. He had to look over the new program.

Exercise V

Read the text and make up 10 questions to it.

Lorrain Weller from Modern English International warns us. However hard the manufacturers and advertisers of personal computers try **to convince** us of friendliness of their product, it is still a fact that if you want to program your own computer, you have to learn its language. It doesn't understand yours. This simple fact is the reason why so many home computers are **underused**. It also **prevents** lots of people from buying their own computer. Rather than **licking** your hand the computer quite often **bites**.

Imagine yourself having a conversation with an English person. You make one small grammar mistake, may be you say "have" instead of "has". It doesn't matter. The person understands your meaning and the conversation continues. This doesn't happen with a computer. If you make even the smallest mistake in its language, the conversation breaks down completely and you have to go back to the beginning. It can be very **frustrating**.

In the United States, in Japan, in Britain specialists are trying to develop a computer that will understand human language.

to convince – переконувати

to underuse – не використовувати на повну потужність

to prevent – *тут* зупиняти, запобігати

to lick – лизати

to bite – кусати

frustrating – виснажливий

Exercise VI

Translate into English.

1. Деякі компанії не виготовляють і не продають комп'ютери, а здають їх на прокат.

2. Програміст заносить дані в комп'ютер.

3. У бізнесі комп'ютер використовується для обробки даних.

4. Програмне забезпечення дуже дороге.

5. Комп'ютер допомагає приймати рішення на вищому адміністративному рівні.

6. Комп'ютер використовується для виконання багатьох адміністративних функцій, підготовки відомостей, інвентаризаційного контролю.

Exercise VII

Supply prepositions where necessary.

1. Payment was to be made ... cash ... 30 days ... receipt ... all shipping documents.
2. The customers sent an enquiry ... women's shoes ... autumn wear but were informed that the company could not supply them.
3. ... the past this company supplied us ... their computers. Now they want us to advise them ... our current requirements.
4. The seller's offer was valid ... a period ... 90 days ... the date ... their quotation.
5. ... accordance ... Mr. Ranson's letter his company is going to increase their prices ... 6% ... May.

Exercise VIII

Supply the articles where necessary.

1. ... world exposition is usually ... great event.
2. ... Poznan Fair is held once ... year.
3. ... world Trade Centre provides ... necessary facilities.
4. ... world exposition of 1989 attracted thousands of visitors.
5. We invite you to participate in ... International Exposition of ... Food Industry.
6. ... London Radio Show is held every year.
7. ... computer exhibition which was held last year was ... great success.

Exercise IX

Choose and use:

a) people, peoples

1. There were three ... in the room – two men and one woman.
2. Some ... prefer to stay at home on New Year's Eve.
3. The ... of tsarist Russia could not develop their national culture.
4. Look at the ... in the street. They are laughing and dancing.
5. The .. of South East Asia led a long struggle against colonialism.

b) sometimes, sometime

1. ... fireworks are set off in small towns.
2. ... they go on picnics.
3. This street was named Bogdan Khmelnitsky street ... years ago.
4. ... they welcome New Year's Day in a restaurant.
5. Evidently, he has a cold today. He will come to us

Exercise X

Read the following dialogue. Then render it in indirect speech.

(Simona and Berg work in a large supermarket. Berg is the Manager and Simona is the **Head Buyer**.)

Berg I'm so glad you had this business trip. I also would have liked to go but it's a problem for me to get away. Tell me everything about your business trip.

Simona It was really great, Berg. It was worth looking over the operations of the store. It's very well organized and I believe we should consider **adopting** some of the **methods**.

Berg Is it really so?

Simona Oh, sure. First, they've replaced their cash registers with special **terminals**.

Berg What for?

Simona They record on tape the department number, classification of items, amount of sale and salesclerk for each sale.

Berg Do you think we really need all that information on tape?

Simona We put on the same information on our sales checks.

Berg Yes, but in cases of exchanges we need to know all that.

Simona And for other things too.

Berg Well?

Simona For inventory control, for example. During the night, the tapes containing the **information** are **fed the computer**.

Berg And then what?

Simona Every morning the computer prepares reports on the sales of the day before, classified by department and buyer.

Berg So, it is possible to have almost instant records.

Simona You are right. The inventory is kept up to **date** automatically. Imagine, how efficient we could be.

Berg It is great. But I think with the help of the computer we could offer more personal services to our customers.

Simona What do you mean?

Berg Having such up-to-date records and complete inventory we could keep records of birthdays and anniversaries and have gift suggestions based on customer records, and a million of other things.

Simona Don't hurry. Let's get going on first things first.

Head Buyer – начальник відділу постачання товарів до магазину
to adopt methods – впроваджувати методи

terminal – термінал, висновок, кінець, межа

to feed the information in the computer – закладати інформацію в комп'ютер

to date – обчислювати, підраховувати; обновляти

Lesson 2 “Speaking over the Telephone”

Text

Telephone Instructions

I. Making a call:

- First check the code (if any) and number.
- **Lift the receiver** and **listen to dialing tone** (a continuous purring).
- **Dial** carefully and allow the **dial** to return freely.
- Then wait for another tone:
- **Ringling tone** (burr-burr) means the number is being called.

The line is free.

- **Engaged tone** (a repeated single tone), try again a few minutes later.
- **Number unobtainable tone** (steady tone), **replace the receiver**, recheck the code and number and then redial.
- At the end of the call replace the receiver securely.

II. When answering the telephone:

- Always give your name or the name of the office or your telephone number.
- If you hear a **series of rapid pips**, the **call** is coming from a **coin-box telephone**. Wait until the pips stop and then give your name or telephone number.

III. When making a call from a coin-box telephone:

- First drop a coin piece (pieces) into the slot.
- Lift the receiver and listen to dialing tone.
- Dial your number.
- On hearing ringing tone, which means that the line is free, wait until your call is answered.

IV. Trunk-Call via operator when booking a trunk-call:

- Give the country, the place concerned and the number you want your call to be connected with.
- Say what kind of call you want to book.
- Indicate the duration of your call if possible.
- Give your name and telephone number.

V. Subscriber Trunk Dialling (STD):

- Keep in your personal telephone directory an up-to-date list of dialling codes and/or number of people you are likely to call. This will save you time in future.
- When you dial do not **pause** too long between **digits**.
- If you hear a **recorded announcement** telling you that the trunk **line is** engaged, replace the receiver and try again later.
- Answer your telephone promptly, giving your name or the name of the office or telephone number. This saves the time and helps the **caller**.

VI. International Subscriber Dialling (ISD).

- You can dial for yourself calls to most places in Europe and North America.
- First dial the code of the country or the code of the place concerned and then the **subscriber's** number.
- If you wish to know the code for a place which is not shown in the **Telephone Directory**, ask the exchange operator.
- When dialling to Europe or North America do not pause more than two or three seconds between digits, especially the last few digits. You will often hear nothing for half a minute or a little longer after dialling.
- Do not replace the receiver before you have given the equipment time to connect the call. Sometimes you may hear a series of very rapid pips. It means that the automatic equipment is **putting your call through** and asks you to **hold on**.

Node:

Code is a system of figures used before telephone numbers of cities and countries which have been changed to all-figure number. For example, a London all-figure is 01-2222870. 01 is the code to be dialed if you make a call outside the London area. But if you make a call in London, you should dial only the last seven figures, those after the hyphen. For number in New York City dial: 0-01 212 following by the last seven digits of the number of the customer you require.

Words and phrases

Telephone

to telephone (to phone) smb.

to ring smb. up

to call smb. up

to call smb.

телефон

ДЗВОНИТИ ПО ТЕЛЕФОНУ БУДЬ-КОМУ,
КУДИ-НЕБУДЬ

to buzz smb. (Am)	
May I use your telephone?	Дозвольте подзвонити по вашому телефону?
He is speaking over (on) the telephone now.	Він зараз розмовляє по телефону.
The telephone is quite dead.	Телефон не працює.
I can't get him on the phone.	Я не можу додзвонитися до нього.
to make a call	дзвонити по телефону
call	телефонний виклик, дзвінок
to give a call	
to give a ring	подзвонити по телефону
to give a buzz (Am.)	
There is a call for you.	Вам телефонують.
I'll answer the call.	Я підійду до телефону.
I'll answer the telephone.	
Where can I make a call?	Де я можу подзвонити?
receiver	слухавка
to lift the receiver	
to take up the receiver	піднімати слухавку
to pick up the receiver	
to listen to dialing tone	чекати гудка
to dial (dialed Br., dialed Am.)	набирати номер
dial	диск набору (на телефоні)
I have dialed the number twice	Я набирав номер двічі, але ніхто
but there is no reply	не відповідає.
dialing tone	Тривалий гудок, який означає, що можна набирати номер.
ringing tone	Рідкі гудки, які означають, що лінія зайнята.
the line is free	номер не зайнятий
engaged tone	часті гудки
number unobtainable tone	Гудок, який означає, що зв'язку немає.
to replace the receiver	
to hang up	покласти трубку, закінчити розмову
to ring off	

a series of rapid pips	низка частих сигналів
coin-box telephone	
telephone booth	телефон-автомат
box phone	
trunk-call	
long distance call (<i>Am.</i>)	міжміський телефонний виклик
to pause	затримувати, робити паузу
digit	цифра
recorded announcement	записане на плівку повідомлення, оголошення
the line is engaged (<i>Br.</i>)	
the line is busy	номер зайнятий
caller	той, хто телефонує
International Subscriber Dialling (ISD)	міжнародний автоматичний телефонний зв'язок
Subscriber Trunk Dialling (STD)	міжміський автоматичний телефонний зв'язок
The city is not on STD.	З містом немає автоматичного телефонного зв'язку.
subscriber	абонент
Telephone Directory	
Telephone Book	телефонний довідник
to connect (<i>Am.</i>)	
to put a call through	з'єднувати абонентів
I'm putting your call through.	З'єдную вас.
to hold on	чекати біля телефону
code	код
charge	плата за телефонну розмову
switchboard	комутатор
switchboard operator	телефоністка
to make a call through the operator	подзвонити через телефоністку
to clear	
to disconnect	роз'єднувати (абонентів)

Exercise I

Answer the following questions:

1. What should you do if you want to make a call from your telephone?
2. What do you usually say when you answer the phone?
3. What do you do when you make a call from a coin-box telephone?
4. What should you do to get the best from STD (Subscriber Trunk Dialling)?
5. What are the advantages of Subscriber Trunk Dialling?
6. What information is to be given when a trunk-call is booked?
7. Define an ISD call (International Subscriber Dialling).

Exercise II

Translate the following word combinations and sentences.

1. Check the code and number.
2. Ringing tone.
3. Engaged tone.
4. Number unobtainable tone.
5. Replace the receiver securely.
6. This will save you time.
7. When you dial, don't pause too long between digits.
8. International Subscriber Dialling.
9. Say what kind of call you want to book.
10. Indicate the duration of your call.

Exercise III

Translate into English.

1. Підніміть трубку та чекайте гудка.
2. Покладіть трубку.
3. Наберіть номер.
4. Вкиньте монету.
5. Номер не зайнятий.
6. Почекайте, поки Вам не дадуть відповідь.
7. Я зробив міжміський автоматичний дзвінок.
8. Абонент не відповідає.
9. Міжнародний автоматичний телефонний зв'язок дуже популярний.
10. Назвіть додатковий номер.
11. Не кладіть трубку.

Exercise IV

Dramatize the following telephone conversations.

1.

A. Hello!

B. May I speak to Mr. Stock, please?

A. Speaking.

B. Good morning, Mr. Stock. This is Petrenko calling.

A. Good morning, Mr. Petrenko.

2.

A. Hello!

B. Could I speak to Mr. Stetsenko?

A. Who is calling, please?

B. This is Brown from the Foreign Office.

A. Thank you. I'm putting you through.

B. Stetsenko speaking.

3.

A. Ukrainian Embassy. Good morning.

B. Good morning. Could you put me through to Mr. Klitny?

A. Sorry, the line is engaged. Can you hold on?

B. All right. Thank you.

4.

A. Five-seven-three; one-nine-three-four.

B. Good evening. Can I speak to Mr. Jones, please?

A. Sorry, Mr. Jones is on the other line. Will you wait, please?

B. All right.

A. Sorry to have kept you waiting. I'm putting Mr. Jones on the line.

B. Thank you.

5.

A. Hello! This is Stakhiv from Ukrainian Trade Delegation. Could you put me through to Mr. Russell, please?

B. Hold on a moment, please. Sorry, Mr. Russell is not now and he won't be back until late this afternoon.

A. Would you ask him to call when he gets back?

B. Certainly.

6.

A. Number, please.

B. 437-8181. Can I have a personal call to Manchester 645-9302 with ADC, please?

A. Will it be on credit?

B. Yes, it will.

A. Who is calling?

B. Mr. Smith.

A. Your number in Kyiv, please?

B. 555-4005.

Making an appointment.

1.

A. Where can we meet? How are you fixed next week?

B. Let me see. I can see you any day except Monday.

A. Ok. Will Tuesday suit you?

2.

A. Are you busy tonight?

B. I'm afraid yes. I'm having an important meeting. We have dinner with our partners from Australia.

A. Oh, I see.

3.

A. I'd like to make an appointment with the Chief of the company.

B. Can I ask you what it's about?

A. Yes. It's about the future contract.

B. Ok. Will Tuesday suit you?

A. How about Wednesday or Thursday?

B. Sorry, he'll be away.

A. Ok. Let it be Wednesday.

4.

A. I'm sorry, but your appointment is cancelled.

B. Can I ask why?

A. The chief can't keep the appointment because he is away all this week

Exercise V

Supply the prepositions where necessary.

1. Could you put me through ... Mr. Stamp?

2. Could you hold ...?

3. I'm putting Mr. Jones ... the line.

4. Mr. Smirnov is out ... moment.
5. There is no reply (answer) ... this number.
6. There is no one name ... Smith here.
7. Then we have been out ... completely.
8. There seems to be some interruption ... our connection ... Chicago.
9. May I speak ... Mr. Brown?
10. This is Moroz ... the Ukrainian Embassy.
11. I have been disconnected ... my caller. Could you help me?
12. I'd like to talk ... you ... business. Can we meet at the beginning of the next week?
13. Mr. Voronov had to fly ... New York ... urgent business last night. He asked me to get ... touch ... you instead and settle the matter.
14. I'm calling to confirm your appointment ... Mr. Abbot ... next Friday ... 4 p.m.

Exercise VI

Supply the articles where necessary. Translate the text.

Formal and informal conversations

... language used for speaking on ... telephone is basically very similar to that of ... ordinary conversation, but limited in ... certain importance respects by ... special situation which imposes ... number of restrictions. Attention should be paid to some of ... essential differences between ... formal and informal telephone conversations ... most notable difference is that ... formal telephone conversations is carried on at ... much more formal level because ... people speaking are taking care to maintain ... high level of politeness usually left appropriate in this kind of discussion. Another difference is that ... formal discussion is very precise and factual, keeping to ... point and never staying off into ... chatty vagueness which is found at ... times in ... informal telephone conversations. Finally, there is of course ... considerable difference in ... vocabulary, with more technical terms that one would expect to find in ... average informal telephone conversation and ... mixture of formal and informal words and phrases ... informal chatty telephone calls usually take place between friends who have nothing in particular to discuss. In this kind of telephone conversation there is ... great deal of informal idioms.

Exercise VII

Make up phone conversations considering these assignments.

1. Millar & Co for some reason or other haven't delivered the goods in the stipulated time. Phone the Company and inform that they are responsible for the delay and have either to make emergency delivery within a week or to pay you a penalty.

2. You have been up to your ears in work over the past three weeks and failed to send a book on Computer Software to your colleague. Phone him, offer your apologies and say that you do remember your promise and that you will get the book in the post this afternoon.

3. You are arranging your office. The work is progressing very slowly. Phone the manager of the Company and ask him to offer his workmen a spot of overtime over the week-end so that they could finish all work within two days.

Lesson 3 "Business Correspondence"

Text

Structure of a Business Letter

Business letters include all kinds of commercial letters, **inquiries, replies to inquiries, Letters of Credit (L/C), Bills of Exchange or drafts, letters of insurance, explanatory letters, orders, letters of packing, letters of shipment, letters of delivery, offers of complaint**, replies to those of mentioned above, etc.

A business letter should be as short as possible, intelligible, polite, benevolent and its language must be simple.

Rules and traditions of correspondence vary in time but some basic principles of a commercial letter remain unchanged.

A private business letter is written by hand, each paragraph begins with an **indented line**. But if a letter is sent by an organization it is typed on the **form** of this organization. In this case it is not necessary to use indented lines.

A letter is composed of the following elements: **heading, date, address, salutation text, subscription**.

A letter can be typed on the organization's form. Any form has its **letter-head** printed typographically. The letter-head bears the name of organization or firm, sending this letter, its address, address for telegrams, telephone, telex, fax. If you do not use the form, write your address (as a sender) on the upper right side of the letter. Do not indicate your name

here, it will follow your signature. Ukrainian names of foreign trade organizations are not translated into foreign languages. They are written with Latin letter using English transcription. Your telephone number may be written below.

The date is written on the right side above (under your address if the letter is written on a form or under a typographical letter-head of the room).

In Great Britain the date may be indicated as follows: 7th April, 1998 or 23 March, 1998.

As a rule, before the address of the **recipient** a **reference** is indicated which the **sender** asks to mention in the **reply to** the letter. A common reference represents the initial of the person who wrote the letter and those of the typist who typed it.

In the samples of letters given below the references are as follows:

Our Ref: MRE/JNK – (*in the first letter*),

Your Ref: BAT/SN – (*in the second one after the reply has been received*),

MRE are the initials of the author of the letter (M. R. Erickson),

JNK are the initials of the typist.

The address of the recipient (inside address) is written on the left above, under the reference. Lower, the name of the firm is written under which the number of the house, street, city or town, state or country is indicated, the last element being the country.

The salutation is written on the left (not in the centre).

The salutation “***Dear Sir***” is appropriate, when you write to a real person if you do not know him. If you know this person, you should write “***Dear Mr. Jones***”, for example.

If the letter is addressed to a firm, the salutation should be “***Dear Sirs***”. In modern business correspondence it is needless to use any other forms of politeness.

As was mentioned above, the text of the letter should be as short, simple and clear as possible.

In the subscription the expression “***Yours faithfully***” is usually used if you are not acquainted with the person(s) or “***Your sincerely***” if you write to a man (woman) whom you know at least by correspondence. In American English the above expressions are rarely used. More common are the expressions “***Very truly yours***”.

The **signature** is **affixed** by hand above the typed name of the author. It is not obligatory to indicate your **position**. If near the signature

there are two letters “**p.p.**” (**per pro**) it means that the letter is “**by warrant**”.

The heading may be written above the main text of the letter. The heading indicates short contents of the letter or its **subject**.

If some material is added to the letter the words “**Enclosure**” (“Enclosures”) or the abbreviation “**Encl**” (*додаток* або *додатки*) are written in the left lower corner of the letter. You also use the expression “**We enclose...**” (*додаємо...*).

Active Vocabulary

inquiry – запит

reply to inquiry – відповідь на запит

Letter of Credit (L/C) – акредитив

invoice – рахунок-фактура

Bill of Lading (B/L) – коносамент

Bill of Exchange (draft) – трата, переказний вексель

Letter of insurance – страховка

explanatory letter – пояснювальний лист

order – замовлення

letter of packing – лист про упаковку

letter of shipment – лист про відправку

letter of delivery – лист про доставку

offer – пропозиція

letter of complaint – рекламація, скарга

indented line – червоний рядок

form – бланк

heading – заголовок листа

salutation – звернення

subscription – підпис, заключна форма ввічливості

recipient – *тут* посилення

sender – відправник

reply (to ...) – відповідь (на...)

to affix signature – ставити підпис, підписуватись

position – *тут* посада

p.p. (per pro), by warrant – за дорученням

subject – предмет обговорення

enclosure – додаток

to enclose – додавати

Exercise I

Comprehension question.

