

НАРОДНА УКРАЇНСЬКА АКАДЕМІЯ



**ЗБІРКА ВПРАВ З ДІЛОВОЇ АНГЛІЙСЬКОЇ  
МОВИ**

Видавництво НУА

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МОВИ**

Навчальний посібник  
для студентів IV курсу факультету  
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341

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УДК 811.111(76)

## UNIT 1. BRANDS

**TASK 1.** *You are going to read an introductory text to the topic 'Brand Management'.*

**Step 1.** *Translate the 'brand vocabulary' given below into your mother tongue.*

1	a brand	
2	to create brands	
3	to maintain brands	
4	to protect brands	
5	to enhance brands	
6	a consumer	
7	attachment	
8	mind share = share of mind	
9	an established brand	
10	social networking	
11	consumer marketing	
12	packaged goods	
13	consumer goods	
14	a brand manager = a brand executive	
15	business-to-business (b2b) marketing = organizational marketing	
16	brand awareness	
17	brand image	
18	brand equity	

**Step 2.** *Read the text given below and translate it into your mother tongue.*

As the marketing expert Philip Kotler has said, 'The most distinctive skill of professional marketers is their ability to create, maintain, protect and enhance brands.' But, despite the best efforts of professional marketers, the list of top brands of today is not so different from that of 30 or 40 years ago: Coca-Cola, IBM, Ford and Hoover are all still there. **A brand is a set of associations in the mind of the consumer.** Consumers tend to form emotional attachments to foods and household goods they grow up with. These brands gain mind share in consumers at an early age, and new brands find it hard to compete with the established brands.

One area where new brands can appear is in new categories. For example, the names Amazon, Google and Facebook have emerged as extremely strong brands on the Internet in e-commerce, search and social networking respectively.

We tend to think of brands in relation to consumer marketing and packaged goods, and consumer goods companies will often employ brand managers to develop their brands. But the use of brands and branding is also important in industrial or business-to-business (B2B) marketing, where companies are selling to other companies rather than to consumers. In business-to-business marketing, substitute

'buyer' for 'consumer' and there will be similar issues of brand awareness, brand image and brand equity: the value to a company of the brands that it owns.

In business-to-business marketing, the company name itself is often its most important brand. A company's image and reputation will clearly be key to its success.

**TASK 2. Match the 'brand vocabulary' given below with their definitions.**

**Part 1**

1	sophisticated	a	to indicate the importance of by centering attention on
2	maturity	b	a record of most valuable brands
3	reliable	c	something that is well worth the money spent on it
4	decline	d	long-lasting; hard-wearing; able to withstand wear, pressure, or damage
5	value for money	e	not affected by the passage of time or changes in fashion
6	to feature	f	having, revealing, or involving a great deal of worldly experience and knowledge of fashion and culture
7	timeless	g	consistently good in quality or performance; able to be trusted
8	an inter-brand list	h	the state of being fully developed
9	durable	i	a decrease in the quality, quantity, or importance of something

**Part 2**

1	a shareholder	a	to be liked by someone; to be pleasing or attractive to someone
2	to anticipate	b	a team assembled to participate in a discussion about a product before it is launched, or to provide feedback on a political campaign, television series, etc
3	a supply chain	c	research conducted to identify existing and potential demand for a product or service, be it new or existing
4	luxury industry	d	to undertake
5	to appeal to smb	e	an owner of shares in a company
6	to conduct	f	the state of being unable to pay your debts
7	a focus group	g	to expect that something will happen and be ready for it
8	bankruptcy	h	a set of businesses that produce expensive goods that people do not need but buy for pleasure and enjoyment
9	a consumer survey	i	the sequence of processes involved in the production and distribution of a commodity

### Part 3

1	market research	a	the tendency to always buy a particular brand
2	product placement	b	the ideas and beliefs people have about a brand
3	product range	c	using an existing name on another type of product
4	market leader	d	how familiar people are with a brand (or its logo and slogan)
5	market share	e	the title given to a product by the company that makes it
6	product endorsement	f	the introduction of a product to the market
7	market segment	g	the length of time people continue to buy a product
8	market challenger	h	the set of products made by a company
9	brand image	i	when products are used in films or TV programmes
10	product launch	j	the use of a well-known person to advertise products
11	brand awareness	k	the best-selling product or brand in a market
12	brand loyalty	l	information about what consumers want or need
13	brand name	m	the percentage of sales a company has
14	brand stretching	n	the second best-selling product or brand in a market
15	product lifecycle	o	customers of a similar age, income level or social group

**TASK 3. Translate the 'brand vocabulary' below into your mother tongue.**

1	brand loyalty	a	
2	brand stretching	b	
3	brand name	c	
4	product launch	d	
5	product lifecycle	e	
6	product range	f	
7	product placement	g	
8	product endorsement	h	
9	market leader	i	
10	market research	j	
11	market share	k	
12	market challenger	l	
13	market segment	m	
14	to generate revenue	n	
15	valuable assets	o	
16	returns	p	

**TASK 4. Fill in the gaps with the ‘brand vocabulary’ from the box.**

brand loyalty	to create brands	product lifestyle	enhance brand trust	Consumer marketing	product endorsement
Mind share	product range	brand image	established brands	brand awareness	brand stretching

**Part 1**

- Brand owners, such as corporations, sports teams, and other high-profile entities, can protect their brands and trademarks, \_\_\_\_\_ and create new ways to extend their brand and services to partners, resellers and customers.
- No one recognises our logo or slogan. We need to spend more on advertising to raise \_\_\_\_\_.
- Consumers who always buy Sony when they need a new TV are showing \_\_\_\_\_.
- A fashion designer who launches his or her own perfume is an example of \_\_\_\_\_.
- The \_\_\_\_\_ of Mercedes-Benz is such that its products are seen as safe, reliable, luxurious, well made and expensive.
- In 2012, Chuck Norris appeared in a series of commercials for the Polish bank BZ WBK, which is a classic example of \_\_\_\_\_.
- \_\_\_\_\_ relates generally to the development of consumer awareness or popularity, and is one of the main objectives of advertising and promotion.
- Apsmart is a London-based mobile innovation company who work with startups and \_\_\_\_\_ that are looking to drive innovation via unique mobile solutions.
- \_\_\_\_\_ is defined as creating and selling products, goods and services to individual buyers, as opposed to trying to appeal to businesses.
- A \_\_\_\_\_ consists of introduction, growth, maturity and decline.
- Sector Promotion Programme for Polish Food Specialities Sector is intended \_\_\_\_\_ new strong Polish \_\_\_\_\_ which will be recognizable all over the world and, therefore, associated with the country of origin.
- Tesco's wide \_\_\_\_\_ means that it appeals to all sectors of the UK market.

**Part 2**

market leader	Business-to-business	consumer	product placement	market segment	market challenger
packaged goods	market research	consumer goods	social networking	Brand management	brand equity

- In fact, with \_\_\_\_\_ turning the feature film into a series of disguised commercials, it's actually quite appropriate that most modern Hollywood product is best consumed as an advert.
- \_\_\_\_\_ is a communication function in marketing that includes analysis and planning on how that brand is positioned in the market, which target public the brand is targeted at, and maintaining a desired reputation of the brand.

15. Microsoft is the \_\_\_\_\_ in computer software.
16. It was felt that China could also shift to a greater production of \_\_\_\_\_, which would tend to reduce its imports from other developing countries.
17. In countries with ageing populations, the over 60s age group is becoming an increasingly important \_\_\_\_\_.
18. Pepsi is the \_\_\_\_\_ in carbonated soft drinks.
19. Focus groups and consumer surveys are ways of conducting \_\_\_\_\_.
20. Companies can create \_\_\_\_\_ for their products by making them memorable, easily recognizable and superior in quality and reliability.
21. The Client, as a \_\_\_\_\_, shall undertake to inform the Bank of the non-authorized or incorrect payment immediately.
22. \_\_\_\_\_ describes commerce transactions between businesses, such as between a manufacturer and a wholesaler, or between a wholesaler and a retailer.
23. Pantry or food storage cabinets are specially made to accommodate cans and dry goods (breakfast cereals, jams, flour and other \_\_\_\_\_).
24. A video of the President's speech has been disseminated on the Internet through a \_\_\_\_\_ site.

**TASK 5.** *You are going to read a text on brand management and do some tasks after it.*

**Step 1.** *Answer the following question:* Do you buy store brands (ones owned by the chain store selling them) when food shopping? Why? Why not?

**Step 2.** *Translate the 'brand vocabulary' from the text you are going to read into your mother tongue.*

1	an in-house brand	
2	a retailer	
3	a name brand	
4	a profit margin	
5	perfect timing	
6	to push true	
7	an economic downturn	
8	a shopping habit	
9	economic woes [wəʊz]	
10	distinctive lines	
11	a powerful discounter	
12	food retail market	
13	to corner	
14	low-cost	
15	to internationalize	
16	to compete against	
17	to build a presence	
18	to hold back	
19	second-in-command	



20	an own-brand product	
21	a store-brand product	

**Step 3. Match the names of shops with their Wikipedia descriptions.**

<i>Aldi</i>	<i>Real</i>	<i>Carrefour S.A.</i>	<i>Lidl Stiftung &amp; Co. KG</i>	<i>Wal-Mart Stores, Inc.</i>
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1. \_\_\_\_\_ is a French multinational retailer, headquartered in Boulogne, France, in Greater Paris. It is one of the largest hypermarket chains in the world, with 1,452 hypermarkets at the end of 2011, the fourth largest retail group in the world in terms of revenue, after Wal-Mart, Tesco and Costco, and the third in profit, after Wal-Mart and Tesco.
2. \_\_\_\_\_ is an American multinational retail corporation that runs chains of large discount department stores and warehouse stores. Headquartered in Bentonville, Arkansas, the company was founded by Sam Walton in 1962. It has over 11,000 stores in 27 countries, under a total 55 different names.
3. \_\_\_\_\_ is a European hypermarket, member of the German trade and retail giant *Metro AG*. It was formed in 1992, from the merger of chains divi, Basar, Continent, Esbella and real-kauf.
4. \_\_\_\_\_ is a leading global discount supermarket chain with over 9,000 stores in over 18 countries, and an estimated turnover of more than €50bn. Based in Germany, the chain was founded by brothers Karl and Theo Albrecht in 1946.
5. \_\_\_\_\_ is a German global discount supermarket chain, based in Neckarsulm, Baden-Württemberg, Germany, that operates over 10,000 stores across Europe. It belongs to the holding company Schwarz Gruppe, which also owns the store chains Handelshof and hypermarket Kaufland.

**Step 4. Read the article below and be ready to translate it into your mother tongue.**

**Real Chief says own brand is the way ahead**

Joel Saveuse walks across the *Real* hypermarket in northern Germany in search of 'those little biscuits'. Moving from toys to the freezers section, the 55-year-old, who runs the country's biggest food retailer, finds what he is looking for in aisle 45. This is my favourite product,' Mr Saveuse says, holding a packet of chocolate-filled *Mini Double Biscuits*. 'Look, here's a simple picture of the contents.' he says as his finger moves across the packaging, 'and top left is the "*Real Quality*" logo.'

Together with a handful of rivals, the Frenchman is starting a small revolution in Germany by replacing its different in-house brands with a single own brand that links the retailer with a product range. The aim is to raise in-house brand sales from 15 per cent up to 25 per cent of food sales in two to three years' time. Mr Saveuse says that customers get top quality for at least 15 per cent less than they would pay for a name brand - and *Real* gets a better profit margin.

Such logic has seen *Real's* foreign rivals push true own-brand lines for decades. *Real* reckons up to 60 per cent off *Tesco's* UK sales come from its three

*Tesco* brands, and *Carrefour* is aiming for a 30-per-cent quota, up from 25 per cent now.

After working on the concept for the last year, *Real* introduced 850 *Real Quality* items this September - coincidental but 'absolutely perfect timing' for the economic downturn that followed the banking crisis, the *Real* head says. Although Mr Saveuse says that shopping habits at *Real* have not yet been affected by economic woes, he stresses that next year could see shoppers buying more own brands as they look for more value for money. 'Crisis doesn't just bring disadvantages,' he says.

Given the power of own brands in good times and bad, it is surprising that German retailers only launched distinctive lines last year. The cause lies with Germany's powerful discounters. *Aldi* and *Lidl* have in the past generation helped corner 40 per cent of the food retail market - as against 6 per cent in the UK - by selling little else than a small range of own brands, a move copied by *Real*, with, say, its low-cost 'Tip' range (a discount label).

'But we're internationalising now,' Mr Saveuse says. 'In Poland and Turkey, we're competing against *Carrefour* and *Tesco*, in Russia and Romania against *Carrefour* - that has forced us to focus on true own-brand as a way of building our presence.' Strengthening the *Real* brand is key to reviving the chain. A format held back by discounters. Mr Saveuse reckons the German hypermarket has a future. He should know. Until 2005, he was second-in-command at hypermarket pioneer *Carrefour*.

**Step 5. Match the expressions below to their meanings.**

1	a banking crisis	a	retail organisations that sell cheap products and have a lot of influence on the market
2	an economic downturn	b	where, when, how, etc. people usually buy things
3	perfect timing	c	when financial institutions were in extreme difficulty
4	shopping habits	d	when the time to do something is just right
5	economic woes	e	when sales, profits, etc. go down
6	powerful discounters	f	the difference between how much money you get when you sell something and how much it costs you to buy or make it
7	a retailer	g	something for sale in a store, especially a supermarket, that has the store's own label on it and not the label of the company that produced it
8	a profit margin	h	when the economy is in difficulties
9	a store-brand product	i	a person or company that sells goods directly to the public for their own use

**TASK 6.** *Translate the ‘brand vocabulary’ from the text you are going to read into your mother tongue.*

1	a consumer	
2	to be price-conscious	
3	to make up for smth	
4	a survey	
5	competitive pressure	
6	consumer goods market	
7	a multinational company	
8	domestic demand	
9	global economic weakness	
10	retail sales	
11	year-on-year	
12	buoyant ['bɔɪənt]	
13	a slowdown	
14	a consumer-goods company	
15	a gold mine	
16	conventional wisdom	
17	a shopper	
18	to be brand-driven	
19	to be value conscious	
20	to decline	
21	a beverage	
22	to halve	
23	brand origin	
24	a premium brand	
25	a high-end product = top-of-the-range	
26	a high-end consumer	
27	a personal care product	
28	consumer electronics	
29	polarized consumption pattern	
30	no-frills goods	
31	to differentiate	
32	to make up for smth	
33	prestigious	

### **BRAND LOYALTY IN CHINA: CHINESE SHOPPERS FOCUS MORE ON PRICES**

Chinese consumers are becoming more price-conscious, less brand loyal and generally harder to please, according to a McKinsey’s survey that suggests competitive pressures are increasing in the Chinese consumer goods market. The

report comes at a time when many multinational companies are counting on strong Chinese domestic demand to make up for global economic weakness.