1. What letters are included into business correspondence?
2. When is the letter-head used?
3. What are the major elements of a business letter?
4. What does the reference mean in a letter?
5. What information is given in the address?

6. What are the requirements establish for the text of a business letter?
7. What expressions are used in the salutation of a business letter?
8. What should be indicated in the heading of a business letter?
9. How should be subscription in a business letter written?
10. What may be enclosed in a business letter?

Exercise II

Translate the sample of a business letter. Consider thoroughly all elements of the letter.

Mitchell Electronics Company Limited
St. Mirren Avenue, London E15 3ET
Telephone: 01-386 9239
Telegrams MELEC LONDON

Our Ref: MRE\JNK
C. A. Atkins Esq.
147 Macduff Road,
Thamesbank,
London NW11 8HX

9th April, 1998

Dear Sir,

Thank you for your letter of the 4th April 1998, in which you requested a brochure on our latest stereo cassette/radio Model ECR/12.

We do not supply brochures ourselves, as this can be done more cheaply and conveniently by our distributors. We have looked at our list of distributors and found that the nearest to your address is Scott's of 137 High Street, Thamesbank. You may know it.

They stock copies of the brochure you, and they will give you a copy on demand, free of charge.

We trust that they can of assistance.

Yours faithfully,

M. R. Erickson
Sales Department
Mitchell Electronics Co Ltd

Mitchell Electronics Company Limited
St. Mirren Avenue, London E15 3ET
Telephone: 01-386 9239
Telegrams MELEC LONDON

Our Ref: MRE\JNK
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We trust that they can of assistance.

Yours faithfully,
M. R. Erickson
Sales Department
Mitchell Electronics Co Ltd

Exercise III

Translate the expressions most frequently used in business letters.

1. We learn from your letter that you are manufacturers of the electronic equipment we need.
2. We refer to your advertisement in "My Computer".
3. We are interested in the equipment your firm produces.
4. We'll be obliged if you send us your latest catalogues, brochures or any other publications containing a description of your equipment.
5. Please let us know if you can offer us your equipment as per specification enclosed in your letter.

6. Please send us samples of your manufactures stating your lowest prices and best terms of payment.

7. We look forward to receiving your answer.

8. We expect to hear from you in the nearest future.

9. We wish to maintain cooperation with you.

10. Your prompt execution of our order will be appreciated.

11. We thank you for your letter of the 20-th of May, 1998 but regret to inform you that at the present time we cannot make you an offer for the goods required by you.

Let us consider the case when a telegram should be sent. The text of the letter would be as follows:

25-th April, 1998

Dear Sirs,

There has been engine failure on board the **S/S LAGAN**, which was due **to leave** on the 21st of April. Unfortunately it won't leave until tomorrow at the earliest. I'll **inform** you of the new date of arrival as soon as I know it.

In the meantime, could you **contact** your agents to tell them of this delay?

Yours faithfully,

(Signature)

The text of the telegram would be as follows:

ENGINE **FAILURE** S/S LAGAN PLEASE NOTIFY
AGENT STOP WILL **ADVISE** ARRIVAL **SOONEST**

It is probably the minimum number of words necessary to warn the agent and his time.

S/S (stream ship) – пароплав, корабель

to leave – виходити, відправлятися

to inform smb. – інформувати
будь-кого

to contact smb. –
зв'язуватися з ким-небудь

failure – несправність

to advise – *тут* повідомити

soonest – найближчим часом
(у телеграмах)

Exercise IV

Translate the texts of the following telegrams.

1. MONTSEGNA MILAN

200 XL 110057 6-VOLT BATTERIES

TWELVE THOUSAND SEVEN HUNDRED

POUNDS CIF GENOVA DISCOUNT 6 1/4 % INCLUDED

TEALEAF LONDON

(відповідь із Мілану)

2. DISCOUNT TOO LOW REQUEST 10%

(із Лондону)

3. 10% UNACCEPTABLE ORDER UNDER 250

(із Мілану)

4. SUPPLY 250 AT 10% STOP WILL AIRMAIL ORDER SOONEST

Exercise V

Translate the following sentences into English.

1. Як тільки з'являться каталоги, ми вишлемо Вам декілька екземплярів.

2. Ми побачили Вашу рекламу в журналі "Тайм".

3. Сподіваємось підтримувати співпрацю з Вами.

4. Будемо вдячні за швидку відповідь.

5. Просимо звернутися до нас, якщо буде потрібна допомога.

6. Чекаємо приїзду вищих представників для подальших переговорів.

7. Після отримання листа просимо надіслати підтвердження.

8. На жаль, комп'ютерів *муну Pentium* на даний момент у продажу немає.

9. Будемо раді відповісти на будь-які Ваші запитання.

10. Повідомте, будь ласка, телеграмою, чи зможете доставити товар у серпні.

Lesson 4 “Talking Business”

Text

DIALOGUE

(The other day Mr. Pavlenko, General Director of Ukrimport, and Mr. Turnball, a representative of Lindon Tools Ltd met at the Ministry for Foreign Trade to negotiate the **purchase** of a **Flight Information Display System** for a new airport being built in Kyiv.)

Pavlenko Good morning, Mr. Turnball. Happy to see you in Kyiv again.

Turnball Good morning, Mr. Pavlenko. I'm also pleased to meet you.

Pavlenko Will you take a seat, please. Did you have a nice journey?

Turnball Yes, thank you. I enjoyed the trip. It was very pleasant indeed.

Pavlenko I'm glad to hear it. Now I'd like to discuss with you some **particulars** of our **transaction**. Our customers have studied all the **technical characteristics** of your system and concluded that they **meet their requirements**.

Turnball I'm happy to hear it. We have been selling our equipment to many western counties. It's up to world standards and is in great demand on the world market.

Pavlenko Well, now we can get down to discussing the commercial side of our transaction, can't we? The first thing I'd like **to clarify** is the **prices**.

Turnball Don't you find them attractive?

Pavlenko On the whole we do, but the prices for **items** 3 and 9 are a bit high.

Turnball I'm afraid I can't agree with you here. These items are completely new in design and they are completely new in design and they are the best on the world market.

Pavlenko The **competitors** offer lower prices for such items and they are 30-40% lower than yours. Could you find it possible to reduce the prices?

Turnball I'm afraid I must **get in touch with** my company and I'll give you're the answer tomorrow.

Pavlenko Good. Now comes the question of payment.

Turnball I hope payment for collection **suits** you.

Pavlenko Yes, it does. And since your **terms of delivery** and **delivery time** are **acceptable**, we'd like to offer you our contract form to study. Could you come here at 10.30 tomorrow?

Turnball No problem, Mr. Pavlenko. Good bye.

Pavlenko Good bye, Mr. Turball.

Words and phrases

purchase – покупка, закупка

Flight information System – система інформації для авіапасажирів

particulars – особливості, деталі

transaction – операція, угода

to meet requirements – відповідати вимогам

technical characteristics – технічні характеристики

item – пункт, позиція

to clarify prices – уточнити ціни

competitor – конкурент

to get in touch with somebody – мати справу з кимось

acceptable – прийнятний

to suit – підходити

terms of delivery – умови доставки

delivery time – час поставки

Exercise I

Answer the following questions:

1. What is Mr. Pavlenko's working position at Ukrimport?
2. What firm does Mr. Turnball represent?
3. What is the subject of negotiations between Mr. Pavlenko and Mr. Turnball?
4. What does Mr. Pavlenko inform his counter part about concerning the system which is purchased?
5. Why does not Mr. Pavlenko agree with the prices for some items?
6. What prices do the competitors propose to the Ukrainian party?
7. Why cannot Mr. Turnball solve the problem of prices himself?

Exercise II

Say what you have learned from the dialogue about:

- the goods Ukrimport was interested in;
- the price and terms of payment in the offer of London Tools Ltd;
- subject of negotiations of both sides.

Exercise III

Complete the sentences.

1. Mr. Pavlenko ... Director of Ukrimport met Mr. Turnball ... of Lindon Tools Ltd.
2. They met at the Ministry of Foreign ... to negotiate the ... of an electronic system.
3. We have studied all the technical ... of the system and concluded that they ... our requirements.
4. The system is up to world ... and it is in great ... on the world
5. I must get in ... with my company to ... the prices.
6. I think that our terms of ... and ... time ... you.

Exercise IV

Translate into English.

1. Нам необхідно обговорити питання про закупку цієї електронної системи для нового аеропорту в Києві.
2. Ми вивчили технічні характеристики вашої системи і прийшли до висновку, що вони відповідають нашим вимогам.
3. Наша система відповідає світовим стандартам і користується великим попитом на світовому ринку.
4. Ми хочемо обговорити комерційну сторону нашої угоди.
5. Мені необхідно зв'язатися з моєю фірмою, і я Вам дам відповідь завтра.
6. Переговори між генеральним директором фірми "Укрімпорт" і представником компанії "Ліндон Тулз Лімітид" відбулися в Міністерстві зовнішньої торгівлі.
7. Конкуренти пропонують ціни, які на 15-20% нижчі ваших.
8. Ваші умови і час поставки прийнятні для нас.

Exercise V

Act out dialogues on the basis of the following situations.

1. "Compass" regularly uses modern computers. The chief of this firm would like to place an order with you. So their representatives comes to your office. Discuss the price and terms of delivery and payment.
2. Tell Mr. Smith you have looked through their latest catalogues and quotation closely. The quality of goods meets your requirements, but you cannot agree to their price. Tell him you will place a big order with the company if they give you a discount.

3. You have just visited the Sellers' computer centre and have seen the computers you are going to buy in operation. Tell Mr. Cornwall about your impressions of computers. Discuss with him delivery dates you require the goods for immediate shipment.

Exercise VI

Read the following text. Be ready to answer the questions. Give a short summary of the text.

What is a Manager?

A number of different terms are often used instead of the term "manager", including "director", "administrator" and "president". The term "manager" is used more frequently in profit-marking organizations, while the others are used more widely in government and non-profit organizations such as universities, hospitals and social work agencies.

So, who do we call a "manager"?

In its broad meaning the term "manager" applies to the people who are responsible for making and carrying out decisions within a certain system. A personnel manager directly supervises people in an organization. Financial manager is a person who is responsible for finance. Sales manager is responsible for selling of goods.

Almost everything a manager does involves decision-making. When a problem exists a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard job. There is a lot to be done and relatively little time to do it. In all types of organizations managerial efficiency depends on manager's direct personal relationships, hard work on a variety of activities and preference for active tasks.

The characteristics of management often vary according to natural culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy. Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often dele-

gate authority. This means that employees at lower levels in the company hierarchy can use their initiative, that is make decisions without asking their manager.

Answer the following questions:

1. What is manager's role in an organization?
2. What concrete activities a production manager (financial manager, personnel manager, marketing manager) is responsible for?
3. What is the difference between sales management and marketing management?
4. What means to delegate authority?

Lesson 5 "An Offer"

Text A

(Here is an offer which was received by the Ukrainian Trade Delegation from a large British company.)

*Ukrainian Trade Delegation,
September, 1998
London*

25th

For the attention of Mr. Kravchuk

Dear Sirs,

We thank you for your enquiry of 27th August 1998 concerning the supply of pumps and now we are pleased **to submit** our offer.

With this offer we enclose drawing and **specification** together with our leaflet.

Price: The **total price** of a pump is ... which includes packing and delivery CIF Ukrainian port.

Delivery: Delivery of the pumps will begin three months after the contact is signed and will be completed within a period of four months.

Validity: This offer is **valid** for 90 days from the date of this letter.

Payment: Payment is to be made in cash within 30 days of **receipt** of the following shipment documents: an **invoice**, a **Bill of Lading**, an **Insurance Policy** and a **Packing List**.

We have quoted for the majority of spare parts in accordance with the details in your enquiry. But we cannot guarantee the supply of all items as in some cases our **stocks** of spares are limited.

We recommend you therefore to place an order as soon as possible to obtain the items you require.

I would personally very much like to visit you at the Trade Delegation and discuss our possible future business relations.

Perhaps you will be kind enough **to advise** me on a **suitable** date and time for such a meeting

Yours faithfully,

on behalf of *Blake & Co*

G.E. Fox

Overseas Sales Manager

Text B

DISCUSSING TESTS AND PACKING

(Mr. Kravchuk was favourably impressed by the technical specifications of the pumps which were given by the company. During the first meeting with Mr. Fox they discussed the terms of delivery and a possible quantity discount. When the two businessmen met again the following conversation took place.)

Kravchuk Mr. Fox, I want to clarify the question of inspection and tests first. Since this is going to be present at the tests.

Fox Naturally. We'll send you our Notification of Readiness for the test well in advance.

Kravchuk We'd like to be sent at least 45 days before the date of the test.

Fox Why so early?

Kravchuk You know, in the past we had some troubles when Notifications were delayed and as a result our inspectors couldn't arrive at the plant **in due time**.

Fox I see. In that case the contract will **stipulate** your requirement. But I can guarantee that we won't let you down, Mr. Kravchuk. **On our part**, we expect a **Release Note for Shipment** to be signed immediately after the **tests are carried out** and a **Test Report** is submitted. Otherwise we won't be able to arrange shipment of the good on time.

Kravchuk Our inspectors will do that by all means if the **results** of the tests are **satisfactory**.

Fox Thank you.

Kravchuk There is another matter I'd like to bring to up, Mr. Fox. What kind of packing do you see?

Fox Oh, we pay special attention to this matter. Our goods need sea-proof packing. So genereally some parts are wrapped up in polythene and the whole units are then put into wooden boxes or crates.

Kravchuk I hope this ensures their safe delivery, doesn't it?

Fox Of course it does. We do our best to satisfy our customers and make our product really competitive and attractive for overseas markets.

Kravchuk Thank you, Mr. Fox. I think we've settled all the matters. Will it be possible for us to meet tomorrow morning and sign the contract?

Fox That will be fine.

Words and phrases

to submit – представляти на розгляд

specification – специфікація

total price – повна ціна

total value – повна вартість

valid – чинний, законний

validity – чинність, законність

receipt – отримання

invoice – рахунок-фактура

Insurance Policy – страховий поліс

Packing List – пакувальний лист

stock – запас

to be in stock – є в наявності

to be out of stock – немає в наявності

to advise – повідомляти, радити

suitable – відповідний

on behalf of ... – від імені, від особи

in due time – в зазначений час

to stipulate – обумовлювати, ставити

on ... part – з ... боку

Release Note for Shipment – дозвіл на завантаження

to carry out tests – проводити випробування

satisfactory results – задовільні результати

buyer – покупець

Exercise I

Answer the following questions:

1. What information was there in the documents?
2. Why did the Buyer ask the company to quite for the spare parts?
3. Why did the Mr. Fox want to establish personal contracts with the people of the Ukrainian Trade Delegation?

4. Why will the inspectors be able to sign a Release Note for Shipment only if the results of the tests were satisfactory?
5. What does Black and Co do to make their goods competitive?

Exercise II

Answer as in the model.

Model: Do you need any further information about this company? – Of course we do. We'd like to know more about it.

- a) the technical characteristics of computers;
- b) the performance of the equipment;
- c) the results of the inspection and tests;
- d) the range of the goods this company produces;
- e) the possible applications of the equipment;
- f) the modifications which were made in modern computer systems.

Exercise III

Answer as in the model using the expression "to do one's best".

Model: Is your company interested in advertising the goods in foreign journals?

Yes, we do our best to advertise our goods in foreign journals as often as possible.

- a) to introduce goods into new markets;
- b) to take part in fairs and exhibitions abroad;
- c) to establish new business contracts;
- d) to produce new models of equipment;
- e) to send specialists abroad for training;
- f) to increase sales to European countries.

Exercise IV

Supply the articles or possessive pronouns where necessary.

1. What's ... time?
2. I always find it difficult to do my work, if I try to listen to music at ... same time.
3. It took me ... much time to go through these documents.
4. The inspectors arrived at ... plant on ... time.
5. I don't have ... time to go to the cinema today.
6. ... packing of ... machine was very good and it ensured ... sale delivery.

7. ... payment was made 10 days after ... Bill of Lading was received.

8. ... packing and ... attractive wrapping are very important for sales.

9. ... Bill of Lading generally includes ... information about the goods which are shipped.

Exercise V

Supply prepositions where necessary.

1. ... accordance ... Mr. Ranson's letter his company is going to increase their prices ... 6% ... May.

2. Ukrexport promised to submit ... the American company any samples of cameras they will require.

3. ... the past this firm supplied us ... their chemicals. Now they want us to advise them ...

4. Two inspectors arrived ... New York to be present ... the tests ... the new model ... equipment.

5. The Seller's offer was valid ... a period ... 90 days ... their quotation.

Exercise VI

Supply the correct forms of the verbs.

Ukrimport,

Kyiv,

Ukraine

Dear Sirs,

You just kindly (*to advise*) us that you (*to have*) to buy machines of another company. We (*to be sorry*) that your order (*to place*) with our competitors because our delivery time (*to be*) not suitable to you and you (*to find*) our prices too high. We would like to explain to you that we (*to be*) heavy with orders now and the deliveries as a result (*to extend*). Besides, some modifications (*to make*) in the machines to achieve higher than our competitors' prices.

Nevertheless, we (*to feel*) that if you (*to take into consideration*) the high quality of our machines you (*to agree*) that they (*to price*) reasonably.

We hope that you (*to be able*) to place your future order with us.

Yours faithfully,

C. Deadle

Sales Manager

Exercise VII

Translate into English.

1. Ми раді запропонувати Вам сьогодні нову модель комп'ютера.
2. Згідно з Вашим запитом ми додаємо до листа каталог, у якому є додаткова інформація про наше обладнання.
3. Наша пропозиція буде дійсна упродовж 30 днів, починаючи з дати даного листа.
4. Продавець повідомив, що в магазині є дуже невеликий запас комп'ютерних комплектуючих, і тому він рекомендує нам без затримки розмістити в них замовлення.
5. Будь ласка, повідомте про зручну для Вас дату нашої зустрічі.
6. Оплата повинна бути виконана в 10-денний термін після отримання таких документів: рахунку-фактури, коносаменту та пакувального листа.

Lesson 6 “Applying for a Job”

Text

“Chemical Machinery” is a company based in northern France. It manufactures heavy machinery for the chemical industry, every department in “Chemical Machinery” uses computers, and as the organization grows, the computer systems grow with it. The company now decides that it needs a Divisional Software Engineering Manager. This lesson is about finding the right person for this job.

Peter Field is a **Staff Controller** at “Chemical Machinery”. Together with the **Data Manager** of the company he composes notes of the **job description**. Notice how careful he is saying exactly what the employee will have to do.

Draft Job Description

Divisional Software Engineering Manager (DSEM). The DSEM is responsible to the Data Manager for:

- a) ensuring that all software used by the Company maintained in good operational conditional at all times;
- b) maintaining the strictest security with regard to computer programs;
- c) **liaising with** manufacturers and consultants in keeping software up to date and in overcoming problems or errors in programs;
- d) writing new programs, applications, etc. as required.

In several days the following advertisement appeared in a number of daily newspapers and special journals:

DIVISIONAL SOFTWARE ENGINEERING MANAGER CHEMICAL

MACHINERY is an expanding multination company, active in chemical engineering and marketing its products and services to the petro-chemical industry. Our West European Division, located in France, is urgently seeking an ambitious Software Engineer to build and **take charge of** an enthusiastic **team**.

The successful applicant is likely to be under 35 and to have an outstanding **track record** in the field of software engineering (not necessarily relating to the chemical industry). He or she currently holds a post of responsibility at middle management level and is fluent in French and English. Salary negotiable. Expense allowance, company car, **fringe benefits**.