Last month, retail sales in China grew by 23 per cent year-on-year, and consumer activity remains 'buoyant', despite signs of a slowdown in sales of some items such as cars, says Jing Ulrich of JP Morgan Securities. But consumer-goods companies will have to work harder to satisfy 'increasingly sophisticated' Chinese consumers, the report says. 'This is not an easy market,' says Max Magni of McKinsey in Shanghai, one of the authors. 'China is still a gold mine, but now there are thousands and thousands of miners that have discovered it.'

The conventional wisdom that Chinese consumers are more brand-driven than shoppers in more developed markets remains true. 'But the importance of brands, and brand loyalty specifically, is falling as the choices facing consumers multiply,' the report said. Chinese shoppers are markedly more value conscious than last year, and loyalty to particular brands is declining: the proportion of consumers who said they would continue to buy their existing food and beverage brand has halved.

But the weakening of brand loyalty could be good news for foreign companies, the report says, because shoppers are less nationalistic in choosing a brand: a small majority of those surveyed showed no clear preference for brand origin. And premium brands could also benefit from a willingness to pay more for high-end products. The top 15 per cent of consumers will pay 60 per cent more for high-end consumer electronics and 300 per cent more for some personal care products.

If the trend continues, 'it will lead to the kind of polarised consumption patterns familiar in the West', between 'no-frills' goods and high-end products, the report says. Companies should compete at one or both ends of the market but avoid being stuck in the middle, it advises. Companies needed to differentiate more between regions too, the report says, noting that the traditional marketing strategy of classifying consumers by the size of the city they live in may no longer work.

**TASK 7. Read the article and decide if these statements are true or false.**

1. Competition in the Chinese consumer-goods market is weakening.
2. Multinationals are relying on sales in China to make up for lower sales elsewhere.
3. Sales of consumer goods in China are increasing for all types of product.
4. Max Magni compares China to a gold mine because it is not easy to satisfy 'increasingly sophisticated' Chinese consumers.
5. Max Magni says that sellers of consumer goods in China will find it easier to make money in the future.
6. According to Max Magni, in the future Chinese consumers will remain more brand-driven than shoppers in more developed markets.
7. There are twice as few consumers who will stick to buying their existing food and beverage brand.
8. It will not be easy for foreign companies to persuade Chinese shoppers to buy their brands.
9. More Chinese shoppers are ready to buy more expensive but a better quality goods than before.

10. According to the report, buying habits in China could become similar to those in Western countries.
11. There is also an apprehension that traditional marketing strategies may no longer be true for China.

**TASK 8. Match the expressions below to their meanings.**

1	a premium brand	a	generally accepted ideas
2	nationalistic	b	To be influenced by brands
3	High-end	c	when someone buys the same brand each time
4	domestic demand	d	To be ready to pay more for goods of a better quality
5	to be brand-driven	e	putting one's country first
6	no-frills goods	f	the most expensive and prestigious
7	brand loyalty	g	denoting the most expensive of a range of products
8	to be value conscious	h	the total amount of money that is spent on goods and services by the people, companies, and government within a particular country
9	conventional wisdom	i	A product which the customer believes is worth the higher price typically charged when compared to other options within the same category
10	premium	j	A product for which the non-essential features have been removed to keep the price low

**TASK 9. Complete the definitions of the expressions in italics from by choosing the correct option.**

1. The origin of a brand is ...
  - a) people who buy it.
  - b) a place where it comes from.
  - c) people who sell it.
2. An example of consumer electronics is ...
  - a) A TV set.
  - b) a piece of furniture.
  - c) cutlery.
3. An example of a personal care product is ...
  - a) washing powder.
  - b) clothing.
  - c) cosmetics.
4. If a situation is polarised, it has...
  - a) no extremes.
  - b) two extremes.
  - c) three extremes.
5. No-frills products ...
  - a) have lots of special features.
  - b) are basic and cost less.
  - c) cost more than other products.
6. If a company is stuck in the middle, it ...
  - a) makes lots of money from the mid-market.
  - b) can't move to more profitable areas.
  - c) doesn't serve any part of the market very well.
7. If a company differentiates between different regions, it ...
  - a) treats them differently.
  - b) treats them the same.
  - c) treats them indifferently.

**TASK 10. Below there are notes briefly summarising each paragraph in the article. Put them in the correct order.**

- A. High demand, but consumers more sophisticated and competition very strong

- B. Trends for the future in two areas
- C. Main findings of a McKinsey report on brand loyalty in China
- D. Brand loyalty falling, but good outlook for expensive brands
- E. Brand loyalty falling and consumers more price-conscious

## UNIT 2. BUSINESS TRAVELLING

**TASK 1.** Give Russian/Ukrainian equivalents to the 'business travelling' vocabulary below.

1	a low-cost airline	
2	in-flight service	
3	to go bust	
4	a low-cost carrier	
5	deregulation	
6	liberalisation	
7	competition laws	
8	to bail out	
9	to watch one's costs	
10	a business traveller	
11	a long-haul route	
12	a full-service airline	
13	ground staff	
14	a ticket office	
15	fixed costs	
16	revenue = yield	
17	fragility	
18	an alliance	
19	to opt for	
20	a full merger	
21	a hub	
22	an onward journey	
23	cost basis	
24	an economic downturn	
25	laws on bankruptcy protection	
26	to go out of business	
27	fuel costs	
28	to an extent	
29	a supplier	
30	a hotel chain	
31	to question	
32	purpose-built	
33	video-conferencing	
34	a suite	
35	internal company	

**TASK 2. Read the text below and translate it into your mother tongue.**

### **Business Brief**

Air travel in Europe has been shaken up by **low-cost airlines** offering spartan **in-flight service** and selling tickets direct over the Internet. National flag carriers (government-owned airlines) continue **to go bust**, partly as a result of the success of the **low-cost carriers**. Deregulation and liberalisation, driven by the **competition laws** of the European Union, mean that governments are no longer allowed **to bail out** their airlines.

Low-cost airlines are increasingly attractive to businesses **watching their costs**. Many **business travellers** are now using them, saying that there is no point in paying more for a flight just to get a badly cooked breakfast. The established players reply that, especially on **long-haul routes**, there will always be a place for **full-service airlines** with **ground staff**, city-centre **ticket offices** and so on. However, all this infrastructure means that traditional airlines have very high **fixed costs**: it costs almost as much to fly a plane three-quarters empty as full, and the main aim is to get as many passengers on seats as possible, paying as much as possible to maximise the **revenues, or yield**, from each flight.

The relative **fragility** of individual airlines all over the world has led to the growth of **global alliances**. Most national European airlines are now members of either Oneworld or Star Alliance, and Air France and KLM have opted for a **full merger**. On transatlantic routes, British Airways has long been in alliance with American Airlines. Co-operation means that airlines can feed passengers into each others' **hubs** for **onward journeys** and costs of marketing and logistics are not duplicated.

In the USA, there have been a number of airline mergers, for example between Delta and Northwest, resulting in bigger airlines with lower **cost bases** per passenger. However, airlines are among the first to suffer during **economic downturns**, and the USA has been accused of unfairly protecting its airlines with **laws on bankruptcy protection** that give airlines time to reorganise and restructure when in other countries they would **go out of business**.