Apply with **C.V.** and names of two **referees** to:

Dept F, Chemical Machinery SA, Apdo 235, Lille, France,

Before 17 January 1992

Raymond Poussel is a French computer programmer working in Great Britain. He read the “Chemical Machinery” advertisement. He decided to send an **application letter** to Peter Field. He phoned Mr. Field telling him that he wanted to be an applicant for the post and that he would send an application letter and his curriculum vitae. Here is his application letter.

Flat 9, 25 Newcastle
Road Conselt
Co Durham Du4
3Me
England
5 January 1992

Mr. Field
Staff Controller
Chemical Machinery
Apdo 235,
Lille, France

Dear Mr. Field

Application for the post of Divisional Software Engineering Manager

Further to you telephone conversation this morning, I can confirm that I

wish to **apply for this post**. I **enclose** a copy of my c.v.

You will see that I have added the name of one of my referees, Mrs. Helen Andrews. You may contact her at any time. If you require other referees, perhaps you will be so kind as to let me know.

I can come to Lille for interview at almost any time, provided I have at least three days' **notice**.

Yours sincerely

Raymond Roussel

Raymond also sent his c.v. There are many “right” ways to write a c.v. Raymond has made his short and simple. He knows that all business documents must be easy to read and understand. That is why he has divided it into sections and tabulated it: the main headings are on the left of the page, the sub-heading a little further to the right. We can see at once where each section starts and ends.

This is the c.v. that Raymond sent to Peter Field.

CURRICULUM VITAE

(A) PERSONAL INFORMATION

name:	Raymond Roussel
home address:	Rue Moreau-Netalon, 48, Apt 15a Paris, France
present address:	Flat 9, 25 Newcastle Road Consett Co Durham DU4 3ME England
date and place of birth:	14.5.61 in Paris, France
nationality:	French
sex:	male
marital status:	single

(B) EDUCATION

secondary education:	
1976-79	Senior High School in Paris High School Graduation Certificate
further education:	
1979-80	military service
1980-85	University of Lyon:

1985-87	BSc in Computer Studies University of Paris: PhD in System Engineering
(C) <u>EMPLOYMENT</u>	
1987-88	I took a year off and, with some friends, sailed round the world in a 12-metre sailing cruiser
1988-89	Franco-Italian Bank, Milan:
1989-90	Systems Analyst
1990-	Imprimery Ledoux, Paris:
	Control Systems Supervisor
	Topdown Systems, UK: Client Consultant (promoted to Senior Software Development Engineer, June 1991)
current salary :	equivalent to \$48,000 plus car and bonuses
(D) <u>OTHER INFORMATION</u>	
languages:	French (native) English (fluent, spoken/written) Italian (fairly fluent)
(E) <u>REFEREES</u>	
Mrs. Helen Andrews Manager, Industrial Clients Department, Topdown Systems Ltd Unit 37, Medomsley Road Consett County Durham DU 11 SAE, England (name of other referres will be supplied on request)	

Several days later Helen receives a **reference request** from the Staff Controller of Chemical Machinery. This is her reference letter:

TOPDOWN SYSTEM LTD
Unit 17
Medomsley Road
Consett County Durham
DU 11 SAE
England

Mr. P. Field
Staff Controller
Chemical Machinery
Apdo 235,
Lille, France
29 January 1992

CONFIDENTIAL

Dear Mr. Field

Application for post of Divisional Software Engineering Manager:
Dr Raymond Roussel

Thank you for your **enquiry** dated 24 January. Dr Raymond Roussel has worked for this company since October 1990, first as a **Client Consultant**, and since July 1992 as a Senior Software Development Engineer. Although appointed to the Marketing Department, he has been attached to the Industrial Client Department since the date of his promotion.

He is one of four SSDEs in my Department, who report direct to me. I have found him a willing and agreeable colleague and a very competent member of my team. He is dependable and hard working. On three occasions, as Project Leader of important client project, he has shown effective leadership qualities. He **has a natural aptitude for** understanding and solving problems. He is a good communicator, and although he sometimes appears to lack confidence in English, this has not been a serious obstacle in his work. Having studied the **particulars** of the post for which he has applied, I can confidently recommend him.

Yours sincerely

(Mrs.) Helen Andrews
Manager, Industrial Clients Department

“Chemical Machinery” had several applicants for the post of Divisional Software Engineering Manager. All of them were **interviewed** (see

below in the lesson). After the **selection interview** Raymond Roussel was **accepted** for this post while others were **rejected**. The following letter was send to Dr Roussel:

CHEMICAL MACHINERY

21st February 1992

Dear Dr Roussel

On behalf of Chemical Machinery, I am pleased to offer you the post of Divisional Software Engineering Manager, **subject to the conditions** specified in the enclosed contract.

The starting salary will be US \$4750 per month, payable in local currency. There will be a **probationary period** of six months, at which time the position and the salary will be reviewed. Thereafter the salary will be reviewed annually. Reasonable **relocation expenses** will be met. You will **be entitled** to a company car. Further particulars of salary scales, fringe benefits and conditions of employment are enclosed.

If you wish to accept the post, please let me have acceptance **in writing** within seven days.

I look forward to welcoming you to Chemical Machinery in the near future.

Yours sincerely

P. Field

Staff Controller

Having received this letter Dr Roussel sent his letter of acceptance to Mr. Field, Personnel Department Controller, Chemical Machinery. Here is this letter.

Dear Mr. Field

Post of Divisional Software Engineering Manager

I am writing **to confirm** what I told you in the telephone conversation today. I am pleased to accept your company's offer on term outlined in your letter of 21 February 1992. I look forward to joining Chemical Machinery and to contributing to the company's work.

Yours sincerely

Raymond Roussel

Then Dr Roussel **notifies** the company in which he worked before by the following letter:

Miss J. F. Matthews
Personnel Department
Topdown Systems Ltd

Dear Miss Matthews

I am writing to tell you that I have decided to accept an offer of employment with another company. I am therefore giving you my notice **in accordance with the terms of my contract**.

Yours sincerely
Raymond Roussel
Industrial Clients Department
Chemical Machinery

Words and phrases

Staff Controller – *тут* інспектор відділу кадрів

Data Manager – начальник відділу обробки даних

job description – опис посадових обов'язків

Divisional Software Engineering Manager (DSEM) – начальник відділу програмного забезпечення

to take charge of smth – *тут* очолити щось

team – *тут* група, колектив

track record – послужний список

fringe benefits – побічна користь, привілеї

c.v. (curriculum vitae) – анкету заповнено особою, яка влаштовується на роботу

referee – особа, що дає рекомендації

reference – рекомендація

application letter – лист із заявою (при влаштуванні на роботу)

to apply for the post (position) – подавати заяву про прийом на роботу (на вакантну посаду)

to enclose smth – додавати (якийсь документ) до листа

notice – повідомлення

confidence – впевненість

BSc (Bachelor of Science) – бакалавр природничих наук

computer studies – комп'ютерна техніка

PhD (Philosophia Doctor) – доктор філософії

to take a year off – взяти відпустку на один рік

sailing cruiser – *тут* парусна яхта

supervisor – *тут* керівник, начальник відділу

to be promoted to ... – отримувати підвищення на посаді...

salary – заробітна плата

bonuses – преміальні

reference request – запит, дати ко-
мусь рекомендацію

enquiry – запит

Client Consultant – консультант
відділу з обслуговування клієнтів

to have a natural aptitude for smth
– мати природну схильність до чо-
гось

particulars – повні дані, деталі

to interview smb – проводити спів-
бесіду з кимось

selection interview – співбесіда при
відборі кандидатів на посаду

to accept smb – прийняти ко-
гось

to reject smb – відмовити
комусь

probationary period – ви-
пробувальний термін

to confirm – підтверджувати

to notify smb – повідомити
когось

**in accordance with the terms
of the contract** – відповідно
до умов контракту

Exercise I

Answer the following questions:

1. What is a general scheme of applying for a job?
2. Why does “Chemical Machinery” need the post of a Divisional Software Engineering Manager?
3. Who composed the draft job description?
4. Where are advertisements of companies and firms published?
5. What are the requirements for the applicant set by “Chemical Machinery” in accordance with the advertisement?
6. What documents has an applicant to present to apply for a proposed post?
7. How is a curriculum vitae written?
8. What is a track record of an applicant?
9. What are the functions of a referee?
10. Who usually sends a request to a referee to give his (her) reference for an applicant?
11. Who interviews applicants for a post of the company?
12. How are applicants selected?
13. If the company selects one applicant, how do they notify him about it?
14. What are the actions of the applicant selected for the post, after he receives a notification of the company?

Exercise II

Use the clues to help you to complete the sentences. The words are all in text above.

Clues:

1. As the company grows, the computer systems...
2. The Staff Controller together with the Data Manager ... of the job description.
3. Our West European Division is urgently ... an ambitious Software Engineer.
4. The successful applicant is ... to be under 35.
5. He or she currently holds a post at middle management level and is ... in French and English.
6. Raymond Roussel decided to send ... to Mr. Field.
7. Further to our ... this morning, I can confirm that I wish to apply for this
8. I can come for the interview any time, provided I have at least three days
9. He is ... and hard-working.
10. He has a natural ... for understanding and solving problems.
11. He sometimes appears to lack ... in English.
12. Having studied the ... of the post for which he has applied, I can confidently ... him.
13. The starting ... will be \$2750 per month.
14. These will be a ... of six month.
15. Reasonable ... expenses will be month.
16. Further ... of salary scales, fringe benefits and conditions are
17. If you wish to accept the ... please let me have your ... in writing within seven days.

Exercise III

Read and translate the text. Pay attention to some structures and phrases used at the interview.

At an interview

Interviewer: Are there any questions you want to ask us?

Applicant: Yes, I'd like to know more about the people I'll be working with.

I: Well, this is a new post. We are not quite sure which department it will be in – Marketing or Technical.

- A: The thing is, I see my career developing more towards marketing.
- I: Marketing's rather a big jump. After all, as an engineer, you won't be directly involved in product development.
- A: You never know! Anyway, I'm certainly going to be involved in product development.
- I: Well, may be you have a point there. It depends on how you look at it.
- A: Ok, let's say I'm going to be on the marketing side. Perhaps you can tell me who I'll be working with.

Exercise IV

Complete the following ideas with your own words.

1. The organization uses computers and as it grows
2. Notice how carefully the Staff Controller
3. "IP Telecom" is seeking
4. The successful applicant is likely to
5. He or she currently holds
6. Further to our telephone conversation
7. I took a year off and
8. After the selection interview Raymond was
9. The starting salary will be
10. I'm writing to confirm
11. I'm pleased to accept
12. I look forward to joining

Exercise V

You are interviewing a candidate who doesn't appear to have the right qualification for the job. Read these examples:

I speak fluent Ukrainian and Japanese. Yes, but what we need is someone who can speak English.

And I have three years' experience. Yes, but what we need is someone with at least 5 years' experience.

Now you go on in the same way. The notes show what sort of person you need for the job.

You need someone:

- a) who can speak French;
- b) with at least ten years' experience;
- c) over thirty;
- d) with research experience;

- e) with a Magistrate degree;
- f) who can work in a team;
- g) who has worked abroad;
- h) who is willing to travel extensively;
- i) who can create an enthusiastic team;
- j) who can work as a programmer.

Exercise VI

Fill in the following Interview Record for training:

Interview Record		
Name		Age
Address		Tel. № (Home)
		Tel. № (Business)
Present employer		Salary
Address		
Position held		Reason for leaving
General knowledge	Adaptability	Reliability
Technical knowledge	Quality of work	Career out look
Experience	Management potential	Team worker
Attitude to overtime	Initiative	
Remarks		

Exercise VII

Supply the proper article where necessary. Translate the text.

... Data Department had ... staff of ten, out of ... total staff in ... London office of 150. ... company had ... turnover, in 1998, in ... region of US \$20 millions.

I was responsible for ... staff of seven and for ... functioning of all data processing services within ... company and all data communication. In 1998 I also planned and supervised ... installation of ... equipment and software, and organized ... training courses for all employees.

Del Conte is ... small, but successful, firm of ... financial and investment consultants. We have ... clients in ... most European countries, North America and Japan. I'm responsible for maintaining ... firm's data processing system, which is in ... contact throughout ... day and night with ... world's major stock exchange and money markets. I also maintain ... software which processes ... portfolio values, clients' accounts, etc.

Exercise VIII

Use the adverbials “rather” or “quite” in the following sentences:

1. What do you think of the new manager?
2. Oh, I ... like him. He is ... good.
3. Are you sure? Yes, I'm ... sure.
4. Can I have a word with you? Well, I am ... busy at the moment.
5. You have made a mistake. You're ... right. I've made a mistake.
6. Is it all important? Yes, it is ...
7. Did she do it well? Yes, I thought she did ... well.
8. Do you agree with him? No, I don't ... agree with him.
9. Are you ... sure that he is good for this post? Yes, I'm ... sure.
10. Are you surprised that Raymond decided to sail around the world?
11. Do you think your business trip was useful? Yes, actually I think it was ... useful for my career because I tested new navigation equipment.

Exercise IX

Transform the following questions into indirect speech according to the model:

“My name is Raymond Russel”

He asked what my name was.

“What post do you hold in the company now?”

He asked what post I held in the company then.

1. “Can you show me your certificate?”
2. “Have you ever been to France before?”
3. “How long have you been working for Blake and Son company?”
4. “When did you do your military service?”
5. “When were you at the university?”
6. “Are you applying for the post of manager?”
7. “Can you send me your curriculum vitae?”
8. “What other companies have a quick word with you?”
9. “Could I have a quick word with you?”
10. “What is your salary in the firm at present?”
11. “How many people were selected as applicants were for this job?”
12. “How many applicants were rejected?”
13. “What are fringe benefits at your post?”
14. “Have you already confirmed that you accept this post?”

15. "How long was your probationary period at the post of personal secretary?"
16. "What were the terms of the contract?"
17. "Did the boss ask you to notify him in writing?"

Exercise X

Supply the prepositions where necessary.

A letter from an applicant for the secretarial post advertised in a newspaper
(home address)

Blank and Son Personnel Services
PO Box 203
London SW1, 6JN

Dear Sir,

I am interested ... applying for the post of secretary ... your company, which was advertised ... the Daily Telegraph, 4 January 1998.

I am ... present working ... Watson and Sons Ltd in Crawley, where I have been Personal Secretary ... the Head ... the Legal Department ... the past 2 years. This position also includes responsibility ... translating and occasional interpreting ... meeting ... overseas clients.

I enclose my curriculum vitae and will be happy to give you any further information, should you require it.

Yours faithfully,

JOAN BELL

Exercise XI

Translate into English.

1. Фірма випускає комп'ютери для Міністерства збройних сил.
2. Він працює директором відділу продажу в нашій компанії.
3. Фірма розмістила оголошення в кількох газетах.
4. Програміст зі Швейцарії претендує на цю посаду.
5. У цього кандидата на посаду хороший послужний список.
6. Я можу приїхати до вас на співбесіду в будь-який час, якщо ви тільки попередити мене хоча б за 3 дні.
7. Будь-які ділові документи складаються так, щоб їх можна було прочитати і зрозуміти.
8. Всі три кандидати на посаду пройшли співбесіду.

9. Після співбесіди один кандидат був прийнятий, інші два отримали відмову.

10. Після цього начальник відділу кадрів попросив прийнятого кандидата письмово повідомити його про згоду зайняти запропоновану йому посаду.

11. Написавши про свою згоду посісти посаду, кандидат повідомив про це начальника відділу кадрів компанії, в якій він раніше працював.

Exercise XII

Write your own letter of application.

Lesson 7 “Contract”

Text

Contracts and Their Features

Contract is an agreement between the parties involved that creates a binding obligation. In general, contracts may be either oral or written. Certain classes of contracts must be written and signed. These are contracts involving the sale and transfer of real estate, and contracts to guarantee or answer for the miscarriage, debt, or default of another person. A contract forms the basis of a transaction between the Buyers and the Sellers.

Essential clauses of contract

Some of the items are necessary in any contract: legal title of the contracting parties, subject of the contract, quality, price, delivery and payment terms. As a rule a contract contains a number of clauses, such as:

- Subject of the Contract
- Quality and Price of goods
- Terms of Payment
- Delivery
- Inspection and Test
- Guarantee
- Packaging and Marking
- Arbitration
- Transport
- Insurance and other conditions

Subject of the Contract

This section names the product for sale or purchase. It also indicates the unit of measure generally employed in foreign trade for specific commodities. Contracts for bulk cargo contain a stipulation “about” or “plus or minus... per cent”, denoting the permitted quantity tolerance.

Quality and Price of goods

The quality of machines and equipment is to be in conformity with the technical specification of the contract.

The quality of raw materials and foodstuffs is determined, as a rule, by standards, by sample or by description.

The price stated in a contract may be firm, fixed or sliding.

Firm price. Firm prices are not subject to change in the course of the fulfillment of the contract.

Fixed price. It is the price governing in the market on the day of delivery or for a given period.

Sliding prices. These prices are quoted for machinery and equipment which require a long period of delivery.

Arbitration

In case of breach of contract the injured party may go to court to sue for money damages, or for the contract to be rescinded, for injunction, or for specific performance if money damages would not compensate for the breach. Specific performance of a contract is the right by one contracting party to have the other contracting party perform the contract according to the precise terms agreed therein.

Read and translate the dialogue:

DIALOGUE

(Mr. Antonenko, engineer of Ukrexport, is having **talks** in Kyiv with Mr Brake of British Manganese Ltd. The British company is a regular importer of manganese from Ukraine and has often dealt with the Ukrainian trading organizations. Mr. Brake has been **instructed** by his firm to sign another contract for manganese.)

Brake Good afternoon! Nice to see you again, Mr. Antonenko! You are looking well, I must say. How are things with you?

Antonenko Not bad, thank you. And how are you?

Brake Fine, just fine. I always feel well in beautiful weather like this. We're having such a lot of rain in England now. I am happy to be away. Well, I suppose we had better get down to business.

Antonenko Yes, certainly. You have come to sign another contract, haven't you?

Brake That's right. For next year, actually.

Antonenko Are you happy with our usual terms of delivery and payment?

Brake Yes, quite. As a matter of fact, I've come here to talk about the price. I'd like to say that the **volume** of business on steel production in our country has **dropped** considerably. This **affected**

the prices of a number of materials. In this situation it's quite natural we expect you to revise your prices for manganese.

Antonenko I'm afraid this is not a **sufficient reason** for us to lower the price.

Brake But may I **draw your attention** to the fact that we wish to increase the purchases by a few thousands tons if you could offer us reduction in the price.

Antonenko I'm sorry to say, Mr Brake, but we could not be able to make extra supplies available to you. We are planning to develop more industrial and housing projects. Besides, we're already tied up to contracts with other partners. Taking these factors into account, we could offer you the same amount as last year.

Brake Mr Antonenko, we've been in business with you for a long time. Also we're **doubled** our purchases over the past two years. Therefore we would be grateful to you if, **in view of** all this, you could **reduce** the price.

Antonenko All right. I think we could reduce it by 2%. But only on condition that the price is **subject to** further **negotiations** for the second half of the year.

Brake That's fine. I suppose that's the best we can do today.

Words and phases

essential clauses – суттєві умови контракту

strike a deal – укласти угоду

legal title – юридичне найменування

contracting parties – сторони, що домовляються

unit of measure – одиниця вимірювання

commodity (goods) – товар

tolerance – припустиме відхилення

stipulation – умова

bulk cargo – насипний або наливний вантаж

in conformity with – відповідно до

by sample – за зразком

quote a price – визначити ціну

firm prices – тверді ціни

fixed prices – фіксовані ціни

sliding prices – несталі ціни

talks – переговори

to instruct – інструктувати

volume – обсяг

to drop – падати, скорочуватися

to affect – спричиняти вплив, впливати

sufficient reason – достатня причина

to draw smb's attention – привертати чийось увагу

to double – подвоювати

in view of – з якоїсь причини

to reduce – скорочувати

subject to – належний

negotiations – переговори

Exercise I

Answer the following questions:

1. Why are standard contracts widely used?
2. What are the essential items of a contract?
3. What information is contained in different sections of a contract?
4. How is quality determined in the contract?
5. What sort of prices may be indicated in a contract?