**Fuel costs** have been another factor in the fragility of airlines' finances. They can, **to an extent**, buy fuel into the future at prices fixed with suppliers today, but the wild swings in fuel prices of recent years have made budget planning very difficult.

Another aspect of travel is, of course, the hotel industry. Here, there are similar issues of high fixed costs that have led to the development of **hotel chains** able to share them. Each chain is a brand and, wherever you go, you should know exactly what you are going to find when you get there.

However, business travellers are beginning **to question** the sense of travelling at all. Some argue that after the first face-to-face meeting between customer and supplier, further discussions can take place using **purpose-built video-conferencing suites**, webcams combined with PCs on the Internet and so on. Costs of video-

conferencing are coming down, but it is probably more suitable for **internal company communication**, with colleagues who already know each other well.

**TASK 3.** *Answer the questions below. If you do not know for sure, find the information in the internet.*

1. What are the synonyms of a low-cost carrier or low-cost airline?
2. What do you think is included into spartan in-flight service?
3. What do you think full-service airlines (mainline carrier's services) include?
4. What do you know about the competition laws of the European Union?
5. What do fixed costs include?
6. What is a full merger?
7. What do laws on bankruptcy protection mean?
8. In your opinion, in what cases are face-to-face meeting preferable to video-conferencing?

**TASK 4.** *Give Russian/Ukrainian equivalents to the 'business travelling' vocabulary below.*

1	пространство для ног под сиденьем (в салоне самолета или автомобиля)	1	
2	потерянный или задержанный багаж	2	
3	очереди на регистрации багажа и билета в аэропорту	3	
4	багажная тележка в аэропорту	4	
5	избыточное бронирование мест в самолете	5	
6	задержка рейса	6	
7	отмена рейса	7	
8	нарушение суточного ритма организма, расстройство биоритмов в связи с перелётом через несколько часовых поясов	8	
9	аварийный выход	9	
10	табло вылетов	10	
11	деловая поездка за границу; служебная командировка	11	
12	ручная кладь (2 варианта)	12	
13	бронирование номера в гостинице	13	
14	удовлетворять потребности; требования	14	
15	услуги по переводу	15	
16	дорожные расходы	16	
17	негативно отражаться на бизнесе	17	
18	сообразительность, находчивость, смешлённость; здравый смысл; имеющий навык; профессиональные знания	18	
19	гостиничные транспортные услуги	19	



20	дополнительные услуги	20	
21	снижение цены	21	
22	экологическая политика	22	
23	модное словечко	23	
24	рациональное использование воды; охрана водных ресурсов	24	
25	энергосберегающее освещение; освещение с малым потреблением энергии	25	
26	быстродействующий, высокоскоростной интернет	26	
27	хорошо обученный персонал	27	
28	зал ожидания в аэропорту	28	
29	несерьёзное, небрежное отношение	29	
30	пик туристического сезона	30	
31	предложение пересесть на более дорогие места или переселиться в более комфортабельный номер в той же самой гостинице	31	
32	программа начисления баллов для часто летающих пассажиров	32	

**TASK 5. Fill in the gaps in the text with words and phrases from the box below.**

**PHILOSOPHY OF COMMITMENT AND SUPPORT FOR ENVIRONMENTAL PROTECTION**

renovating	selected	materials	printed	resources	lighting
grown	preservation	convenience	ways	waste	fabrics
toxic	towels	logging	usage		

At Anima Hotels we believe in the need for environmental \_\_\_\_\_ (1), and we constantly seek out more logical and rational \_\_\_\_\_ (2) to interact with the world around us.

We are prudent in our use of \_\_\_\_\_ (3) and attentive to the best use of space when constructing or \_\_\_\_\_ (4) buildings, with an aim to optimize natural energies and create more humane spaces that place a premium on comfort and \_\_\_\_\_ (5).

We use natural materials: naturally \_\_\_\_\_ (6) and treated woods that are not the result of indiscriminate \_\_\_\_\_ (7). Also, we never resort to the use of varnishes, paints or any other treatments that could be \_\_\_\_\_ (8). We use smooth walls, natural paints and colors that are meticulously \_\_\_\_\_ (9) to create calm and relaxing environments.

Our curtains and upholstery are of natural \_\_\_\_\_ (10), satin and 100 X 100 cotton. The linens in the rooms are satinized cotton and the \_\_\_\_\_ (11) are natural plush.

Hotel information is always \_\_\_\_\_ (12) on paper that meets FSC (Forest Stewardship Council) standards of certification. We take maximum advantage of natural \_\_\_\_\_ (13) and ration our energy use; we install energy-efficient \_\_\_\_\_

(14) and we control its use with motion sensors; we reduce water \_\_\_\_\_ (15) and recycle generated \_\_\_\_\_ (16).

**TASK 6. Translate the phrases below into English.**

1	Вы могли бы соединить меня с добавочным номером 233?	
2	Я бы хотел договориться с вами о встрече.	
3	Какой день вам подойдет?	
4	Я сравнительно свободен на следующей неделе.	
5	Как насчет четверга? Вам это подойдет?	
6	А вы не смогли бы во вторник?	
7	Дайте мне проверить свой ежедневник.	
8	Я бы хотел поговорить с мистером Фишменом.	
9	Кто его спрашивает?	
10	Я вас соединяю с отделом продаж.	
11	Боюсь, мистером Фишмен в данный момент занят.	
12	Вы подождете или соединить вас с его голосовой почтой?	
13	Вы бы не могли записать для него сообщение?	
14	Мне нужно перепланировать (изменить график) своих деловых встреч.	
15	Я бы хотел встретиться с мистером Бондом завтра, предпочтительно утром.	
16	Может ваш секретарь перезвонить мне утром, чтобы подтвердить нашу встречу?	
17	Я позабочусь о том, чтобы мистер Бонд получил ваше сообщение.	
18	У нас встреча в 3 часа, но боюсь, у меня кое-что случилось.	
19	Не могли бы мы договориться о другом времени, возможно, на среду?	
20	Это говорит Сьюзен Дин. Могу я поговорить с мистером Фордом?	

**TASK 7. You are going to read a text about hotel changes.**

**Step 1. Translate the vocabulary below into your mother tongue.**

**Text 1: Hotel changes the landscape of building**

1	a shipping container	
2	a budget hotel	
3	plastering	
4	to manufacture	
5	to supply	
6	a developer	
7	oversized	
8	a high-rise building	
9	from start to finish	
10	conventional	
11	to expand	
12	aggressively	
13	to stack	
14	to unbolt	
15	to refurbish	
16	to break with convention	
17	a brick	
18	concrete	
19	timber	
20	permafrost	
21	a shake-up	

**Step 2. Read the text below and be ready to translate it into your mother tongue.**

### **Hotel changes the landscape of building**

The biggest hotel to be constructed from shipping containers opens in London this week. Travelodge, the budget hotel chain, imported the containers from China - complete with bathrooms, plastering and air conditioning units - then stacked them into a 300-room hotel near Heathrow in just three weeks. The steel modules are made by Verbus Systems, a London-based company that designs, manufactures and supplies what it calls a 'Lego kit' for developers.

'Our proposition is absolutely unique,' Paul Rollett, director of Verbus, says. Verbus supplies oversized shipping containers - as much as five metres wide - that are strong enough to build high-rise buildings anywhere in the world. It has provided a developer in Liverpool with two modules that came fully finished, with pillows on the beds.