Exercise II

Read the dialogue and say what you have learned about:

- a) the business relations between Ukrexport and British Manganese Ltd;
- b) the main plans discussed by the representatives of both Parties;
- c) the reason why the Buyer asked for a reduction in the prices;
- d) the economic plans of our country for the future;
- e) the factors which allowed Antonenko to reduce the price.

Exercise III

Think and answer:

1. Why did the Sellers have an option to ship 5% more of the stated quantity of manganese?
2. In what case were the Buyers supposed to extend the Letter of Credit?
3. Why did the contract state the right of Parties to renegotiate the price?

Exercise IV

Supply the correct tense-forms of the verbs.

1. You will be able to see the equipment if you *(to come)* to our premises.
2. I'm looking forward to our meeting and if you *(to have)* any questions, please do not hesitate to contact us.
3. If you *(to approve)* our new model, we will make a contract.
4. Please let us know if you *(to be)* able to make a draft contract next week.
5. We are not sure if the repairs *(to complete)* in two weeks.
6. They will send the Contract for signature if all the matters *(to analyze)* during the negotiations.
7. We don't know if the results of the talks which are to end next Monday *(to be)* encouraging.

Exercise V

Choose and use interesting, interested

1. They were ... in the latest models of computers designed by our specialist.
2. The current delivers of equipment exported throughout the world was ... to the Buyers.
3. We are pleased indeed that you are ... in our suggestion of representation in this country.
4. All the pictures on display were very ... and we were ... in buying some of them.
5. They were ... in our offer and the most ... point for them is a possible reduction in price.
6. The information received by yesterday's mail is extremely ... and may be important for our future contracts.
7. They were not ... in extending the guarantee period as it will increase their expenses.

Exercise VI

Fill in prepositions where necessary.

1. According ... the contract payment is to be made ... a Letter ... Credit opened ... full value ... the goods.
2. The Buyers made presentation ... the following documents.
3. The Sellers informed us that goods were ready ... shipment.
4. The Seller has the right to extend the period ... validity ... Letter of Credit.
5. ... the event devaluation .. US dollar both Parties have the right to renegotiate the price ... goods.
6. The payment ... the goods is to be made ... US dollars ... full value ... the goods ... presentation ... the Bank ... Foreign Trade ... Ukraine, Kyiv, ... the shipping documents.

Exercise VIII

Translate into English, using Passive Voice:

1. Ці питання зазвичай обговорюють після роботи.
2. Мене попросили допомогти йому закінчити цю роботу сьогодні, тому я повинен був залишитися на фірмі після роботи.
3. Вам показати обладнання, яке ви хотіли придбати?
4. Цей журнал потрібно негайно знайти.
5. Ким і коли була написана ця стаття?

6. Лекції цього викладача завжди слухають із цікавістю.
7. Його запитали, коли будуть відправлені ділові листи.
8. Після лекції було поставлено безліч запитань.
9. Я вважаю, що цю книгу будуть обговорювати.
10. На даний метод дослідження часто посилаються.
11. На цю інформацію можна посилатися.
12. Ця книжка викликала багато суперечок.
13. Усі викладені факти варто перевірити.
14. Про ці дані багато сперечалися кілька років тому назад.

Lesson 8 “Product Development and Planning”

Text

Product Development and Planning

The number of new products coming into the market of western countries every year is overwhelming. A lot of these products are not new, but **adaptations**. It means that these products are not new, they are existing items to which a **modification** has been made. Only few products are really original or **innovations**. For instance, a clock-television is an adaptation, but TV-set itself, the refrigerator – each was an innovation. A great number of innovations and adaptations are designed, produced and marketed by small businesses. Very often a new product is formed on the basis of new business. Sometimes there is a **patent** to make the business more successful. But it happens very often that market research hasn't been done carefully.

Even in case **larger scale producers** do more research and testing there is no sure success. A **promising** new **product** may be also robbed of success by **unreasonable prices**, **inadequate** promotion and poor selling methods. Generally, less than fifth of all new products turn out to be profitable.

Words and phases

product development – розвиток виробництва

adaptation – будь-що перероблене, пристосоване

modification – модифікація, видозміна

innovation – нововведення, новина

patent – патент

larger scale producer – крупний виробник

promising product – перспективний продукт, товар

unreasonable price – завищена ціна

inadequate – недостатній, не відповідний вимогам

Exercise I

Answer the following questions:

1. How can you explain the term “adaptation”?
2. What is an innovation?
3. Give your own examples of innovations and adaptation.
4. Why is it so important to obtain a patent?
5. Why does the failure of a new product take place?

Exercise II

Choose the necessary word and fill in the blanks with words (adaptation, innovation, patent, inadequate, failure, success, unreasonable):

1. This product isn't original, it is an ...
2. ... office receives applications from many young inventors.
3. Though market research tries to predict the trends, there is no sure ...
4. If the price is ..., the product won't be sold out.
5. A clock-television is an adaptation but the television itself is an ...
6. If a sure ... is stopped, money and time can be saved.
7. They failed because of ... promotion campaign.

Exercise III

Change sentences according to the model.

Model: We must fulfill complete testing. — Complete sentence must be fulfilled.

1. They must expand the line.
2. You could apply for a patent.
3. They should work out the details.
4. We must develop a new trend in modern computer technologies.
5. You should start market research.
6. We should design a line of new TV sets.

Exercise IV

Make the sentences negative.

Model: I will have the drawings prepared very soon. — I won't have the drawings prepared very soon.

1. It will take much time to catch on.
2. We are sure this thing will be the biggest selling point.

3. They will run a good advertising company.
4. They will make a new modification of a digital computer.
5. This price will be inadequate.

Exercise V

Put 5 questions of different types to each sentence.

1. Their products will be available in every shop.
2. The company will start their promotion campaign very soon.
3. Our bank will make a loan to this corporation.
4. They will need a lawyer to form their business.
5. I will be consulting my partner at that time.

Exercise VI

Choose and use many, much.

1. There is ... furniture in my sitting-room but there aren't ... things in my bedroom.
2. There are always ... dishes on the menu at the Dnipro restaurant.
3. We have received ... information on the model AB from the sellers lately.
4. We sell ... equipment to different countries of the world. ... foreign companies are interested in buying our machines.

Exercise VII

Fill in the prepositions or adverbs where necessary.

1. Which platform does the train start ...?
2. Which platform is the train to arrive ...?
3. The train is due to arrive ... 20 minutes.
4. The train is due to arrive ... Manchester ... 4.20.
5. This train stops ... every small station.
6. You can go ... London ... an express.
7. There is no sleeping accommodation ... this train.
8. Don't get ... the train, it stops ... this station ... three minutes.

Exercise VIII

Fill in the articles where necessary.

... process of ... studies is based on ... independent work. Each student is provided with ... curriculums and training methodical plans, schedules of ... independent work and ... qualification characteristics where ... designation of specialist is defined in detail. ... methods of remote training

adopted at our University, following ... example of our colleges, substantially differ from ... traditional methods of ... education. ... given methods are also convenient because one should not come to ... Academy by all means to attend ... training meetings and session.

Exercise IX

Translate into English

1. Цей продукт – модифікація старого.
2. Вам необхідно отримати патент на виробництво даного товару.
3. Дрібні виробники випускають багато товарів.
4. Потрібно ще 5 років на те, щоб ваш продукт завоював визнання.
5. Необхідно ретельне дослідження ринку, щоб гарантувати успіх.
6. Потрібно завершити всі дослідження перед тим, як ми почнемо продавати наш продукт.
7. Необхідно розширити лінію випуску цієї продукції.
8. Пристрій з таймером, що відключається – саме те, що може зацікавити споживача.

Exercise X

Speak about product development of your business. Ask your colleagues how they would plan product development.

Lesson 9 “Marketing Management”

Text

Marketing Management

Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial level, is characterized in terms of these general functions.

Management is a variety of specific activities. Marketing management refers to a broad concept covering organization of production and sales of products, which is based on consumer requirements research. All companies try to look beyond their present situation and develop a long-term strategy to meet changing conditions in their industry. Marketing management, therefore, consists of evaluating market opportunities, selecting markets, developing market strategies, planning marketing tactics and controlling marketing results.

Strategic planning includes defining the company's long-term objectives as well as specific objectives, such as sales volume, market share, profitability and innovation, and deciding on financial, material and other resources necessary to achieve those objectives.

In problems of market selection and product planning one of the key concepts is that of the **Product Life Cycle**. That products pass through various stages between life and death (introduction – growth – maturity – decline) is hard to deny. Equally accepted is the understanding that a company should have a mix of products with representation in each of these stages. Companies can make far more effective marketing decisions if they take time to find out where each of their products stands in its life cycle.

However, the concept of the product life cycle seems frequently forgotten in marketing planning, which leads to wrong decision-making. This may well be seen in the following story.

A supplier of some light industry equipment felt that the decline in the sales of his major product was due to the fact that it was not receiving the sales support it deserved. In order to give extra sales support to this problem case, a special advertising campaign was run. This required cutting into marketing budgets of several promising products that were still in their “young” growth phase. In fact, the major product has long since passed the zenith of its potential sales, and no amount of additional sales support could have extended its growth. This became quite clear in the end-of-year sales results which showed no improvement. The promising products, however, went into gradual sales decline. In short, management has failed to consider each product's position in its life cycle.

Exercise I

Answer the following questions:

1. What is strategic planning?
2. What is marketing management?
3. Why is the Product Life Cycle considered to be one of the key concepts in marketing?

Exercise II

Read the following text and give summaries to this text.

Advertising

Advertising is one of the largest industries. In 1986, for example, American business spent over \$100 billion to advertise its products. Since

consumers are the principal targets of these sales campaigns, we ought to know something about the services advertisers perform, as well as some of the techniques they use.

The Benefits of Advertising

Advertising benefits consumers and the economy in a number of ways:

- It provides us with information about prices, recent improvements in certain goods and services, and the availability of new ones.
- Advertising often results in lower prices. Large-scale production can reduce costs. By creating mass markets, advertising enables producers to reduce the costs of their products and pass those savings on to the consuming public.
- Advertising stimulates competition, and competition benefits for all. Advertising by one firm puts pressure on others within the industry to do at least as well as to attract the consumer's money.
- Advertising pays most of the cost of magazines and newspapers, and all of the cost of commercial radio and TV.
- Advertising helps the economy as a whole by stimulating consumer demand. Consumer spending has a direct effect on the health of the economy. Advertising helps to keep that spending at healthy levels.
- Not everyone agrees that advertising benefits the economy. Critics list the following points of its *disadvantages*:
 - The information contained in advertising does not inform and often misleads the consumer.
 - Because it costs money to advertise, this cost adds to the price consumers pay.
 - Consumers are tempted to spend money for products they do not really need.
 - Radio and TV are not really free because the cost of advertising on them is also passed on to the consumer.

Advertising Strategies

Three strategies that have been especially popular with advertisers can be classified as ***slogans***, ***rational appeals***, and ***emotional appeals***.

Slogans. Advertisers often use slogans that sound great but mean little or nothing. Yet, advertisers seem to feel that such slogans, when repeated often enough, do increase sales.

Rational Appeals. Rational appeals rely upon logic or reason to convince the consumer to buy a product.

“Our Cookies Contain 25% Fewer Calories Than the Next Leading Brand.” This is an example of an advertisement that appeals to reason. Ads for health foods, pain relievers and home remedies tend to use this technique.

Emotional Appeals. Emotional appeals rely upon the use of psychology. The following is a sampling of such strategies:

– **Testimonials.** These are the advertisements in which famous people claim they use and enjoy a particular product. Ads for sports equipment frequently rely on this strategy.

– **The Bandwagon.** The bandwagon appeal implies that *everybody* is using a particular product, and that if you don’t, you will be left out. The term derives from the practice, during nineteenth-century circus or political parades, of jumping on or following behind the wagon carrying the band. Soft drink and automobile ads use this appeal.

– **Popularity.** Some advertisements suggest that simply by using the advertised products you will be popular or find romance. Toothpaste ads showing moments of romance between handsome young men and women are typical of these kinds of campaigns.

Every day you as a consumer are the object of the marketing efforts of American and foreign companies. The advertising on television and radio and in the newspaper that come to your house are just some of the ways that sales promotions reach you. Can you think of other ways? Most of these marketing strategies represent honest efforts to convince you to buy a product or service. Nevertheless, you are responsible for evaluating advertising directed at you, separating fact from emotion, and deciding whether or not to buy the product.

Exercise III

Fill in the blanks with prepositions:

1. Payments ... the rate ... 15 percent ... the value ... the delivered equipment are to be effected ... dollars ... 30 days ... the date ... receipt ... the following documents ... collection.

2. 10% ... the value ... the delivered equipment are to be paid ... expiration ... the guarantee period quantitative and qualitative indices stipulated ... the Contract.

3. All amendments and addenda ... the present contract are valid only when signed ... both Parties.

4. A duplicate ... the railway bill issued ... the name ... the Chief ... the destination railway station.

5. The Buyers have the right to deduct while effecting payment ... collection statements ... the amounts provided for ... the Contract.

6. In the other respects “Standard Conditions of Sale” written ... the appendix ... this. Contract are binding ... both parties.

Exercise IV

Find English equivalents for the Ukrainian ones:

1. Відповідно до статті 9.	1. For further transportation by means of railway.
2. Технічна документація, передбачена у ч. 10.	2. Provided there are no grounded claims.
3. Після закінчення гарантійного терміну.	3. Payments at the rate of.
4. Оплата проводиться тільки за укомплектовану поставку.	4. Payments are to be effected.
5. Право на утримання при оплаті інкасо.	5. Complete set of “clean-on-board” Bills of Lading issued destination port...
6. Таким чином.	6. Contract number and Trans number are to be indicated.
7. Витрати Банку держави Продавця за рахунок Продавця.	7. Within 30 days of the date of receipt.
8. Вказана обмовка.	8. The afore-said reservation.
9. За відсутністю обґрунтованих претензій.	9. In accordance with Clause 9.
10. Здійснювати платіж.	10. Sellers’ letter of guarantee certifying good quality and delivery.
11. Термін 30 днів із дати отримання.	11. All expenses of the Bank of the Sellers’ country to be born by the Sellers.
12. З обов’язковою вказівкою номера контракту і трансу.	12. The technical documentation provided for in Clause 10.
13. Для подальшого транспортування засобами залізничної дороги.	13. Payment is to be effected only for complete delivery.
14. Гарантійний лист продавця про якість і комплектність.	14. Upon expiration of the guarantee period.
15. Повний комплект “чистих бортових” коносаментів, виписаних призначенням порту.	15. The right to deduct while effecting payment for collection.
	16. As follows.

Exercise V

Find words from the second column. Fill in missing words.

look
have
get
with
run
joint
make
accept

venture
a company
forward
mistakes
something clear
a quick word
reference to
in touch

- a) ... your letter we agreed to give you a discount.
- b) May I ... with Mr. Harrison?
- c) I would like to ... about our Draft Contract.
- d) Our partners and I decided to establish a ...
- e) We ... to your prompt reply.
- f) I don't like the way they.
- g) He wishes to ... with our guests as soon as possible.
- h) He is so quick-tempered, he cannot ...

Exercise VI

Fill in the words "company" and "campaign".

- 1. This ... was established 2 years ago.
- 2. He has been a long time with this ... and contributed a lot in ... for diversification of goods.
- 3. It's very important to conduct political ... honestly.
- 4. This public ... is devoted to him.
- 5. Our ... is almost always successful in business.

Exercise VII

Fill in the necessary words in the sentences (assortment, customer, wholesaler, retailer, discount, channels, and guarantee).

- 1. ... is the most expensive link in a chain between a producer and a consumer.
- 2. I can't ... you good quality of service.
- 3. ... is an important link between a producer and a customer.
- 4. Usually a wholesaler has a large ... of items.
- 5. A wholesaler doesn't deal with a ..., he deals with a retailer.

6. The department store gives a 20% ... of on all Chinese shoes.
7. There are different ... of distribution helping to bring good to the market.

Exercise VIII

Fill in necessary prepositions in the sentences.

1. The advantage ... direct marketing is that it enables as to cut out the middle man.
2. TV shares dropped ... 10% this afternoon.
3. The telephone lines can be so busy that people have to wait ... an hour to get through.
4. The government has spent less ... defence last year.
5. What effect could these new EC directive have ... the company?

Exercise IX

Translate into English.

1. Споживачі хочуть купувати кращий товар за найнижчою ціною.
2. Попит на товар дуже чутливий до зміни ціни.
3. Рекламна діяльність направлена на просування товарів і послуг до споживачів.
4. Люди зазвичай реагують на рекламу.
5. Товари цієї відомої фірми користуються великим попитом на світовому ринку.
6. Всі товари і послуги мають свою ціну.
7. Вивчення ринку дозволяє передбачувати загальний напрямок попиту на той чи інший товар.
8. Ця відома фірма щорічно представляє свій товар на Лейпцігському ярмарку.

Exercise X

Write an advertising letter. You propose goods of your firm with price-lists and catalogues.

Lesson 10 “The Functions of an Executive”

Text

Dialogue

(Anna is having lunch with her sister Barbara. Anna has just accepted a position as an Administrative Assistant. Her boss is an **executive** with a

firm that manufactures heavy machinery used in construction.)

Barbara You've got a new job, Anna. My congratulations!

Anna Thanks, Barbara.

Barbara Tell me a few words about your boss. What does he do?

Anna Well, he is one of the **vice-presidents** of the company, so he's rather important. He is an executive.

Barbara Do you know the difference between an executive, a **manager** and an **administrator**?

Anna I am afraid I can hardly tell you the difference, I think these words are interchangeable and they really aren't difference in many companies.

Barbara What about your company?

Anna In our company the top officers are called administrators. The next highest group – the vice-presidents, the **heads of major departments** and branch plant managers – are executive like my boss.

Barbara It that all?

Anna The group below consists of managers, they are general managers and **foremen**.

Barbara So I see that an organization has a number of **positions** and some people have more authority than others.

Anna You are right.

Barbara But it would be interesting to know more about the functions of an executive like your boss.

Anna I'd say he makes a lot of important decisions. He **sets objectives**, coordinates work, **delegates authority**, makes hiring, firing, evaluating and just general leading.

Barbara It seems to be important.

Anna It is important. It's evident that making careful decisions is the basis of good management.

Barbara But do you **work under** much **pressure**?

Anna Barbara, you know I am quite used to working under pressure from my last job. I am also accustomed to lots of paper work and **red tape**.

Barbara Good for you.

Anna And what's more important I feel that I can learn a lot because my boss **is** very **competent**.

Barbara Good, I think we'd be in a hurry not to get for the work.

Words and phrases

executive – керівник, адміністратор
vice-president – віце-президент
manager – керівник, адміністратор
administrator – керівник, адміністратор
head of department – керівник відділу
foreman (*pl. foremen*) – майстер, керівник
position – посада

to set objective – ставити за мету
to delegate authority – розподілити обов'язки
to work under pressure – працювати примусово
red tape – бюрократична, канцелярська робота
to be competent – бути компетентним

Exercise I

Answer the following questions:

1. What working position is the best for you?
2. Are you accustomed to working under pressure?
3. Are you accustomed to a red tape job?
4. Do you want to be an executive or an administrator of a big company? What should you do for it?
5. What qualities do you need to be an executive of a company?
6. What does it mean to be a competent manager?

Exercise II

Transform the sentences according to the model.

Model: I'm accustomed to setting objectives. – I'm used to settings objectives.

1. We are accustomed to having unlimited liability.
2. He is accustomed to delegate authority.
3. She is accustomed to working as a head of the department.
4. You are accustomed to working under pressure.
5. The executive is accustomed to making decisions.

Exercise III

Choose the necessary modal verbs (should, ought to, must, need, have to, be to) and fill in the blanks.

1. We ... to set objectives this month.
2. A manager ... to make careful decisions.
3. An executive ... be very competent.

4. A vice president ... to decide on hiring, firing, vacation, working hours.
5. The board of directors ... to plan objectives and changes.
6. They ... have a meeting with the head of the department.

Exercise IV

Your executive is a very tough man. What should his staff do to please him?

For ideas:

- to be creative – творчо підходити до справи
- to be well-organized – бути добре організованим
- to keep fit – тримати себе у формі
- to be punctual – бути пунктуальним
- to be enthusiastic – бути ентузіастом
- to obey the rules – підкорятися правилам

Exercise V

Supply the correct tense-forms of the verbs.

To be engaged in such activities (*to be*) necessary to have an organization sufficiently independent of state structures, free to carry out its plans that (*to unite*) qualified specialists on the work with personnel. The prototype of such an organization (*to be*) the cooperative “The Kyiv Inculcation Centre “Personnel” which (*to be*) created in 1989.

At that time the organization (*to establish*) its branches in Ukraine, Byelorussia and Russia which (*to train*) more than one thousand staff workers early.

The work of the People’s University (*to make*) possible to extend the research conducted, master the system of training, improve and perfect a scientific and methodical provision of the process of studies.

Exercise VI

Supply the articles where necessary.

- ... principal trends of our activities are:
 - training, retraining, enhanced skill and establishing ... system of ... continuous education of ... managers and specialists in ... field of ... personnel management as ... whole;
 - establishing ... criteria and methods of ... personnel selection and qualification of ... personnel and ... social development work;

- providing ... personnel activities with ... effective personnel technologies, developing and putting into ... practice ... modern forms and methods of ... personnel management;
- studying and sharing ... world experience of ... personnel management, consulting in ... field of ... personnel management.

Exercise VII

Put the verbs in brackets into the proper present tense (Present Simple, Present Continuous or Present Perfect).

1. Don't disturb me, please. I *(to work)* with the annual report.
2. This firm often *(to advertise)* indifferent newspapers and magazines.
3. The vice-president usually *(to set)* objectives for the staff.
4. We advertised in a special section of the newspaper but we *(not to receive)* the resumes yet.
5. We *(to evaluate)* already the candidates through the interview.
6. He *(to send)* just his resume and the letter.
7. We *(to look for)* a specialist suitable for the position at the present moment.
8. They *(to fire)* the manager. He wasn't suitable for the position.
9. You have to wait a little. The manager *(to consult)* with the executive.

Exercise VIII

Choose the necessary word and put it in the sentence (to advertise, resume, employee, applicant, personnel office, qualification, agency, personal).

1. If you need applications for this position, ... in a special section of the local newspaper.
2. We are going to interview three ... on the position.
3. All the information about the staff of the firm can be found in ...
4. She has a good ... for the position: a college degree, good work experience.
5. He wants to find a new secretary, so I'll call an employment.
6. Don't ask him ... questions, it will be impolite.
7. If you are an applicant for the position, you have to write your ...
8. Personnel office will help you to find a new ...

Exercise IX

Translate sentences into English

1. Керівник компанії повинен бути компетентним.
2. Керівник цієї групи – дуже здібний і компетентний спеціаліст.
3. Нам потрібно розмістити оголошення в газеті.
4. Всі кандидати на посаду повинні відправити резюме.
5. Зверніться в кадрове агентство.
6. Його посада в компанії дуже важлива.
7. Наймачу варто звернутися в консультаційну фірму.

Lesson 11 “At the Company”

Text

At the Company

Let me tell you about our company. As you know, we produce process equipment. Our firm consists of 6 departments: Production, Sales, Export, Financial, Personnel, Research and Development. The last one is the newest at the company. It was created five years ago.

Our management are the Meeting of Shareholders and the Board of Directors. Earlier the President of the Company was one of senior partners but now it is Mr. Rogers. Currently we employ about 1,600 people. Our turnover is more than \$300 million.

We export our equipment to 10 countries all over the world. Besides, we have two daughter companies in Holland and Germany with headquarters in these countries. Each company trades its own name. But we are looking for new partners in Eastern Europe as well. We would like to expand our activity. That's why Mr. Cartwright went to Donetsk to establish personal contacts with another big company. Before we knew it only by correspondence. All their business proposals have been thoroughly investigated by our specialists. We'll make Draft Contract next week and finally conclude the Contract with this firm after discussing with the Board of Directors. And after all you'll have enough time for visiting our workshops and going sightseeing.

Words and expressions

department – відділ, відділення, цех, магазин, департамент
sales department – торговий відділ

turnover – оборот
turnover of capital – оборот капіталу

daughter company – дочірня фірма
Meeting of shareholders (Stockholders) – збори акціонерів
Board of Directors – рада директорів

Draft Contract – проект контракту
staffing – підбір і розподіл кадрів

Exercise I

Answer the following questions:

1. How long does the company exist?
2. What are the departments?
3. Who leads all the work of the company?
4. How many people are employed at the firm?
5. What countries do they export their equipment to?
6. Are they going to expand their activity or not?
7. When will the Contract with another firm be signed?

Exercise II

Write your own sample of offer.

Exercise III

Render the following text into English.

Корпорація

Створення корпорації – це найбільш складний та дорогий шлях організації бізнесу. Корпорації випускають акції, які визначають форму розподілу власності. У закритих корпораціях лише деякі люди володіють акціями і торгують ними безпосередньо, а у відкритих – акції продають будь-якій людині, яка бажає їх купити через брокерів. Перш за все повинна бути проведена підписка на акції та підготовлені всі необхідні для реєстрації документи. Далі необхідно отримати дозвіл влади на створення корпорації з зазначенням прав і обмежень на її діяльність. Власниками корпорації часто є не ті люди, які нею керують (власниками корпорації є акціонери).

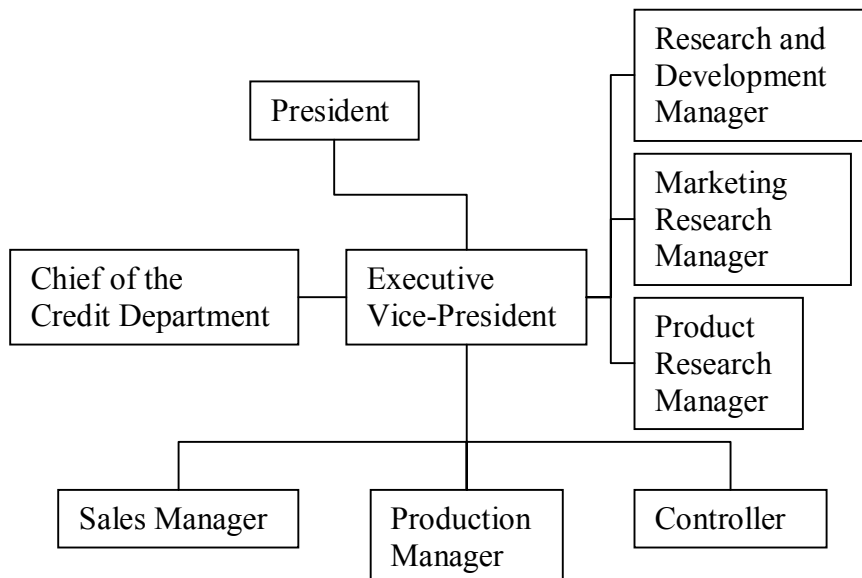
Ціни на акції ростуть чи падають в залежності від того, наскільки добре працює фірма і наскільки вона подобається суспільству.

Але якщо діяльність фірми знаходиться під прискіпливою увагою влади, то ціни на її акції, очевидно, впадуть задовго до того, як справа дійде до суду. Суспільна думка про компанію може вплинути на ціни майже з такою ж силою як і її робота.

Рада директорів збирається кілька разів на рік для прийняття рішень. Щоденні ж рішення приймають менеджери всередині корпорації. Директорів корпорації вибирають акціонери. Президента і/або виконавчого директора (chief executive officer) можна порівняти з відповідальним тренером футбольної команди. Він управляє фірмою і надихає своїх працівників на досягнення певної мети. Президент бере на себе загальну відповідальність за роботу фірми і повинен відповідати перед радою директорів і акціонерами, якщо справи йдуть не так, як цього б їм хотілося.

Exercise IV

You are the chief of the firm. Speak about your firm. Look at the scheme of its work.



Answer the following questions:

1. How many departments are there at the company?
2. How many managers work at the company?
3. What is in your opinion the most important department?
4. What is important in the work of every manager?
5. What qualities should manager have?

Exercise V

Put questions of different types to the underlined parts of a sentence.

1. Whenever we go to that office they welcome us very warmly.
2. Your business proposal is very interesting for us.
3. The manager calls to his partners every day.
4. This famous company sells its goods all over the world.

5. Managers discuss their business matters with clients often.

Exercise VI

Fill in the blanks with suitable verbs (analyse, require, block, sound, depend, speak, look, specialize, pay, take, prefer) in the appropriate form.

1. We ... to boost our sales in the Western countries.
2. The switchboard ... outside calls from this extension.
3. Our company ... in acquiring computers in Japan.
4. I cannot give you a definite date: it ... on my boss.
5. We ... our agents 10% commission on net sales.
6. I ... the statistics, so I can't give you a decision yet.
7. He ... rudely to me whenever I call him.
8. They ... a 10% deposit for order like these.
9. My friend ... to be self-employed.
10. She ... strange on the phone, despite in reality she is very nice.
11. We know it ... like our previous model, but we have updated it.

Lesson 12 "At the Exhibition"

Text

At the Exhibition

Ihor Nikolayev is at the exhibition which is being held in New York. The stand of one of the American companies has attracted his attention. At the present moment he is talking to Mr. Rolster, the Sales Manager of the company.

—Good afternoon, Mr. Rolster. I'm a Commercial Director of one of the famous Ukrainian companies. Here is my card.

—Good afternoon, Mr. Nikolayev. Have you seen our advertising materials?

—Yes, of course. Your Stand-Attendant gave them to me.

—Does our new process equipment interest you?

—Yes. We are looking for new equipment for our firm in Kiev. We need to decide what equipment to buy.

—I consider our new equipment isn't a bad choice, Mr. Nikolayev. It corresponds to the highest technical level and the highest standards existing in the world.

—But your company hasn't been well-known until recent times.

—You're right. We have been often considered as a second-tier player behind some well-known companies like Continental Equipment and MGM Instruments. Our company was viewed as a company good only for

some things. Time changed. Now we are respected to be a company as capable as Continental Equipment in our field.

–I was deeply impressed by the performance of your equipment. I've seen a lot of similar systems at the exhibition ... but your equipment outperforms them.

–I think, we've worked hard and achieved some success, Mr. Nikolayev.

–How long is the guarantee period for your equipment, Mr. Rolster?

–2 years from the starting of the equipment. The duration of the guarantee of our equipment is not uncommon.

–How long will it take you to deliver to Kyiv two sets of this equipment?

–Of standard design?

–Yes.

–Two – three weeks from the date of payment.

–And to put it into operation?

–Three – five days depending on its model.

–Is it possible to arrange our specialists' training in your training centres?

–What kind of training, Mr. Nikolayev?

–To teach them to operate the equipment properly.

–There's no need to send your specialists to our training centres. The equipment is fully computerized. It's easy to for even inexperienced personnel to operate it.

–Fine. We are also very interested in maintenance.

–We provide our equipment with technical support for all its service life.

–And could you tell me if it's possible to adapt your equipment to specific condition?

–I think you'd better discuss it with our Consultant Mr. Burntler. At the moment he's over there, near the next stand of our company. He'll reply to all your questions concerning the design of our equipment.

–Thank you, Mr. Rolster.

World and phrases:

exhibition – виставка, показ

fair – виставка, ярмарок

world fair – світова виставка

process equipment – технологічне обладнання

to correspond to smth. – відповідати чомусь

Syn. *to be consistent with smth., to be in line with smth., to be in accordance with smth.*

performance – технічні характеристики, експлуатаційні якості

uncommon – незвичний, рідкісний

training – підготовка, навчання, освіта, тренінг

maintenance – технічне обслуговування, підтримка, засоби існування

service life – термін служби

Syn. life-in-service, useful life

until recent times – до останнього часу

to outperform – переважати (за ефективністю, технічними характеристиками)

properly – відповідним чином, як слід

Exercise I

Translate the following text. Answer the questions.

For most people, CONDEX (the big technology show held in Las Vegas) has become so huge that it is the most unmanageable show you can imagine. CeBit is three times larger than that. It's almost unfathomable.

In CeBit you can get an instant snapshot of the industry both from a business and a technological perspective. That's why top executives and IT managers at nearly every major corporation doing business in Europe can be found in Hanover this week.

1. What is this text about?
2. What two fairs are mentioned in this text?
3. Have you ever heard about these fairs?
4. Has your company ever participated in these fairs?
5. What does the abbreviation "IT" mean?
6. What cities are these fairs held in?
7. Which fair is larger?

Exercise II

You company participates in the exhibition. One of the representatives of the leading American company comes to the stand with your production. He gets interested in it. Speak with him about your company and goods.

Exercise III

Render the following text into English.

Компанії з обмеженою відповідальністю і спільні підприємства

Найбільш поширеним типом компаній у Великобританії є зареєстровані компанії (**registered companies**), тобто зареєстровані відповідно до закону про компанії.

Зареєстрована компанія є юридичною особою і може бути або відкритою компанією з обмеженою відповідальністю (**Public Limited Company**), або приватною компанією (**Private Company**). Згідно з англійським законодавством **Public Limited Company** – це компанія з уставним фондом не менше 50 тис. фунтів-стерлінгів, що має право вільно пропонувати свої акції та інші цінні папери населенню та зобов'язана публікувати необхідний обсяг інформації про свою діяльність відповідно до Закону про Компанії 1980 р. Після назви такої компанії ставляться букви PLC. У нашому законодавстві терміну Public Limited Company відповідає термін Відкрите Акціонерне Товариство.

Private Limited Company – це приватна компанія з обмеженою відповідальністю, яка згідно з англійським законодавством може включати до 50 акціонерів. Її акції не можуть бути запропоновані і продані населенню. Для таких компаній не встановлений мінімальний розмір акціонерного капіталу. Після їхньої назви ставляться букви **Ltd**. У нашому законодавстві терміну Private Limited Company відповідає термін *Спілка з обмеженою відповідальністю закритого типу*.

У випадку ліквідації компанії відповідальність членів компанії за її борги може бути обмежена або внесеним ними капіталом (**limited by shares**) або гарантіями партнерів (**limited by grantee**). Другий тип обмеження відповідальності зустрічається значно рідше і є характерним для професійних клубів і асоціацій.

У США акціонерна компанія з обмеженою відповідальністю називається корпорація (corporation). Після назви корпорації ставляться букви **Inc.** (**incorporation**), що означає, що дана компанія зареєстрована як корпорація. Для реєстрації корпорації засновники складають устав (**charter**) і реєструють її в державній установі. Державна установа затверджує його і дає дозвіл на створення корпорації (**Certificate of Incorporation**), після чого ця компанія вважається юридичною особою.

Приватна компанія з обмеженою відповідальністю (**Private Limited Company**) називається в США **Close Corporation**. Однак в США розбіжності між компаніями з обмеженою відповідальністю відкритого і закритого типу незначні, тому більшість компаній мають у своїй назві тільки букви **Inc.**

Якщо дві або більше компанії чи фізичні особи хочуть реалізувати який-небудь спільний проект, то вони створюють спільне підприємство (**joined venture**). На відміну від термінології, прийнятої в нас, під спільним підприємством називається не компанія з іноземними ін-

вестиціями, а об'єднання двох чи більше юридичних або фізичних осіб з метою виконання якогось спільного проекту.

Exercise IV

Fill in the blanks with the verbs in an appropriate form.

1. They ... for a private meeting a week ago (*to arrange*).
2. This week he ... for a new appointment (*to look*).
3. She ... her appointment with the Transport Department Manager in some days (*to arrange*).
4. The agency ... some more employees by the end of the month (*to hire*).
5. Recently I ... my doctor's appointment (*to cancel*).
6. He ... the door of the house when he went to walk (*to lock*).
7. They ... the meeting till the 20th of January (*to postpone*).
8. They ... us when they are ready (*to call*).
9. All necessary work ... by the end of the year (*to fulfill*).

Exercise V

Transform the sentences in the First conditional (unlikely possibilities) according to the following model.

Model: If you buy shares you will own part of the company. (Condit. I) —
If you bought shares, you would own part of the company.

1. If you start a business, you will need capital.
2. You will have unlimited liability if you start a partnership.
3. If you buy shares, you will be a shareholder.
4. You will be a partner if you invest in a partnership.
5. If the limited company fails, you will only lose the value of your shares.
6. If you buy a firm, it will cost you several thousands pounds.

Exercise VI

Fill in the definite or indefinite articles where necessary. Give summaries of the text.

Memorandum of Associations

(Меморандум про акціонерне товариство)

In order to start ... limited company, you must draw up to legal documents ... Articles of Association and ... Memorandum of Association. In ... small groups, start your own company. Decide on ... name of ... compa-

ny, what you are going to do and how much capital each of you is going to invest. Then draw up ... Memorandum. Write ... full sentence for each of six ... clauses, which say ... following:

1. ... name of ... company
2. ... country where ... company is ...
3. ... type of ... trade ... company will carry on ...
4. ... item saying that ... liability of shareholders is limited by ... amount invested in shares in company
5. ... amount of ... capital ... company has and ... number and value of ... shares
6. ... item saying that ... shareholders wish to form this company. Each shareholder signs ... Memorandum and writes next to his/her name ... number of shares he/she is buying. Write ... date
7. ... articles are more complicated and give ... details of how ... company will be run, how often shareholders' meetings will be held and so on.

Exercise VII

Fill in the prepositions where necessary. Translate the sentences.

1. If your firm fails, you will go ... bankrupt.
2. ... other words, sole proprietors and partners have unlimited liability ... their firm's debts.
3. If a limited company fails, it goes ... liquidation.
4. It is your legal duty ... creditors to pay all debts.
5. Shares ... public limited companies are usually bought and sold ... a stock exchange.
6. The activities ... a limited company is to buy and sell ... goods.
7. There must be ... least two partners ... a partnership.
8. The shareholders may lose money they paid ... the shares.
9. The company's capital is divided ... 100,000 shares ... one pound each.
10. The profit ... the company is divided ... the shareholders.
11. You must draw ... a Memorandum and Articles of Association when you start a limited company.

Exercise VIII

Complete the following sentences:

1. The money shareholders put into a company to buy property and equipment so that it can start is called

2. The price you pay for shares when the company has started trading is their ... value.
3. To put money into a business or a bank account so that it will make a profit is to
4. The sole (only) owner of a business is
5. One of the owners of a partnership is
6. To buy and sell goods is
7. Something belonging to a person or a business which can be sold is
8. The price written on a share is its ... value.
9. One of the owners of a limited company is
10. Your legal duty to other people, e. g. to your creditors is
11. You can only buy or sell shares in a ... company if the other shareholders agree.
12. If a sole proprietorship or a partnership fails, the owners will go
13. A person you owe money to is
14. The shares in a ... limited company can be bought and sold freely.
15. Another name for a business is
16. When a limited company fails, it goes
17. To buy and sell goods is

Exercise IX

Translate the following sentences into English.