For medium-sized hotels - those with more than 200 rooms and six storeys - Verbus claims its modules are up to 20 per cent cheaper and 50 per cent faster than traditional building systems. 'It cannot be beaten,' so says Mr Rollett. The Heathrow Travelodge took 58 weeks from start to finish – 16 weeks faster than a conventional build would

have been. During one evening, an entire floor of 60 rooms was lifted into place in three hours.

Travelodge plans to expand aggressively over the next decade and expects to use containers in many of its larger hotels. The containers can be stacked 17 storeys high without the need for additional support. They can also be recycled. 'We could unbolt this building, take it down, refurbish the rooms and move it to Sydney,' Mr Rollett says.

It remains to be seen whether developers will break with convention and adopt steel modules over bricks, concrete and timber en masse. But Mr Rollett argues that containers are the most reliable option, as well as the cheapest, especially in extreme environments.

He cites Canada, where construction must be rapid because of permafrost; west Africa, 'where you can't build timber-frame hotels because the termites eat them'; and the United Arab Emirates, where cities are springing up in the desert.

The future imagined by Mr Rollett, with buildings worldwide made from identical metal blocks, would require a profound shake-up of the established order and, in its most extreme form, would cause nightmares for traditional builders and architects. But as Mr Rollett says, industrialisation is a powerful force. 'If Henry Ford in 1903 had started making houses and not cars, the world would be a completely different place. I just can't understand why buildings aren't made in factories.'

**Step 3. Look through the first four paragraphs and match the figures to what they refer to.**

1	3	a	the number of rooms in a new Travelodge near Heathrow
2	5	b	the number of weeks saved on building the Heathrow Travelodge
3	16	c	the number of storeys that can be built without additional support using the system
4	17	d	the width in metres of some shipping containers
5	20	e	the percentage by which Verbus's buildings can be built faster than others
6	50	f	the number of weeks it took to stack the containers to build the Heathrow Travelodge
7	60	g	the percentage by which Verbus's building system is cheaper than others
8	300	h	the number of rooms on one hotel floor that was lifted into place in one evening

**Step 4. Find the answers to these questions in paragraphs 1 and 2.**

1. Where are the containers made?
2. What do they come with?
3. Is there another supplier for this system?
4. Are there limits as to where it can be used?
5. Can they be delivered fully finished and equipped?

**Step 5. In paragraphs 4 and 5, find the verbs that mean the following:**

1. to start using

2. to take from one place to another
3. to use again
4. to improve something to its original state
5. to pile one on another
6. to take apart

**Step 6. In paragraphs 5 and 6, find expressions to complete these statements:**

1. Places where the climate is very hot or cold have \_\_\_\_\_.
2. If you start doing something in a new way, you \_\_\_\_\_.
3. If people or organisations start doing something in large numbers, they do it \_\_\_\_\_.
4. The best way of doing something is \_\_\_\_\_.
5. If houses or towns start to be built quickly in a place where there were none before, they \_\_\_\_\_ there.
6. If it's too early to say definitely if something will happen, you can say \_\_\_\_\_.

**Step 7. In paragraphs 6 and 7, find the answers to these questions. Start your answers with 'The author of the article claims that...' or some other opening like this.**

1. Why must buildings go up very quickly in Canada?
2. Why are wood-frame buildings unsuitable for Africa?
3. Why is Verbus suitable for the United Arab Emirates?
4. Why will it not be easy to change traditional building methods around the world?
5. Why is Paul Rotlett optimistic about his vision for the future?

**TASK 8. You are going to read a text about videoconferencing.**

**Step 1. Translate the vocabulary below into your mother tongue.**

1	a public relations executive	
2	a data centre	
3	energy-efficient	
4	a round trip	
5	green technology	
6	hi-tech industry	
7	a benefit	
8	flexible communication	
9	to live up to the hype	
10	to displace	
11	CIO	
12	a mismatch	
13	on-line collaboration	
14	usability	
15	to set up	
16	telepresence	
17	high-definition video	

18	to opt for	
19	to roll out	

**Step 2. Read the text below and be ready to translate it into your mother tongue.**

**Reluctant users slow to take up videoconferencing**

The public relations executive was enthusiastic on the phone. The IT company he represented had started installing green data centres and energy-efficient computers. Would I like to fly to California to see for myself? That would be a 2,500-mile round trip from my home in midwestern Canada. According to the online calculator from Terapass, the trip would release 1,132 pounds (about 500 kilos) of CO<sub>2</sub> into the atmosphere. 'If you're really into green technology, couldn't we do a videoconference instead?' I asked. 'Sure,' said the PR person. 'We are totally into green issues.' He promised to arrange it. Months later, nothing had happened.

The high-tech industry is quick to praise the benefits of flexible communication, but videoconferencing is one area where things have failed to live up to the hype. 'Videoconferencing has not significantly displaced travel,' says Frank Modruson, CIO for global technology consulting firm Accenture. As the IT sector continues to push its green values, this mismatch between rhetoric and reality is becoming harder to ignore. So why are relatively few people using videoconferencing?

Andrew Davis, managing partner at online collaboration market research firm Wainhouse, says the technology is let down by usability. For many people, videoconferences are just too difficult to set up. This is why Nortel is emphasising the services side. 'The barrier isn't the technology. It's the services around that technology,' says Dean Fernandes, the company's General Manager of Network Services.

Nortel is one of several companies getting into a relatively new segment of the videoconferencing market called telepresence. Specially equipped rooms enable people to appear as if they are sitting across the table, with life-size video representations of remote colleagues in high-definition video. Customers pay to use Nortel's facilities, which can also handle video filming, enabling the room to double as a production facility for corporate TV, for example. Nortel will also handle post-production tasks such as editing. Accenture, on the other hand, opted for the capital investment route. Mr Modruson said it is installing telepresence systems, creating rooms in Chicago and Frankfurt, and hopes to roll out another 11 cities in the next few months.

**Step 3. Choose the best summary of the first paragraph.**

- a) An IT company said it was developing environmentally friendly services. The writer asked its public relations representatives to organise a videoconference in order to talk about its latest services, but nothing happened. Perhaps this was because it was too complicated to arrange.
- b) Videoconferences are good in theory, but it's better to travel to see someone, even if the environmental cost is high, as nothing can replace face-to-face communication.

**Step 4. Decide whether the following statements are true or false.**

1. If something does not live up to the hype, reality is just as good as what people say about it.
2. If something displaces something else, they both exist together.
3. If someone pushes a particular idea, they encourage people to believe in it, use it, etc.
4. If there is mismatch between rhetoric and reality, people don't do what they say they do.
5. If you are let down by the usability of something, you can rely on it.
6. If something is difficult to set up, it is hard to arrange.
7. If you emphasise something, you say that it is important.
8. If there is a barrier to using something, it is easy to use.

**Step 5. Match the two halves of the expressions given below.**

1	corporate	a	representations
2	high-definition	b	tasks
3	life-size video	c	vide
4	post-production	d	facility
5	production	e	colleagues
6	remote	f	market
7	videoconferencing	g	TV

**Step 6. Match the expressions from step 5 to their meanings.**

1. people in your company who work in another place
2. electronic pictures of people that are as big as in real life
3. the things that have to be done on a film before it can be shown
4. the place where the things in iii, above, are carried out
5. very high-quality electronic pictures
6. the organisations that might use this sort of system and similar systems
7. television programmes made and shown within an organisation

**TASK 8. Fill in the gaps with one of the words or expressions from the box below.**

developers	permafrost	telepresence	manufactured	expand	mismatch
shipping containers	live up to the hype	green technology	breaking convention	budget hotel	energy-efficient
online collaboration	aggressively	refurbish	data centre	opt for	a high-rise building
chief information officer	public relations executive	high tech industry			

1. There is a massive \_\_\_\_\_ in some organizations between the goals the individual is seeking to achieve and the actual rewards these organizations are able to offer.
2. It crosses two mountain ranges, 561 rivers, 124 km of \_\_\_\_\_ and more than 1000 km of West Siberian bog and marsh on its journey through five time zones to Western Europe.

3. Our recent survey of 445 companies showed that more than three-quarters (77%) admit that \_\_\_\_\_ is not their strong point, and they would never dare to introduce innovations that their customers or colleagues would never have predicted.
4. The global \_\_\_\_\_ is moving into a new phase of competition: one in which tightly integrated technology and business ecosystems will play a pivotal role in future growth and innovation.
5. As a \_\_\_\_\_ you may be involved in work during industrial disputes, the moving or opening of a client factory, large scale redundancies, or other employment changes to your client's company.
6. \_\_\_\_\_ lets a group of people work together in real-time over the Internet. Those engaged in it can work together on word processor documents, Power Point presentations and even for brainstorming, all without needing to be in the same room at the same time.
7. In 2012 the company signed a contract to install 21 \_\_\_\_\_ elevators and escalators at Rio de Janeiro's Maracana Stadium, the site of both the 2014 FIFA World Cup championship match and the 2016 Summer Olympics' opening and closing ceremonies.
8. At this time of economic crisis of unprecedented scale, Wal-Mart has been \_\_\_\_\_ trying to \_\_\_\_\_ internationally, and this is the right time for them.
9. \_\_\_\_\_ are a reusable transport and storage unit for moving products and raw materials between locations or countries.
10. \_\_\_\_\_ are live interactive television links which will allow academic and administrative meetings, lectures, seminars and demonstrations to take place with the participants at different geographical locations, saving time and travel costs and opening new opportunities for collaboration.
11. \_\_\_\_\_ is the application of environmental science, green chemistry, environmental monitoring and electronic devices to monitor, model and conserve the natural environment and resources, and to curb the negative impacts of human involvement.
12. \_\_\_\_\_ is a job title commonly given to the person in a company who is responsible for the information technology and computer systems that support the company's goals.
13. In a number of areas local authorities have sold blocks of flats to private \_\_\_\_\_ who then \_\_\_\_\_ them before selling them to new residents.
14. You can find \_\_\_\_\_ chains all over London. For example, Holiday Inn Express offers affordable accommodation in central locations and includes complimentary breakfast buffet and Wi-Fi.
15. The car was designed, developed, and \_\_\_\_\_ in collaboration with Honda.
16. The 'Matrix 2' did not \_\_\_\_\_, and many people found the film very disappointing because they so much loved the first 'Matrix' movie.
17. Many people who had loaned big sums of money from banks cannot afford to pay back, so they \_\_\_\_\_ bankruptcy, which ultimately means losing their homes.



18. \_\_\_\_\_ is a structure which has a minimum of 12 floors and a maximum of 40 floors.
19. The National Climatic \_\_\_\_\_ is a public organisation that maintains the world's largest archive of weather information.

**TASK 9. Give English equivalents to the business vocabulary below.**

1	важный клиент	
2	удержать клиента	
3	главное управление; головной офис	
4	руководитель высшего звена (ранга); ответственный сотрудники компании	
5	справляться с требованиями	
6	общеизвестное имя; общеизвестная марка/бренд	
7	стоимость проезда или провоза багажа, тариф, плата за проезд	
8	маршрут; детальный маршрут поездки; подробный план	
9	удовлетворить потребности, запросы	
10	поставщик услуг	
11	зарубежные партнеры	
12	внимание к деталям	
13	служба проката (автомобилей)	
14	не отвечать стандартам	
15	сообщить о пропаже	
16	заполнить бланк заявления о выплате страхового возмещения	
17	квитанция; товарный, кассовый чек	
18	пропавшие вещи	
19	средний диапазон цен	
20	багажник автомобиля	
21	бесплатное предоставление более качественной услуги	
22	отношение к клиенту «не нравится – не берите»	
23	выставлять счёт	
24	изменённый маршрут полета	
25	стоимость проживания в отеле	
26	не зависящие от нас обстоятельства	
27	компенсировать кому-то все неудобства	
28	эффективно решить проблему	
29	компания, имеющая отношение к данному делу, вопросу	

30	извиняться за причиненные неудобства	
31	предпринимать шаги, чтобы гарантировать	
32	подходящее время для встречи	
34	совет директоров; правление	
35	медицинский осмотр	

### UNIT 3. CHANGE

**TASK 1.** Give Russian/Ukrainian equivalents to the 'business change' vocabulary below.

1	leadership	
2	to bring about	
3	change management	
4	to downsize	
5	to de-layer = delayering	
6	to eliminate	
7	middle management	
8	computer networks	
9	flat organization	
10	lean organization	
11	reasoning	
12	instant access to information	
13	to dilute	
14	organisational layers	
15	a top manager	
16	front-line employees	
17	empowerment	
18	an acquisition	
19	a takeover	
20	a merger	
21	to shed staff	
22	redundancy	
23	sloganeering	
24	an asset	
25	accumulated knowledge	
26	a core competent	
27	a chief knowledge officer	
28	intellectual capital	
29	knowledge management	

**TASK 2.** Read the text below and be ready to translate it into your mother tongue.

If a successful organisation is to continue to succeed, it will need to change. A large part of **leadership** is to do with bringing about change. But the arrival of

consultants to look at an organisation and suggest ways of **restructuring** it can make employees extremely nervous if there is not proper **consultation** with them: explanation and discussion of what the company is trying to achieve by this change. Much of the work of executives is taken up with **change management**.

Companies may **downsize** and **de-layer**, eliminating levels of **middle management** in order to become **leaner, flatter**, supposedly more efficient organisations. Often the reasoning was that computer networks allow top managers instant access to information that was previously gathered and transmitted upwards by middle managers, whose other main function was to communicate executives' key messages downwards to the workforce. In doing the latter, they were sometimes accused of diluting or confusing the messages, or worse. With fewer organisational layers, top managers say they can communicate more directly with **front-line** employees, the people who actually produce the goods or services and deal with customers. With less direct supervision, employees have often been encouraged to make more decisions for themselves in a process of **empowerment**.

Change and restructuring will also occur when a company is bought by another as an **acquisition** or **takeover**, or when two companies join as equals in a **merger**. It may be difficult to combine the **cultures** (ways of doing things) of the two companies.

Companies may also have to **shed staff** in periods of economic difficulty - **economic downturns**.

In all these scenarios, there will be **redundancies**. The people remaining might feel demoralised, wondering when the next wave of change is going to come and whether it would be their turn to lose their jobs.

There has been a realisation that, beyond the sloganeering, an organisation's most precious asset may well be its people and, above all, what they *know*. A company's accumulated knowledge and experience is part of **company culture** and is increasingly seen as a key to success. The collective knowledge of the **core competents** (the people with the key skills) is something to cultivate and develop. It is beginning to be seen that it may be a good idea to have people around with their accumulated years of experience. Some companies have appointed a **chief knowledge officer** to create systems to make this **intellectual capital** available to all employees via the company **intranet** (an Internet-type system available only to company employees). **Knowledge management** is a new business skill, essential if an organisation is to achieve **knowledge capitalisation** - the most profitable application of the knowledge available to it.