1. Щоб почати діло, потрібно взяти кредит у банку.
2. Ці представники компанії є інвесторами і власниками акцій.
3. Акції продаються на біржі.
4. Якщо компанія займає лідируючі позиції та платить високі дивіденди, її акції мають високу ціну.
5. Поодинокі підприємці несуть необмежену відповідальність за борги своєї фірми.
6. Якщо компанія терпить крах, вона зупиняє торгівлю і ліквідується.
7. Капітал компанії поділяється на 50,000 акцій, кожна з яких має ціну 10 доларів.
8. Компанія з обмеженою відповідальністю називається так, тому що несе обмежену відповідальність перед кредиторами у випадку ліквідації або банкрутства.

9. Компанія з необмеженою відповідальністю у випадку ліквідації або банкрутства продає всю свою власність, включаючи і особисту власність засновників, щоб оплатити борги кредиторам.

Lesson 13 “Advertising”

Text

Advertising

Advertising is one of the largest industries. In 1987, for example, American business spent over \$ 100 billion to advertise its products. Since consumers are the principal targets of these sales campaigns, we ought to know something about the services advertisers perform, as well as some of the techniques they use.

Advertising benefits consumers and the economy in a number of ways:

- it provides us with information about prices, recent improvements in certain goods and services, and the availability of new ones

- advertising often results in lower prices. Large-scale production can reduce costs. By creating mass markets, advertising enables producers to reduce the costs of their products and pass those savings on to the consuming public

- advertising stimulates competition and competition benefits for all. Advertising by one firm puts pressure on others within the industry to do at least as well as to attract the consumer's money

- advertising pays most of the costs of magazines and newspapers, and all of the cost of commercial radio and TV.

Advertising helps the economy as the whole by stimulation consumer demand. Consumer spending has a direct effect on the health of the economy. Advertising helps to keep that spending at healthy levels.

Not everyone agrees that advertising benefits the economy. Critics list the following points of its disadvantages:

- the information contained in advertising does not inform and often misleads the costumer

- because it costs money to advertise, this cost adds to the price consumers pay

- consumers are tempted to spend money for products they do not really need

- radio and TV are not really free because the cost of advertising on them is also passed on to the costumers.

Words and phrases

advertising – реклама

availability – доступність

savings – заощадження

advantages – переваги

disadvantages – недоліки

to mislead – вводити в оману

to reduce costs – скоротити
затрати

Exercise I

Answer the following questions:

1. In what way do consumers and the economy benefit from advertising?
2. What are the benefits of advertising?
3. How does advertising help the economy?
4. Consumer spending has a direct effect on the health of the economy, hasn't it?
5. Are radio and TV really free from advertising?

Exercise II

Translate the following text and give summaries of advertising strategies.

Three strategies that have been especially popular with advertisers can be classified as slogans, rational appeals and emotional appeals.

Slogans. Advertisers often use slogans that sound great but mean little or nothing. Yet advertisers seem to feel that such slogans, when repeated often enough, do increase sales.

Rational Appeals. Rational appeals rely upon logic or reason to convince the consumers to buy a product.

“Our Cookies Contain 25% Fewer Calories than the Next Leading Brand”. This is an example of an advertisement that appeals to reason. Ads for health foods, pain relievers and home remedies tend to use this technique.

Emotional Appeals. Emotional appeals rely upon the use of psychology. The following is a sample of such strategy.

–**Testimonials.** These are the advertisements in which famous people claim they used and enjoy a particular product. Ads for sports equipment frequently rely on this strategy.

–**The Bandwagon.** The bandwagon appeal implies that everybody is using a particular product, and that if you don't, you will be left out. The term derives from the practice, during nineteenth-century circus or politi-

cal parades, of jumping on or following behind the wagon carrying the band. Soft drink and automobile ads use this appeal.

–**Popularity.** Some advertisements suggest that simply by using the advertised product you will be popular or find romance. Toothpaste ads showing moments of romance between handsome young men and women are typical of these kinds of campaigns.

Every day you, as a consumer, are the object of the marketing efforts of American and foreign companies. The advertising on TV and radio, in the newspapers that come to your house are just some of the ways that sales promotions reach you. Most of marketing strategies represent honest efforts to convince you to buy a product or service. Nevertheless, you are responsible for evaluating advertising directed at you, separating fact of emotion, and deciding whether or not to buy the product.

Exercise III

Fill in the correct tense form of the verbs.

Mr. Smith, the manager of a small furniture company ... (*speak*) with his regular and very important customer.

C. All right I ... (*give*) one last chance. That's this order. No more mistakes. You last (*deliver*) ... the furniture which I even ... (*not to order*).

M. Oh, I'm very sorry. We ... (*not to do*) that again.

C. I ... (*hope*) not. Remember this order ... (*be*) very important and I'd like to stress that I must have it next week. Any other delivery time ... (*be not acceptable*) to me.

M. Yes, certainly. We ... (*send*) it on time. We always ... (*send*) you your orders on time, ... we?

C. No, you You once ... (*deliver*) me an order with a six days delay. Another thing, packing must be excellent.

M. Yes, of course. I think you ... (*agree*) that this ... (*be*) one thing we always ... (*do*) in the past

C. One last thing, write my name clearly, please.

M. Certainly I ... (*do*) that myself this time. The goods ... (*come*) to the right address and at the time you ... (*require*) them.

Exercise IV

Translate into English.

Не так давно ми встановили ділові відносини з англійською фірмою "Браун & К". Ми ніколи не торгували з цією фірмою раніше, але

багато про неї чули. Ми вирішили замовити дві нові моделі комп'ютерів. А зацікавилися цими моделями тому, що їхня якість повністю відповідала нашим вимогам, і ціна для нас повністю прийнятна.

Умови поставки нас також задовольнили. Крім того, під час переговорів продавці дали нам 5% знижку з ціни, тому що це було наше пробне замовлення, і фірма була зацікавлена в торгових контактах з нами. Умови оплати нас задовольнили, і ми погодилися сплачувати за акредитивом проти документів на відвантаження.

Наша фірма повинна була відкрити акредитив в одному з лондонських банків на повну вартість товару після отримання повідомлення про готовність товару для відвантаження. Ми були повністю задоволені переговорами і в майбутньому чекаємо хороших ділових відносин з фірмою "Браун & К".

Exercise V

Imagine that you are a journalist and you are to interview the minister of finance about the pricing policy in our country. What questions would you ask him?

Exercise VI

Fill in the correct tense forms of the verbs.

Nicsa Ltd.

Kyiv,

Ukraine

Dear Sirs,

You just kindly ... (*advise*) us that you (*have*) to buy (комплектуючі деталі) of another company. We ... (*be sorry*) that yours order ... (*place*) with our competitors because our delivery time ... (*be*) not suitable to you and you ... (*find*) our prices too high.

We would like to explain to you first that we ... (*be*) heavy with orders now and the deliveries as a result ... (*extend*). Besides, some modifications ... (*make*) in the ... to achieve higher capacities. That is why our prices ... (*be*) higher than our competitors' prices.

Nevertheless, we ... (*feel*) that if you ... (*take into consideration*) the high quality of our computers, you ... (*agree*) that they ... (*price*) reasonably.

We hope that you ... (*be able*) to place your future orders with us.

Yours faithfully,

C. Deadle.

Sales Manager

Exercise VI

Translate into English

1. Даний магазин представляє покупцю вигідні кредитні умови.
2. Товар має низьку ціну, вона покриє затрати.
3. Нова марка без сумніву приваблює покупців.
4. Держава встановлює ціни на низку продуктів.
5. Ця фірма веде нерозумну ціноутворюючу політику.
6. Супермаркет представляє покупцю багато додаткових послуг: доставка товарів додому, кредит, встановлення та ін.

Lesson 14 “Banking”

Text

What is Banking

Banking is the transaction carried on by any person or firm engaged in providing financial services to consumer or businesses.

There exist commercial banks, central banks, savings banks, trust companies, finance companies and merchant banks for these purposes. Banking consist of safeguarding and transfer of funds, lending or facilitating loans, guaranteeing creditworthiness and exchange of money. In other words, banking is the acceptance transfer and creation of deposits. The depository institutions are central banks, commercial banks, savings and loan associations, building societies, and mutual savings banks.

Safeguarding and transfer of funds.

Vaults and safes are the means for safeguarding of funds. Money is physically stored there. These physical deposits are in most cases insured against theft, and against the bank being bankrupt and unable to repay the funds. In some banks customers can use safety deposit boxes for valuables. To save money in banks is profitable because bank customers receive interest given on savings accounts, a percentage return on the bank's investment with the money.

Transfer of funds can be handled through written instruments: contracts, cheques, or direct transfers performed electronically. Nowadays banks provide the customers with additional ways of gaining access to their accounts and using them. These are credit cards and account debit cards, electronic cash tills, computer online banking and other services.

Automated clearing houses perform similar services for business customers by handling regular payments, such as wages, for a company bank-

ing with the bank. Longer-term schemes for providing regular income on savings are often offered through trust funds or other investment schemes.

Words and phrases:

safeguarding – охорона

transactions – угода

engaged – зайнятий

mutual savings banks – ощадний банк

lending – надавання кредиту

facilitating – полегшення

loans – позики

creditworthiness – кредитоспроможність

acceptance – прийняття

transfer – переведення

vaults – сховище

to repay – відшкодувати

valuables – цінність

interest – відсоток

percentage return – дохід у вигляді відсотків

gaining access – отримання доступу

account debit cards – картки дебету рахунку

electronic cash till – банкомат

computer on-line banking – комп'ютерні он-лайн розрахунки між банками

clearing houses – розрахункові палати

savings – збереження

facilities – засоби

Exercise I

Answer the following questions:

1. What is banking?
2. What kinds of banks there exist?
3. What are the depository institutions?
4. What are the vaults and sales for?
5. Why is it profitable to save money in banks?
6. How can the transfer of funds be done?
7. How can the customers gain access to their funds and use them?

Exercise II

Translate the following text and summarize it.

Lending and Loans

Loans to bank customers are drawn on the funds deposited with the bank and yield interest which provides the profits for the banking industry and the interest on savings account. These loans may take the form of mortgages or other policies. Banks may guarantee credit for customers who wish to obtain loans from other institutions. They also provide foreign

exchange facilities for individual customers, as well as handling large international money transfers.

Exercise III

Give Russian equivalents to the following:

1. a double coincidence of wants;
2. exchange labour services for money;
3. make mutually satisfactory swaps;
4. commodity generally accepted in payment for goods;
5. a barter economy is wasteful;
6. cut back on other uses;
7. it's usually but not invariably convenient;
8. exceeds its cost of production;
9. by collectively agreeing;
10. interest-fearing-bank accounts;
11. prices are quoted and accounts are kept;
12. it's purchasing power is eroded by inflation.

Exercise IV

Replace the underlined parts by synonyms:

1. sometimes payment can be *put off till later*;
2. *the vital* feature of money;
3. its purchasing power is *worn away*;
4. the money is *without value*;
5. it is not always *convenient*;
6. time and effort are *rare* resources;
7. private production of money is *against the law*.

Exercise V

Find the opposites to the following words and expressions:

1. reject;
2. planned event;
3. take away;
4. in a minor way;
5. increase;
6. in less than;
7. separately;
8. be under no compulsion to;
9. public.

Exercise VI

Find English equivalents for the following:

- | | |
|---------------------------------------|------------------------------|
| 1. засіб обліку; | 8. знецінений; |
| 2. одиниця обліку; | 9. платити відсотки; |
| 3. засіб погашення боргу; | 10. промислове використання; |
| 4. в обмін на; | 11. споживацьке викорис- |
| 5. внаслідок може бути використа- | тання; |
| но; | 12. обмеження права; |
| 6. обмінюватися товарами і послугами; | 13. вклад в банку; |
| 7. вимірюватися; | 14. законне платіжне право; |
| | 15. бартерна економіка. |

Text

Banks

Banks are organization that carry out the business of banking, taking deposits and then using those deposits to make loans. In essence, a bank aims to make a profit by paying depositors a lower of interest than the rate the bank charges borrowers. In accounting terms, deposits are considered liabilities and loans are considered assets.

Banks in most countries are supervised by a central bank, such as the Bank of England in the United Kingdom, the Bundesbank in Germany, the Federal Reserve System in the United States and Central Bank in Russia.

There are many different types of banks and the banking structure varies from one country to another. Banks can be divided into the following categories:

Retail banks are often referred to as commercial banks. In addition to conventional banking services they deal with foreign exchange, issue credit cards, provide investment and tax advice, and sell financial products such as insurance.

Merchant or investment banks act as intermediaries between investors and private or public concerns seeking medium to long-term funds, often acting as underwriters for an issue of shares. Increasingly they have played a fundamental role in advising on mergers and acquisitions and on management buy-outs. In the United Kingdom, some of the longest established and best-known investment banks are still privately owned.

Building societies were set up in the United Kingdom to take deposits in order to provide long-term loans (mortgages) to homebuyers. They

are owned by their members (those who have deposited money with or borrowed money from them).

Savings Banks were set up with the aim of attracting small savers. They resemble retail Banks in the services they provide.

Credit units are the equivalents of savings banks and are run as a co-operative nonprofit-making organization. Credit unions are widespread in the United States. France's biggest bank, Credit Agricole, is essentially a federation of more than 3000 credit units.

Universal banks are those, such as Germany's Deutsche Bank, Dresden Bank, and Commerzbank, which do everything that all mentioned types of banks do.

Words and phrases:

rate of interest – відсоток, відсоткова ставка, норма відсотка;

liabilities – заборгованість;

assets – актив (балансу);

retail bank – банк, що займається обслуговуванням дрібних клієнтів;

underwriter – гарант розміщення (займу, акцій, ...);

issue of shares – випуск акцій;

intermediary – посередник;

merger – злиття, об'єднання (комерційне, промислове);

building society – житлово-будівельна спілка;

acquisition – отримання, збір;

management buy – викуп права на керування.

Exercise VII

Answer the following questions:

1. What does banking business consist of?
2. What are the aims of banks?
3. What are the types of banks?
4. Describe the activities of different types of banks.

Text

Money and its Functions

The main feature of money is its acceptance as the means of payment or medium of exchange. Nevertheless, money has other functions. It is a standard of deferred payment.

Money, the medium of exchange, is used in one-half of almost all exchange. Workers work for money. People buy and sell goods in exchange for money. We accept money not to consume it directly but be-

cause it can subsequently be used to buy things we do wish to consume. Money is the medium through which people exchange goods and services.

In barter economy there is no medium of exchange. Goods are traded directly or swapped for other goods. In a barter economy, the seller and the buyer each must want something the other has to offer. Each person is simultaneously a seller and a buyer. There is a double coincidence of wants.

Trading is very expensive in a barter economy. People must spend a lot of time and effort finding others with whom they can make mutually satisfactory swaps.

Money is generally accepted in payment for goods, services and debts and makes the trading process simpler and more efficient.

Golden coins are the examples of commodity money, because their gold content is the commodity.

A token money is a means of payment whose value or purchasing power as money greatly exceeds its cost of production or value in uses other than as money.

Society enforces the use of token money by making it legal tender. The law says it must be accepted as a means of payment by IOU money. An IOU money is a medium of exchange based on the debt of a private firm or individual.

A bank deposit is IOU money because it is a debt of the bank. When you have a bank deposit the bank owes you money. Bank deposits are a medium of exchange because they are generally accepted as payment.

Words and phrases:

the mean of payment – засіб платежу

medium of exchange – засіб обміну

a standard of value – міра вартості

a unit of account – одиниця обліку

a store of value – засіб збереження (збереження вартості)

a standard of deferred value – засіб погашення боргу (відстрочка платежу)

to swap (*syn. to exchange, to barter*) – обмінювати, міняти

a double coincidence of wants – подвійне співпадання потреб

an interest-bearing bank account – рахунок в банку з виплатою відсотків

to pay interest – приносити відсотковий дохід

commodity money – гроші-товар

token money – символічні гроші (грошові знаки)

legal tender – законний платіжний засіб

to supplement – доповнювати

IOU money – гроші, боргові зобов'язання

bank deposit – вклад у банку

Exercise VIII

Translate the following text and give summaries of it.

Other Functions of Money

Money can also serve as a standard of value. Society considers it convenient to use a monetary unit to determine relative costs of different goods and services. In this function money appears as the unit of account, is the unit in which prices are quoted and accounts are kept.

To be accepted in exchange, money has to be a store of value. Money is a store of value because it can be used to make purchases in the future.

Houses, stamp collections, and interest – bearing bank accounts all serve as stores of value. Since money pays no interests and its real purchasing power is eroded by inflation, there are almost certainly better ways to store money.

Finally, money serves as a standard of deferred payment or a unit of account over time. When you borrow, the amount to be repaid next is measured in money value.

Exercise IX

Translate into English.

Існує кілька функцій грошей. По-перше, гроші є засобом платежу або обороту, гроші можна використовувати при покупці та продажі товарів і послуг. Гроші виступають також мірою вартості. Суспільство вважає зручним використовувати грошову одиницю як масштаб для виміру відносних вартостей різних благ, ресурсів.

Гроші служать засобом збереження. Так як гроші є найбільш ліквідним товаром, тобто таким, який можна без проблем продати (поміняти), то вони є дуже зручною формою збереження багатства. Це, однак, не єдина форма збереження багатства.

Під час спаду в економіці, при високій інфляції і знецінення грошей населення, швидше за все, буде зберігати багатство у вигляді нерухомості чи інших дорогих товарів – предметах мистецтва, коштовностях.

Гроші, які є борговими зобов'язаннями держави, комерційних банків і ощадних установ, мають вартість, завдячуючи товарам і послугам, що можна придбати за них на ринку.

Lesson 15 “Economic Stability”

Text

Business Cycles

When people speak about business cycles, they think of things like “**prosperity**” and “depression”. “Prosperity” is ordinarily used to describe an extended period of high employment, an improved standard of living and stable prices.

By contrast, “depression” refers to an extended period of general underemployment of our economic resources. Factories are idle, millions of workers are unable to find jobs, and the rate of **business failure** is high. The worst depression in American history, now known as the Great Depression, lasted from 1930 till 1940. There were, for example, 13 million people, and about one of every four workers, unemployed in 1933. That same year business failed at a record rate, and numbers of people lost their savings because more than 4000 privately owned banks closed permanently.

More common, however, are much shorter and less dramatic changes in business activity. These changes are called the periods of boom, contraction, **recession** and expansion. The way to smooth out **economic fluctuation** was not found yet.

At the peak of the business cycle in economy is booming. During peak times business-investment and consumer spending are at very high levels. But because the economy is at or near full employment and the demand for goods and services is increasing, prices are also increasing. The next phase of the business cycle is contraction.

Contraction

For any number of reasons, consumers and businesses begin to reduce their **spending levels**. Some businessmen may decide to continue to use old factories and equipment rather than investing in new machines and buildings. Some businessmen and consumers will even reduce spending because economists predict that business will be slowing down in the next few months. Whatever, the reason reductions in business and consumer spending mark the beginning of a **contraction** in the business cycle.

With the reduction in spending other business firms begin to cut back their activities. Their production is reduced and more workers are **laid off**. Because of the **layoffs**, workers, who are also consumers, spend less. This leads to still more reductions in production and additional worker layoffs.

With factories operating at less than capacity and unemployment at very high levels, total output of goods and services enters a **long-term de-**

cline. This is the bottom phase of the business cycle, or as economists described it, the period of **recession**.

Times are hard during recessions. Unemployment is very high, jobs are difficult to find and many business recession fail. A very severe and long-lasting recession is called a “depression”.

After a period of recession the economy **eventually** begins to recover, entering the **expansion** phase of the business cycle. During a period of expansion the conditions are about to improve, business begins to expand its activities. Unemployment declines as additional workers are hired. This, in turn, leads to higher levels of consumer spending and still further expansion of employment, output and consumption.

What Causes Business Cycles?

For many years economists struggled to find a theory that would explain all business cycles.

In explaining business cycle fluctuations, today’s economists often distinguish between external and internal events. External events are those outside the economic system that explain fluctuations in the business cycle. Internal events are those occurring within the economy itself. External factors affect the economy because of population changes inventions and innovations, and other significant political and social events. Population increases can lead to increased production and employment levels that trigger expansion and boom. Population decreases are likely to have the opposite effect.