**TASK 3.** *Fill in the gaps with the words and phrases from the box. Be ready to translate the sentences into your mother tongue.*

knowledge management	redundancy	empowerment	flat organisations	middle management	company culture	de-layering
a merger	downsizing	change management	a takeover	restructuring	an asset	lean management

		nt				ment
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1. Though \_\_\_\_\_ are less costly because they have only few managers, there are chances of loose control because there can be too many subordinates under one manager.
2. \_\_\_\_\_ seeks to eliminate any waste of time, effort or money by identifying each step in a business process and then revising or cutting out steps that do not create value.
3. Elimination of jobs or job categories caused by downsizing, rightsizing<sup>1</sup>, or outsourcing is called \_\_\_\_\_.
4. Strategies and processes designed to identify, capture, structure, value, leverage, and share an organization's intellectual assets to enhance its performance and competitiveness is called \_\_\_\_\_.
5. Assumption of control of another (usually smaller) firm through purchase of 51 percent or more of its voting shares or stock is called \_\_\_\_\_, while \_\_\_\_\_ is a voluntary amalgamation of two firms on roughly equal terms into one new legal entity.
6. \_\_\_\_\_ means reducing the size of a business hierarchy, especially in terms of a reduction in management to create a flatter organizational structure.
7. \_\_\_\_\_ presupposes the values and behaviors that contribute to the unique social and psychological environment of an organization.
8. \_\_\_\_\_ is responsible for implementing the top management's policies and plans and typically has two levels below them.
9. \_\_\_\_\_ is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction.
10. \_\_\_\_\_ in business can be something physical, such as cash, machinery, inventory, land and building, or right, such as copyright, patent, trademark, or goodwill.
11. \_\_\_\_\_ means minimizing resistance to organizational change through involvement of key players and stakeholders.
12. Bringing about a drastic or fundamental internal change that alters the relationships between different components or elements of an organization or system is called \_\_\_\_\_.
13. \_\_\_\_\_ is an intentional reduction of a workforce at all staffing levels, to survive a downturn, improve efficiencies, or become a more attractive candidate for acquisition or merger.

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<sup>1</sup> rightsizing - the process of a corporation reorganizing or restructuring their business by cost-cutting, reduction of workforce, or reorganizing upper-level management. The goal is to get the company molded properly to achieve the maximum profit. The term 'rightsizing' is often used by companies instead of downsizing because it sounds less drastic. "The company felt that rightsizing was necessary after four quarters of losses."

**TASK 4. Give Russian/Ukrainian equivalents to the 'business change' vocabulary below.**

1	to merge	1	
2	a merger	2	
3	to relocate	3	
4	a salary cut	4	
5	a hostile workforce	5	
6	to be in charge of	6	
7	to promote	7	
8	an open-plan office	8	
9	to make redundant	9	
10	purpose-built	10	
11	a business park	11	
12	to downsize workforce	12	
13	to stay profitable	13	
14	the current economic climate	14	
15	working practices	15	
16	to take the product off the market	16	
17	a branch manager	17	
18	a decision-making process	18	
19	a legal department	19	
20	tax law	20	
21	a takeover	21	
22	an office lay-out	22	
23	to deregulate	23	
24	to restructure	24	
25	to decentralize	25	
26	to reassess a situation	26	
27	to downgrade	27	
28	to finalize a plan	28	
29	increased competition	29	

**TASK 5. Fill in the gaps in the sentences below with words or phrases from the box. Translate them into your mother tongue.**

made redundant	decentralize	expansion	increased competition	takeover
take into account	parent company's	return on sales	dramatic improvement	merger
team approach	minutes	operational experience	company premises	agenda

1. Executive director Eryl Morris underlined the need for productivity improvements: ‘We have to put programmes in place to drive down costs and push up \_\_\_\_\_.’
2. No. 3, St James's Street has been the \_\_\_\_\_ since it was rebuilt in the early eighteenth century.
3. According to Mr Horner, ‘commercial decisions are going to have to \_\_\_\_\_ the environmental costs of cleaning land that may have been contaminated’.
4. \_\_\_\_\_ of student numbers has been accompanied by increased staffing levels in almost all subjects.
5. Integrated learning programmes offer an opportunity for a \_\_\_\_\_ and the forging of new partnerships.
6. One of America's earliest \_\_\_\_\_ battles was in 1868, when Cornelius Vanderbilt fought Jay Gould, Jim Fisk and Daniel Drew for the Erie Railroad.
7. The consultant's assessment of the company's performance relies largely on a combination of \_\_\_\_\_ and professional judgement.
8. Reduced demand and \_\_\_\_\_ forced down profit levels, acting as an extra spur to reduce costs through reorganizing factories and introducing new technologies.
9. If you have been \_\_\_\_\_ or have been unemployed for a long time, you have two additional problems to overcome.
10. Please, find attached the \_\_\_\_\_ and objectives for the next meetings with our potential purchasers.
11. The aim of the company is a \_\_\_\_\_ in customer satisfaction levels and a significant lowering of the cost per customer contact.
12. All three companies mentioned above were involved during 1986 in \_\_\_\_\_ negotiations with one or other of the Big Six.
13. Subsidiaries benefit from their \_\_\_\_\_ financial strength.
14. Not only do \_\_\_\_\_ of the meeting need to be kept, but there should be an ‘action’ column indicating, as a result of decisions reached, who is going to take action and by when.
15. There may be a need to \_\_\_\_\_ and set up semi-autonomous subsidiaries or affiliates.

**TASK 6. On pages 27-29, find English equivalents to the ‘business change’ vocabulary given below.**

1	оплата с учетом результатов деятельности; оплата в зависимости от результатов; заработная плата, ориентированная на результат	1	
2	обеспечивать продажи	2	
3	жалобы от клиентов	3	
4	вызывать дух соперничества	4	
5	контроль за состоянием товарных запасов (систематическая проверка объемов запасов с целью выявления тех товаров, материалов и т.	5	

	п., запасы которых необходимо пополнить, и тех товаров, материалов и т. п., по которым произошло затоваривание)		
6	торговая точка	6	
7	склад материалов	7	
8	вызывать задержки (в поставках)	8	
9	вызывать чувство разочарования или неудовлетворённости (из-за невозможности каким-л. образом повлиять на ситуацию)	9	
10	увеличение количества краж в магазинах	10	
11	пугающий	11	
12	отрицательно сказываться на продажах	12	
13	"углеродный след" (выброс диоксида углерода в атмосферу, связанный с деятельностью отдельного человека или организации: например, в результате поездки на автомобиле, полёта на самолёте, производства товаров)	13	
14	в соответствии с чем-л.,	14	
15	свести что-либо к минимуму	15	
16	в настоящее время	16	
17	компенсация за спецодежду; надбавка к стандартной заработной плате, которая выплачивается работникам для покрытия расходов, связанных с приобретением спецодежды	17	
18	обязательный (для всех)	18	
19	существующая практика	19	
20	проводить собрание; проводить совещание	20	
21	во внеурочное время, после работы, после закрытия	21	

**TASK 7. Read all the texts in Case Study on pages 28-29 and give Russian/Ukrainian equivalents to the 'business change' vocabulary below.**

1	diversified	1	
2	broadcasting	2	
3	to expand one's presence	3	
4	to be a good fit with	4	
5	ownership	5	
6	staff turnover	6	
7	low morale	7	
8	re-applying for positions	8	
9	to feel insecure	9	
10	to affect productivity	10	

11	compensation package	11	
12	dairy products	12	
13	a senior position	13	

**TASK 8.** *You are going to read a text about changes in the structure of law firms in the UK.*

**Step 1.** *Before you read the text, answer the following question:*

What, in your opinion, is the reputation of the legal profession in your country in terms of its attitude to change?