Major changes in technology, such as the development of the automobile, the airplane and the computer have led to bursts of business activity and investment. This, in turn, was followed by increased employment opportunities and a period of expansion and boom. Internal causes of fluctuations are factors within the economy likely to start an expansion or contraction of the business cycle. Three of these internal factors have to do with consumption, business investment and government activity.

Investment in capital goods like plant, tools and equipment creates additional jobs by increasing consumer purchasing power. The increase in spending leads to still further investment, consumption and total production. When investment decreases, the economy enters a period of contraction.

Governmental policies can give the business cycle an up word or down word tendency. Government does this in two in two ways. One is through the use of its power to tax and spend. The other is by regulating the supply of money and credit in circulation. Economists describe gov-

ernment's ability to tax and spend as its fiscal power, and its ability to regulate the supply of money and credit as its monetary powers.

Words and phrases:

prosperity – процвітання

business failure – банкрутство

economic fluctuations – економічні коливання

spending levels – рівень розходів

contraction – скорочення

laid off – тимчасово звільнений

layoffs – тимчасові звільнення

long-term decline – довгострокові зниження

recession – спад

eventually – у кінцевому підсумку

expansion – розширення

Exercise I

Answer the following questions:

1. What happens during each phase of the business cycle?
2. For any number of reasons, consumers and businessmen reduce their spending levels, don't they?
3. What do some businessmen continue to use rather than investing in new machines and buildings?
4. What marks the beginning of the contraction in the business cycle?
5. Why are many workers at the enterprises laid off?
6. How is the bottom phase of the business cycle called?
7. What causes business cycles?
8. How does the government try to stabilize the ups and downs of the economy?

Text

Import – Export

International trade is the exchange of goods and services between different countries. Depending on what a country produces and needs it can export (sell goods to another country) and import (buy goods from another country). Governments can control international trade. The most common measures are tariffs (or duties) and quotas. A tariff is a tax on imported goods and a quota is the maximum quantity of a product allowed into a country during a certain period of time. These measures are protectionist because they raise the price of imported goods to “protect” domestically produced goods.

International organizations such as the WTO (World Trade Organization) and EFTA (European Free Trade Association) regulate traffics and reduce trade restrictions between member countries.

Companies can choose from various methods to establish their products in a foreign market. One option is to start by working with local experts such as sole agents or multi-distributors, who have a special knowledge of the market and sell on behalf of the company. This often leads to the company opening a local branch or sales office. Another option is to sell or give permission to use, patents and licenses for their products. Companies may wish to start by manufacturing in the export market in this case they can either set up a local subsidiary or a joint venture with a local partner.

Words and phrases:

tariffs – тарифи

duties – мито

quotes – квоти

protectionist – протекціоністські

sole agents – окремі агенти

multi-distributors – дистриб'ютори

local subsidiary – філіал

joint venture – спільне підприємство, СП

Exercise II

Give the summaries to the text. Answer the following questions:

1. What is international trade?
2. What is export?
3. What is import?
4. What are the measures to control international trade?
5. What is tariff?
6. What is quota?
7. What are the methods to establish products in a foreign market?
8. In which case can companies set up a local subsidiary or a joint venture?

Exercise III

Imagine that you are the chief of the big company. Your partner made up his mind to set up a joint venture with you. Discuss all the details of doing this.

Exercise IV

Transform sentences from Active into Passive Voice.

1. We couldn't cancel the order because they had already sent it –

2. They will make their advertisement soon –
3. We are printing our catalogues just now –
4. The inflation influenced our business in the Middle East greatly –
5. We'll have made details for these computers by Friday –
6. The chief hasn't fixed the date for the next appointment –
7. We can pay you in advance if you want –
8. The managers had to discuss the Contract before the chief's departure –
9. We had received the letter from Continental Equipment by 5 pm.

Last Wednesday –

10. If the manager had lost much public money, the authority would have fired him –

Exercise V

Which word or expression should be crossed out from the list?

manufacturing defect	detention
outstanding debt	deadline
default of payment	short-shipment
misdirection	delay in delivery
damage	substandard goods
faulty equipment	

Exercise VI

Find mistake in each sentence and correct it.

1. If weather freezes, it has become a solid.
2. If they have a good sale, I would have stopped by on my way home.
3. If Mr. Smith is single, I could introduce him to my sister.
4. We wish that you will change your mind about leaving tomorrow.
5. If I had more time, I would checked my paper again.
6. We will wait if you wonted to leave.
7. If Mary didn't drink so much coffee, she wouldn't have been so nervous.
8. Mark wishes that she is more interested in his work.

Exercise VII

Underline subordinate clauses. Define subject, attributive and adverbial clauses.

1. If people see that they can make money from the Internet, commercial use of this network will increase.

2. If you raise no objection, I think you agree to what I suggest.
3. When they send e-mail messages, they only have to pay for their phone calls to their local service providers.
4. You should bring the floppy discs obligatorily which we need for the analysis of data.
5. All employees who have worked for our firm five or more years are entitled to four personal days a year.
6. All the information that you need is in this report.
7. We stood where she had left us.

Exercise VIII

Fill in the blanks with the appropriate conjunctions and pronouns: who, that, which, where, whose, whom.

1. Let see the man, ... I am so much obliged to.
2. George Brown, I seem to remember that name. Isn't he the man ... we owe the check?
3. Is there anybody here ... can introduce me to the President of the company?
4. We are ready to reduce the price of the equipment ... is approaching its sell-by date.
5. I'm talking about the advertisement ... appeared in Kiev-Post of March, 26.
6. We search a place ... we can arrange a new office.
7. I'm looking for the person ... coat's lying on my desk.
8. Do you remember that restaurant in Prague ... we had such a good time?

Glossary

A	
to accept smb	прийняти когось
acceptable	прийнятний
acceptance	прийняття
in accordance with the terms of the contract	відповідно до умов контракт
account debit cards	картки дебету рахунку
acquisition	отримання, збір
adaptation	будь-що перероблене, пристосоване
administrator	Керівник, адміністратор
to adopt methods	впроваджувати методи
advantages	переваги
advertising	реклама
to advise	<i>тут</i> повідомити
to affect	спричиняти вплив, впливати
to affix signature	ставити підпис, підписуватись
application letter	письмо з заявою (при влаштуванні на роботу)
to apply for the post (position)	подавати заяву про прийом на роботу (на вакантну посаду)
assents	актив (балансу)
availability	доступність
B	
bank deposit	вклад у банку
to be competent	бути компетентним
on behalf of ...	від імені, від особи
to be in stock	є в наявності
to be out of stock	немає в наявності
to be promoted to ...	отримувати підвищення на посаду...
Bill of Exchange (draft)	трата, переказний вексель
Bill of Lading (B/L)	коносамент
to bite	кусати
Board of Directors	рада директорів
bonuses	преміальні
BSc (Bachelor of Science)	бакалавр природничих наук

building society	житлово-будівельна спілка
bulk cargo	насипний або наливний вантаж
business failure	банкротство
buyer	покупець
box phone	телефон-автомат
to buzz smb. (Am)	дзвонити по телефону будь-кому, куди-небудь
by sample	за зразком
С	
call	телефонний виклик, дзвінок
to call smb.	дзвонити по телефону будь-кому, куди-небудь
to call smb. up	дзвонити по телефону будь-кому, куди-небудь
caller	той, хто телефонує
to carry out tests	проводити випробування
charge	плата за телефонну розмову
to clarify prices	уточнити ціни
to clear	роз'єднувати (абонентів)
clearing houses	розрахункові палати
Client Consultant	консультант відділу з обслуговування клієнтів
code	код
coin-box telephone	телефон-автомат
commodity (goods)	товар
commodity money	гроші-товар
competitor	конкурент
computer on-line banking	комп'ютерні он-лайн розрахунки між банками
computer studies	комп'ютерна техніка
confidence	впевненість
to confirm	підтверджувати
in conformity with	відповідно до
to connect (Am.)	з'єднувати абонентів
to contact smb.	зв'язуватися з ким-небудь
contracting parties	сторони, що домовляються
contraction	скорочення
to convince	переконувати

to correspond to smth.	відповідати чомусь
creditworthiness	кредитоспроможність
c.v. (curriculum vitae)	анкету заповнено особою, яка влаштовується на роботу
customer accounting	розрахунок із клієнтом
D	
Data Manager	начальник відділу обробки даних
to date	обчислювати, підраховувати; обновляти
daughter company	дочірня фірма
to delegate authority	розподілити обов'язки
delivery time	час поставки
department	відділ, відділення, цех, магазин, департамент
dial	диск набору (на телефоні)
to dial (dialed <i>Br.</i>, dialed <i>Am.</i>)	набирати номер
dialing tone	тривалий гудок, який означає, що можна набирати номер
digit	цифра
disadvantages	недоліки
to disconnect	роз'єднувати (абонентів)
distribution operations	розподільні операції
Divisional Software Engineering Manager (DSEM)	начальник відділу програмного забезпечення
to double	подвоювати
a double coincidence of wants	подвійне співпадання потреб
Draft Contract	проект контракту
to draw smb's attention	привертати чийсь увагу
to drop	падати, скорочуватися
in due time	в зазначений час
duties	МИТО
E	
economic fluctuations	економічні коливання
electronic cash till	банкомат
to enclose	додавати
to enclose smth	додавати (якийсь документ) до листа
enclosure	додаток

engaged	зайнятий
engaged tone	часті гудки
enquiry	запит
essential clauses	суттєві умови контракту
eventually	у кінцевому підсумку
executive	керівник, адміністратор
exhibition	виставка, показ
expansion	розширення
explanatory letter	пояснювальний лист
F	
facilitating	полегшення
facilities	засоби
failure	несправність
fair	виставка, ярмарок
to feed the information in the computer	закладати інформацію в комп'ютер
firm prices	тверді ціни
fixed prices	фіксовані ціни
Flight information System	система інформації для авіапаса-жирів
foreman (pl. foremen)	майстер, керівник
form	бланк
fringe benefits	побічна користь, привілеї
frustrating	виснажливий
G	
gaining access	отримання доступу
to get in touch with somebody	мати справу з кимось
to give a buzz (Am.)	подзвонити по телефону
to give a call	подзвонити по телефону
to give instructions	давати інструкції
to give a ring	подзвонити по телефону
H	
head of department	керівник відділу
to hang up	покласти трубку, закінчити роз-мову
to have a natural aptitude for smth	мати природну схильність до чо-гось
Head Buyer	Начальник відділу постачання

heading	заголовок листа
to hold on	чекати біля телефону
I	
inadequate	недостатній, не відповідний вимогам
indented line	червоний рядок
to inform smb.	інформувати будь-кого
innovation	нововведення, новина
inquiry	запит
to instruct	інструктувати
Insurance Policy	страховий поліс
interest	відсоток
an interest-bearing bank account	рахунок в банку з виплатою відсотків
intermediary	посередник
International Subscriber Dialling (ISD)	міжнародний автоматичний телефонний зв'язок
to interview smb	проводити співбесіду з кимсь
inventory control	інвентаризаційний контроль
invoice	рахунок-фактура
IOU money	гроші, боргові зобов'язання
issue of shares	випуск акцій
item	пункт, позиція
J	
job description	опис посадових обов'язків
joint venture	спільне підприємство, СП
K	
knocked down	характеристика товарів, які відвантажуються в розібраному вигляді
know-how	ноу-хау, таємниця виробництва
L	
laid off	тимчасово звільнений
larger scale producer	крупний виробник
layoffs	тимчасові звільнення
to leave	виходити, відправлятися
legal tender	законний платіжний засіб
legal title	юридичне найменування
lending	надавання кредиту

letter of complaint	рекламація, скарга
Letter of Credit (L/C)	акредитив
letter of delivery	лист про доставку
Letter of insurance	страховка
letter of packing	лист про упаковку
letter of shipment	лист про відправку
liabilities	заборгованість
to lick	лизати
to lift the receiver	піднімати слухавку
the line is busy	номер зайнятий
the line is engaged (Br.)	номер зайнятий
the line is free	номер незайнятий
to listen to dialing tone	чекати гудка
loans	позики
local subsidiary	філіал
long distance call (Am.)	міжміський телефонний виклик
long-term decline	довгострокові зниження
M	
maintenance	технічне обслуговування, підтримка, засоби існування
to make a call	дзвонити по телефону
to make a call through the operator	подзвонити через телефоністку
management buy	викуп права на керування
manager	керуючий, адміністратор
the mean of payment	засіб платежу
medium of exchange	засіб обміну
to meet requirements	відповідати вимогам
Meeting of shareholders (Stockholders)	збори акціонерів
merger	злиття, об'єднання (комерційне, промислове)
to mislead	вводити в оману
modification	модифікація, видозміна
multi-distributors	дистриб'ютори
mutual savings banks	ощадний банк
N	
negotiations	переговори

notice	повідомлення
to notify smb	повідомити когось
number unobtainable tone	гудок, який означає, що зв'язку нема
О	
offer	пропозиція
order	замовлення
to outperform	переважати (в ефективності, за технічними характеристиками)
Р	
Packing List	пакувальний лист
on ... part	з ... боку
particulars	особливості, деталі
patent	патент
to pause	затримувати, робити паузу
to pay interest	приносити відсотковий дохід
percentage return	дохід у вигляді відсотків
performance	технічні характеристики, експлуатаційні якості
PhD (Philosophia Doctor)	доктор філософії
to pick up the receiver	піднімати слухавку
position	<i>тут</i> посада
p.p. (per pro), by warrant	за дорученням
preparation of payrolls	підготовка відомостей (на грошове утримання)
to prevent	<i>тут</i> зупиняти, запобігати
probationary period	випробувальний термін
to process data	обробляти дані
process equipment	технологічне обладнання
product development	розвиток виробництва
promising product	перспективний продукт, товар
properly	відповідним чином, як слід
prosperity	процвітання
protectionist	протекціоністські
purchase	покупка, закупка
to put a call through	з'єднувати абонентів
to put data	закладати дані

Q	
quote a price	встановити ціну
quotes	квоти
R	
rate of interest	відсоток, відсоткова ставка, норма відсотка
receiver	слухавка
receipt	отримання
recession	спад
recipient	<i>тут</i> посилення
recorded announcement	записане на плівку повідомлення, оголошення
red tape	бюрократична, канцелярська робота
to reduce	скорочувати
to reduce costs	скоротити затрати
referee	особа, що дає рекомендації
reference	рекомендація
reference request	запит, дати комусь рекомендацію
to reject smb	відмовити комусь
Release Note for Shipment	дозвіл на завантаження
to repay	відшкодувати
to replace the receiver	покласти трубку, закінчити розмову
reply (to ...)	відповідь (на...)
reply to inquiry	відповідь на запит
retail bank	банк, що займається обслуговуванням дрібних клієнтів
to ring off	покласти трубку, закінчити розмову
to ring smb. up	дзвонити по телефону будь-кому, куди-небудь
ringing tone	рідкі гудки, які означають, що лінія зайнята
S	
safeguarding	охорона
sailing cruiser	<i>тут</i> парусна яхта

salary	заробітна плата
sales department	торговий відділ
salutation	звернення
satisfactory results	задовільні результати
savings	заощадження, збереження
selection interview	співбесіда при відборі кандидатів на посаду
sender	відправник
a series of rapid pips	серія частих сигналів
service life	термін служби
to set objective	ставити цілі
sliding prices	несталі ціни
sole agents	окремі агенти
to solve mathematical problems	розв'язувати математичні задачі
soonest	найближчим часом (у телеграмах)
specification	специфікація
spending levels	рівень розходів
Staff Controller	<i>тут</i> інспектор відділу кадрів
staffing	підбір і розподіл кадрів
a standard of deferred value	засіб погашення боргу (відстрочка платежу)
a standard of value	міра вартості
to stipulate	обумовлювати, ставити
stipulation	умова
stock	запас
a store of value	засіб збереження (збереження вартості)
S/S (stream ship)	пароплав, корабель
strike a deal	укласти угоду
subject	предмет обговорення
subject to	належний
sufficient reason	достатня причина
to submit	представляти на розгляд
subscriber	абонент
Subscriber Trunk Dialling (STD)	міжміський автоматичний телефонний зв'язок
subscription	підпис, заключна форма ввічливості

to suit	підходити
suitable	відповідний
supervisor	<i>тут</i> керівник, начальник відділу
to supplement	доповнювати
to swap (syn. to exchange, to barter)	обмінювати, міняти
switchboard	комутатор
switchboard operator	телефоністка
T	
talks	переговори
to take a year off	взяти відпустку на один рік
to take charge of smb	<i>тут</i> очолити щось
to take up the receiver	піднімати слухавку
tariffs	тарифи
team	<i>тут</i> група, колектив
technical characteristics	технічні характеристики
to telephone (to phone) smb.	дзвонити по телефону будь-кому, куди-небудь
Telephone Book	телефонний довідник
telephone booth	телефон-автомат
Telephone Directory	телефонний довідник
terminal	термінал, висновок, кінець, межа
terms of delivery	умови поставки
token money	символічні гроші (грошові знаки)
tolerance	припустиме відхилення
total price	повна ціна
total value	повна вартість
track record	послужний список
training	підготовка, навчання, освіта, тренінг
transaction	операція, угода
transfer	переведення
trunk-call	міжміський телефонний виклик
turnover	оборот
turnover of capital	оборот капіталу
U	
uncommon	незвичний, рідкісний
to underuse	не використовувати на повну потужність

underwriter	гарант розміщення (займу, акцій, ...)
a unit of account	одиниця обліку
unit of measure	одиниця вимірювання
unreasonable price	завищена ціна
until recent times	до останнього часу
V	
valid	чинний, законний
validity	дійсність, законність
valuables	цінність
vaults	сховище
vice-president	віце-президент
in view of	з якоїсь причини
volume	обсяг
W	
warehousing	складування товарів
to work under pressure	працювати примусово
world fair	світова виставка
Y	
yield	прибуток за рік у вигляді відсотків на вкладений капітал.

Texts for additional reading

1. Intelligence Machines From the History of Computers

The evolution of *artificial intelligence* is now proceeding so rapidly that by the end of the century cheap computers no larger than portable type-writers will exist that will be able to solve almost any problem faster and more efficiently than we can.

“Intelligence” in a machine, as in a human, is best defined as the ability to solve complex problems swiftly.

This may involve medical diagnosis and prescriptions, resolving legal matters or playing war-games: in other words advising governments whether or not to go to war.

While computers have already enhanced the deadliness of weapons, the prospect for the future is that they will play the more beneficial role of preventing wars. If asked to assess the chances of victory, the computer will. Analyze facts quite differently from the life-long military expert with his martial enthusiasm and ambitions.

When the same statistics are fed into the emotionless machine each to be weighed with cold objectivity and then assessed against each other, the answer, far more often than in human decision-making, will be “if you start this war you will lose”.

The computer coolly appraises the chances of success before the conflict begins, may well advise that the fight is unwinnable or that the chances of victory are unacceptably low and needless disaster can be avoided.

At what point today we decide that their mental capacity is approaching the human level? This question will be answered by an ingenious trick known as the Turing Test.

We most easily assess people's intelligence by communicating with them. The late British mathematician, Alan Turing, proposed a simple test. A person would sit alone in a room talking by teleprinter with two other beings elsewhere, one of them human and the other a computer. When after substantial conversation he no longer knew which was which, the computer would have passed the Turing Test, and arguably would have attained human intelligence.

No machine today comes near to passing the Turing Test. These are early days, however, and we may suspect that the rise of machine's will be swift.

What will happen when this moment arrives? The most likely outcome is a world-wide slave empire, in which we are the masters and the computers virtually run the planet.

2. Computer Science

The field of computer science includes engineering activities such as the design of computers and of the hardware and software that make up computer systems. It also encompasses theoretical, mathematical, activities, such as the design and analysis of algorithms, performance studies of systems and their components by means of techniques like queuing theory, and the estimation of the reliability and availability of systems by probabilistic techniques. Since computer systems are often too large and complicated to allow a designer to predict failure or success without testing, experimentation is incorporated into the development cycle. Computer science is generally considered a discipline separate from computer engineering, although the two disciplines overlap extensively in the area of computer architecture, which is the design and study of computer systems.

The major subdisciplines of computer science have traditionally been:

- 1)architecture (including all levels of hardware design, as well as the integration of hardware and software components to form computer systems);

- 2)software (the programs, or sets of instructions, that tell a computer how to carry out tasks), here subdivided into software engineering, programming languages, operating systems, information systems and databases, artificial intelligence, and computer graphics;

- 3)theory, which includes computational methods and numerical analysis on the one hand and data structures and algorithms on the other.

Computer science as an independent discipline dates to only about 1960, although the electronic digital computer that is the object of its study was invented some two decades earlier. The roots of computer science lie primarily in the related fields of electrical engineering and mathematics. Electrical engineering provides the basics of circuit design – namely, the idea that electrical impulses input to a circuit can be combined to produce arbitrary outputs. The invention of the transistor and the miniaturization of circuits, along with the invention of electronic, magnetic, and optical media for the storage of information, resulted from advances in electrical engineering and physics. Mathematics is the source of one of the key concepts in the development of the computer – the idea that all information can be represented as sequences of zeros and ones. In the binary number system numbers are represented by a sequence of the binary digits 0 and 1 in the same way that numbers in the familiar decimal system are represented using the digits 0 through 9. The relative ease with which two

states (e.g., high and low voltage) can be realized in electrical and electronic devices led naturally to the binary digit, or bit, becoming the basic unit of data storage and transmission in a computer system.

The Boolean algebra developed in the 19th century supplied a formalism for designing a circuit with binary input values of 0s and 1s (false or true, respectively, in the terminology of logic) to yield any desired combination of 0s and 1s as output. Theoretical work on computability, which began in the 1930s, provided the needed extension to the design of whole machines. A milestone was the 1936 specification of the conceptual Turing machine (a theoretical device that manipulates an infinite string of 0s and 1s) by the British mathematician Alan Turing and his proof of the model's computational power. Another breakthrough was the concept of the stored-program computer, usually credited to the Hungarian-American mathematician John von Neumann. This idea – that instructions as well as data should be stored in the computer's memory for fast access and execution – was critical to the development of the modern computer. Previous thinking was limited to the calculator approach, in which instructions are entered one at a time.

Increasing use of computers in the early 1960s provided the impetus for the development of operating systems, which consist of system-resident software that automatically handles input and output and the execution of jobs. Throughout the history of computers, the machines have been utilized in two major applications: 1) computational support of scientific and engineering disciplines and 2) data processing for business needs. The demand for better computational techniques led to a resurgence of interest in numerical methods and their analysis, an area of mathematics that can be traced to the methods devised several centuries ago by physicists for the hand computations they made to validate their theories. Improved methods of computation had the obvious potential to revolutionize how business is conducted, and in pursuit of these business applications new information systems were developed in the 1950s that consisted of files of records stored on magnetic tape. The invention of magnetic-disk storage, which allows rapid access to an arbitrary record on the disk, led not only to more cleverly designed file systems but also, in the 1960s and 70s, to the concept of the database and the development of the sophisticated database management systems now commonly in use. Data structures, and the development of optimal algorithms for inserting, deleting, and locating data, have constituted major areas of theoretical computer science since its beginnings because of the heavy use of such structures by virtually all

computer software – notably compilers, operating systems, and file systems. Another goal of computer science is the creation of machines capable of carrying out tasks that are typically thought of as requiring human intelligence. Artificial intelligence, as this goal is known, actually predates the first electronic computers in the 1940s, although the term was not coined until 1956.

Computer graphics was introduced in the early 1950s with the display of data or crude images on paper plots and cathode-ray tube (CRT) screens. Expensive hardware and the limited availability of software kept the field from growing until the early 1980s, when the computer memory required for bit-map graphics became affordable. A bit map is a binary representation in main memory of the rectangular array of points (pixels, or picture elements) on the screen. Because the first bit-map displays used one binary bit per pixel, they were capable of displaying only one of two colors, commonly black and green or black and amber. Later computers, with more memory, assigned more binary bits per pixel to obtain more colors. Bit-map technology, together with high-resolution display screens and the development of graphics standards that make software less machine-dependent, has led to the explosive growth of the field. Software engineering arose as a distinct area of study in the late 1970s as part of an attempt to introduce discipline and structure into the software design and development process.

3. Computer Graphics and Animation

Computer animation is the use of computers to create animations. There are a few different ways to make computer animations. One is 3D animation. One way to create computer animations is to create objects and then render them. This method produces perfect and three dimensional looking animations. Another way to create computer animation is to use standard computer painting tools and to paint single frames and composite them. These can later be either saved as a movie file or output to video. One last method of making computer animations is to use transitions and other special effects like morphing to modify existing images and video.

Computer graphics is any types of images created using any kind of computer. There is a vast amount of types of images a computer can create. Also, there are just as many ways of creating those images. Images created by computers can be very simple, such as lines and circles, or extremely complex such as fractals and complicated rendered animations.

If you want to create your own computer graphics, no matter how simple or complex, you have to know a few things about computers, computer graphics, and how they work. The following information should help you get started in the field of computer graphics:

Surface Mapping

Very often, when objects are to be rendered, in order to achieve a more realistic look, a surface map is applied to an object or a part of an object. A surface map is really just a picture which is wrapped around an object in one or more fashion. A surface map can be a decal placed into a bumper of a car or a brick texture put on a wall in order to make it look more realistic. Surface maps are sometimes referred to as textures. Sometimes simple projection of a surface map will not do a trick. If actual texture needs to be seen, a bump map can be used. When rendering a bump map, the computer looks at the different black and white caules of the image and makes the surface of the rendered object look as if it had such a texture. There are also other ways of applying surface maps. Some make parts of an object transparent and are referred to as opacity maps. Others can make an object shiny or dull. Depending on the software package, there may be a few other effects which can be created using surface maps.

4. Electronic Digital Computers

The history of attempts to make machines, which would perform long sequences of calculations automatically, is fairly long. Charles Babbage, an English scientist and mathematician made the best known early attempt in the nineteenth century. Babbage attempted to mechanize sequences of calculations, eliminating the operator and designing a machine so that it would perform all the necessary operations in a predetermined sequence. The machine designed by Babbage used cardboard cards with holes punched in them to introduce both instructions and the necessary data (numbers) into the machine. The machine was to perform the instructions dictated by the cards automatically, not stopping until an entire sequence of instructions had been completed. The punched cards used to control the machine had already been used to control the operation of weaving machines. Surprisingly enough, Babbage obtained some money for his project from the English government and started construction. Although he was severely limited by the technology of his time and the machine was never completed, Babbage succeeded in establishing the basic principles upon which modern computers are constructed. There is even some speculation that if he had not run short of money, he might have constructed a successful machine. Although Babbage died without realizing his dream, he had established the fundamental concepts, which were used to construct machines elaborated beyond even his expectations.

By the 1930s punched cards were in wide use in large businesses, and various types of punching-card-handling machines were available. In 1937 Howard Aiken, at Harvard, proposed to IBM that a machine could be constructed (using some of the parts and techniques from the punched-card machines) which would automatically sequence the operations and calculations performed. This machine used a combination of electromechanical devices, including many relays. The machine was in operation for some time, generating many tables of mathematical functions (particularly Bessel functions), and was used for trajectory calculations in World War II.

Aiken's machine was remarkable for its time, but limited in speed by its use of relays rather than electronic devices, and by its use of punched cards for sequencing the operations. In 1943, S.P.Eckert and J.W.Mauchly, of the Moore School of Engineering of the University of Pennsylvania, started the Eniac, which used electronic components (primarily vacuum tubes) and was therefore faster, but which also used switches and a wired plug board to implement the programming of operations. Later, Eckert and

Mauchly build the Edvac, which had its program stored in the computer's memory, not depending on external sequencing. This was an important innovation, and a computer which stored its list of operations, or program, internally is called a *stored – program computer*. Actually, the Edsac, at the University of Manchester, started later but completed before Edvac, was the first operational stored-program computer.

A year or so later, John Von Neumann, at the Institute for Advanced Study in Princeton, started the IAS in conjunction with the Moore School of Engineering, and this machine incorporated most of the general concepts of parallel binary stored-program computers.

The Univac I was the first commercially available electronic digital computer and was designed by Eckert and Mauchly at their own company, which was later bought by Sperry Rand. The U.S. Bureau of the Census bought the first Univac. (Later Univac and half of Aiken's machine were placed in the Smithsonian Institution, where they may now be seen.) IBM entered the competition with the IBM 701, a large machine, in 1953, and in 1954 with the IBM 650, a much smaller machine, which was very successful. The IBM 701 was the forerunner of the 704-709-7094 series of IBM machines, the first “big winners” in the large-machine category.

5. About Web-sites

Day-to-day working above updating of your Web-site's contents, saving its interesting materials, you, probably, reflect that hundreds new Web-sites daily are created which also daily replenish with hundreds new documents. How are all these new files of pages created and how are they so quickly updated? All these are not so difficult, as it seems on the first sight, as the concept of dynamic Web-pages here is used.

Before plunging into development of dynamic Web-site, it is important to understand what the static Web-site represent and static Web pages are making its basis. The static Web-pages are created manually, are then stored and are loaded on site. Every time, when it is required to change contents of such page, the user modifies it on the computer, applying, as a rule, the HTML-editor, storing it and then anew loading on Web-site. Attentively by looking narrowly to any portal, for example, CNN.com or BBC.co.uk, it is possible to think, that for updating contents if this site these companies involve army of imposers. Really there is the best way is to use of the concept of dynamic Web-site.

Each displayed page of dynamic Web-sites is based on templates, into which the constantly varying information filling is inserted, and usually stored in a database. When the user requests page the appropriate information is taken from base, is inserted into a pattern, forming new Web-page, and is sent by Web-server to user browser, which displays it properly. Except for information filling, dynamically elements of navigation can be created on Web-site as well. Thus, if you need to update contents of your site, you simply add the text for new page, which then is inserted into a database with the certain mechanism. In result it turns out, that Web-site as though updates itself.

At once after creating of dynamic site and starting, its advantages begin to be shown. Now at your order there is a rather small amount of templates, with which hundreds, and may be, thousand Web-pages are generated. The design of site can be easily changed with the updating of these patterns. The change of database contents can be made through the Web-interface using of the HTML-form, not interfering thus in technical details of everyone specific CSDB.

First, that is necessary for dynamic site creation, is Web-server, for example Apache.

Web-server can be used for service of electronic shop, server of news, search mechanism, system of distance education and even for all set

of the listed spheres. The choice of Web-server depends on kind of activity the private person or the organization is going to be engaged in Internet.

Few of the strategic decisions, accepted in business, are so valueable, as a choice of a platform for Web-server. The characteristics of server is the extremely important factor determining reliability of unit, its “responsiveness” on inquiries of the clients, and also what efforts are necessary to undertake for maintenance it in working order. At a correct choice of components and qualitative project Web-unit can become for the clients and partners a new, more convenient way of interaction with your company. The overload of Web-server can result that server of databases or any other resource will become inaccessible to the clients.

The large companies recently made the rates on Microsoft Internet Information Server, Netscape FastTrack, IBM WebSphere, and Apache basically was used by the small companies. However now situation a little has changed, and Apache begins to support serviceability of some large Internet-projects, in particular Yahoo.

Apache gives rich opportunities allowing to adjust Web-server according to needs of the individual and corporate users. The adjustment is made with the instructions contained in configuration files. Apache allows to create virtual Web-units, and also carries out functions proxy-server. If it is necessary to give access to contents server to the only limited circle of persons, Web-server it is possible to adjust so that at the reference.

6. Will the 21st Century be an age of Quantum Computers?

Modern computers operate according to programmes that divide a task into elementary operations carried serially, one operation at a time. Scientists tried to coax two or more computers to work on different aspects of a problem at the same time, but progress was slow. The reason that the logic built into microprocessors is serial. A truly parallel computer must have similar built into its very nature. It could carry out many operations at once, search through a long list of possibilities and find the one that solves a problem. Such computers are called quantum computers. They operate according to the rules of quantum mechanics that govern the microworld of waves and particles of subatomic physics. Elementary particles, such as protons, neutrons and electrons can persist in two or more states at once. That makes it possible for them to function as processing units in a computer that is much more efficient than a classical machine. Simple quantum computers do exist in laboratories today. An algorithm that could factor 140-digit-long numbers a billion times faster than with non-quantum techniques is possible

In the early 1980s physicists showed that particles in superposed states can function as quantum bits, or Q-bits, and can undergo operations similar to the NOT, OR and AND operations of conventional computers. Computer scientists proved that by stringing together single Q-bit operations and two Q-bit controlled-NOT gates, it is theoretically possible to build a quantum computer capable of doing anything a classical computer can do.

One of the challenges facing computer scientists working in the theory of quantum computing is that the machines are very fragile. To remain in an intermediate superposed state a quantum-mechanical system must be almost completely isolated from the environment: it must be shielded from heat, cosmic rays and even outside observers.

Theory predicts that quantum computers will be powerful calculating machines. Will they be really? The most promising approach so far is a spin-off from medical nuclear magnetic resonance (NMR) imaging. The computers are molecules in a liquid, and information is encoded in atomic nuclei in the molecules. The results, however, are not coaxed. The technique is based on programming great number of nuclei with radiofrequency pulses and obtaining statistics to filter the right answers out of the noise background.

Future will show what it holds for quantum computers. Grover, developer of search algorithms for these machines, advises to remember the words said in the March 1949 issue of Popular Mechanics:

Where a calculator on ENIAC is equipped with 18,000 vacuum tubes and weigh 30 tons, computers in the future may have only 1,000 vacuum tubes and weigh only 1.5 tons.

7. The letter of application

The letter of application can be as important as the CV in that it often provides the first direct contact between a candidate and an employer. If this letter is not well written and presented, it will make a poor impression. The letter of application normally contains four parts in which you should:

- confirm that you wish to apply and say where you learned about the job;
- say why you are interested in the position and your interests are the same as those of the company;
- show that you can contribute to the job by highlighting your most relevant skills and experience;
- indicate your willingness to attend an interview (and possibly say when you would be free to attend).

Below you will find Ann Jackson's letter of application:

52 Hanover Street
Edinburgh
EH2 5LM
UK

Emily Stark
Futura GmbH
Blumenstrasse 120
8000 Munich 22
Dear Ms Stark:

8th January 2000

I'm writing to apply for the position which was advertised last month in The Daily News.

Although I am presently employed by a non-profit organisation, it has always been my intention to work in commercial environment. I would particularly welcome chance to work for your company as I have long admired both the quality of the products that it provides and its position as a defender of environmental causes. As you notice on my enclosed CV, the job you are offering suits both my personal and professional interests.

My work experience has familiarised me with many of the challenges involved in public relations today. I am sure that this, together with my understanding of the needs and expectations of sport and nature enthusiasts, would be extremely relevant to the position. Moreover, as my mother is German, I am fluent in this language and would definitely enjoy working in a German-speaking environment.

I would be pleased to discuss my curriculum vitae with more detail at an interview. In the meantime, please do not hesitate to contact me if you require further information. I look forward to hearing from you.

Yours sincerely.

Ann Jackson
Ann Jackson

8. Management and control of companies

The simplest form of management is the partnership. In Anglo-American common-law and European civil-law countries, every partner is entitled to take part in the management of the firm's business, unless he is a limited partner; however, a partnership agreement may provide that an ordinary partner shall not participate in management, in which case he is a dormant partner but is still personally liable for the debts and obligations incurred by the other managing partners.

The management structure of companies or corporations is more complex. The simplest is that envisaged by English, Belgian, Italian, and Scandinavian law, by which the shareholders of the company periodically elect a board of directors who collectively manage the company's affairs and reach decisions by a majority vote but also have the right to delegate any of their powers, or even the whole management of the company's business, to one or more of their number. Under this regime it is common for a managing director (*directeur general*, *direttore generale*) to be appointed, often with one or more assistant managing directors, and for the board of directors to authorize them to enter into all transactions needed for carrying on the company's business, subject only to the general supervision of the board and to its approval of particularly important measures, such as issuing shares or bonds or borrowing. The U.S. system is a development of this basic pattern. By the laws of most states it is obligatory for the board of directors elected periodically by the shareholders to appoint certain executive officers, such as the president, vice president, treasurer, and secretary. The latter two have no management powers and fulfill the administrative functions that in an English company are the concern of its secretary; but the president and in his absence the vice president have by law or by delegation from the board of directors the same full powers of day-to-day management as are exercised in practice by an English managing director.

The most complex management structures are those provided for public companies under German and French law. The management of private companies under these systems is confided to one or more managers (*gerants*, *Geschäftsführer*) who have the same powers as managing directors. In the case of public companies, however, German law imposes a two-tier structure, the lower tier consisting of a supervisory committee (*Aufsichtsrat*) whose members are elected periodically by the shareholders and the employees of the company in the proportion of two-thirds shareholder representatives and one-third employee representatives (except in

the case of mining and steel companies where shareholders and employees are equally represented) and the upper tier consisting of a management board (Vorstand) comprising one or more persons appointed by the supervisory committee but not from its own number. The affairs of the company are managed by the management board, subject to the supervision of the supervisory committee, to which it must report periodically and which can at any time require information or explanations. The supervisory committee is forbidden to undertake the management of the company itself, but the company's constitution may require its approval for particular transactions, such as borrowing or the establishment of branches overseas, and by law it is the supervisory committee that fixes the remuneration of the managers and has power to dismiss them.

The French management structure for public companies offers two alternatives. Unless the company's constitution otherwise provides, the shareholders periodically elect a board of directors (conseil d'administration), which "is vested with the widest powers to act on behalf of the company" but which is also required to elect a president from its members who "undertakes on his own responsibility the general management of the company," so that in fact the board of directors' functions are reduced to supervising him. The similarity to the German pattern is obvious, and French legislation carries this further by openly permitting public companies to establish a supervisory committee (conseil de surveillance) and a management board (directoire) like the German equivalents as an alternative to the board of directors-president structure.

Dutch and Italian public companies tend to follow the German pattern of management, although it is not expressly sanctioned by the law of those countries. The Dutch commissarissen and the Italian sindaci, appointed by the shareholders, have taken over the task of supervising the directors and reporting on the wisdom and efficiency of their management to the shareholders.

9. The modern executive

Much has been written about business executives as “organization men”. According to this view, typical company managers no longer display the individualism of earlier generations of entrepreneurs. They seek protection in committee-made decisions and tailor their personalities to please their superiors; they aim to be good “team” members, adopting the firm's values as their own. The view is commonly held that there are companies-and entire industries-that have discouraged innovative ideas. The real question now is whether or not companies will develop policies to encourage autonomy and entrepreneurs hip among managers.

In Japan, where the employees of large corporations tend to remain with the same employer throughout their working lives, the corporations recruit young men upon their graduation from universities and train them as company cadets. Those among the cadets who demonstrate ability and a personality compatible with the organization are later selected as managers. Because of the seniority system, many are well past middle age before they achieve high status. There are signs that the system is weakening, however, as efforts are more often made to lift promising young men out of low-echelon positions. Criticism of the traditional method has been stimulated by the example of some of the newer corporations and of those owned by foreign capital. The few men in the Japanese business world who have emerged as personalities are either founders of corporations, managers of family enterprises, or small businessmen. They share a strong inclination to make their own decisions and to minimize the role of directors and boards.

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Паламарчук Катерина Миколаївна

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