**Step 2.** *Translate the vocabulary below into your mother tongue.*

1	a loose organization = a loose organisational structure	1	
2	a management decision	2	
3	educational and social backgrounds	3	
4	a common understanding	4	
5	explicit	5	
6	a senior managers	6	
7	a traditional bond	7	
8	expertise	8	
9	a long-term strategy	9	
10	to maintain profitability	10	
11	increasing sophistication	11	
12	market entry strategy	12	
13	to retain	13	
14	service delivery	14	
15	spare a thought	15	
16	well-being	16	
17	tough times	17	

**Step 3.** *Read the text and be ready to translate it into your mother tongue.*

### **Law firms get into shape**

Until quite recently, even the largest UK-based law firms were fairly loose organisations where partners had considerable personal autonomy. When important management decisions needed to be made, the partners could rely on their shared educational and social backgrounds and their long years of working together to help them reach a common understanding of what needed to be done. This represented the ‘glue’ that held the firms together.

This glue does not work properly any more. In the past ten years, the leading law firms have expanded rapidly and have grown to accommodate different kinds of lawyers, doing different kinds of work in different ways, with different expectations of their careers and their firms.



Law firms have responded to the challenge by developing and implementing more explicit methods of management that can accommodate this new-found complexity. Senior managers have introduced a range of new management systems and structures and have expanded the teams of business services staff to support these initiatives.

All of these schemes, while necessary steps on the road to professionalized management, have challenged the traditional bonds that have held these partnerships together. Five to ten years ago, even the largest law firms were no more than adolescents in the area of management, with ambitious ideas about their futures and vast amounts of energy but very limited expertise in developing and executing systematic, long-term strategies, so in spite of (or perhaps because of) this, the leading law firms have been extremely successful. They have made plenty of mistakes, but have expanded at a phenomenal pace while maintaining profitability. These firms have not simply grown – they have grown up.

The successful entries in the competition this year represent a wide variety of initiatives, showing increasing sophistication. Some entries relate to current hot topics in law-firm management. For example: market entry strategy in China (Lovells); retaining and promoting women lawyers (Latham & Watkins); and new models of service delivery (iLaw).

And lastly, spare a thought for the partners of Baker & McKenzie on their ‘Fit for Life’ programme. The firm has introduced a scheme to help its lawyers perform at their best, including a complete review of their well-being – emotionally, physically and mentally. While all law firms must be aware of the need to get into shape to survive the tough times ahead, Baker & McKenzie seem to have taken the advice literally.

**Step 4. Read paragraphs 1 and 2 and decide if these statements are true or false.**

1. Until recently, partners of all UK law firms made important management decisions using considerable personal autonomy.
2. Partners found it difficult to take decisions because they came from different backgrounds.
3. The ‘glue’ that held firms together refers to the shared values of the people working there.
4. The expansion of UK leading law firms has led to the failure of the old organisational system.

**Step 5. Match the verbs with the nouns to make collocation from the text.**

1	to promote	a	decisions
2	to respond to	b	shared educational and social backgrounds
3	to spare	c	a common understanding
4	to take	d	properly
5	to challenge	e	rapidly
6	to rely on	f	a challenge
7	to introduce	g	new methods of management
8	to perform	h	complexity
9	to work	i	initiatives

10	to expand	j	the traditional bonds
11	to survive	k	increasing sophistication
12	to show	l	women lawyers
13	to reach	m	a thought
14	to implement	n	a scheme
15	to accommodate	o	at one's best
16	to make	p	the tough times ahead
17	to support	q	the advice literally

**Step 6.** Use some of the verbs from Step 5 to complete the definitions below.

1. If you \_\_\_\_\_ something, you bring it into use for the first time.
2. If you \_\_\_\_\_ something someone you provide them with a place to stay, live, or work.
3. If you \_\_\_\_\_ something, you make it bigger.
4. If you \_\_\_\_\_ something, you help it.
5. If you \_\_\_\_\_ something, you do something as a reaction to it.
6. If you \_\_\_\_\_ something, you put it into action.
7. If you \_\_\_\_\_ something, you refuse to accept that something is right, fair, or legal.
8. If you \_\_\_\_\_ someone or something, you trust or depend on them to do what you need or expect them to do.
9. If you \_\_\_\_\_ someone, you give them a better, more responsible job in a company.
10. If you \_\_\_\_\_, you continue to live, especially after an accident, war, or illness.

**Step 7.** Find words and expressions in paragraphs 4 and 5 that mean the following.

1. done in a proper, serious way (16 letters)
2. done in a structured way (10 letters)
3. done in the old way (11 letters)
4. determined to be successful (9 letters)
5. very big (4 letters)
6. designed to last well into the future (4 letters + 4 letters)
7. moving extremely fast (10 letters + 4 letters)
8. the biggest and most successful company (7 letters)

**Step 8.** Which of these examples of change management given below are **NOT** mentioned among the competition entries?

1. promoting people from ethnic minorities
2. promoting women
3. introducing flexible ways of working
4. offering years off for study and personal development
5. finding ways of getting into new markets
6. finding new ways of providing services

**Step 9. Choose the right options.**

Baker & McKenzie seem to have taken the advice (on complete emotional, physical and mental well-being) literally. Which of these alternatives is the most probable explanation for the author's statement? She's suggesting that the firm ...

- a) does not really believe in its initiative, even if it pretends to and carries out a lot of activities that are not really useful.
- b) is doing something (perhaps something not mentioned here) that shows they are taking ideas on change management too far.
- c) has not taken ideas on change management far enough, despite putting a number of measures into action.

**UNIT 4  
ORGANISATION**

**TASK 1. Give Russian/Ukrainian equivalents to the 'organisation' vocabulary below.**

1	a business	
2	to come in many guises	
3	a sole trader	
4	SME (a small to medium-sized enterprise)	
5	a self-employed person	
6	a self-starter	
7	to meet objectives	
8	a recruit	
9	a cashier [kæ'ʃɪə]	
10	to impose from above	
11	a flat structure organization	
12	levels of hierarchy	
13	a buzzword	
14	flexibility	
15	flexitime = flextime	
16	hot-desking	
17	homeworking	
18	teleworking	
19	telecommuting	
20	a core staff	
21	outsourcing	
22	a portfolio worker	

**TASK 2. Read the business brief and be ready to translate it into your mother tongue.**

**Businesses come in many guises**, from the lonely sounding **self-employed person** and **sole trader**, through the **SME-the small to medium-sized enterprise**-to the multinational with its hierarchy and tens of thousands of employees. But the questions about what motivates people in work are basically the same everywhere. The first question that self-employed people get asked is how they find the self-discipline to work alone and motivate themselves when there is no one telling them what to do. Some companies are also looking for this: job advertisements often talk about the need for **recruits** to be **self-starters**. Some organisations (like advertising agencies) want to find ways of motivating their people to be ever more productive and creative. Employees and their managers in this type of organisation are relatively autonomous - they aren't given exact procedures on how **to meet objectives**.

But others (like banks) need people who can follow rules and apply procedures. (You do not want too much creativity when **cashiers** are counting banknotes!) These tend to be organisations with centralised cultures - exact procedures that must be followed are **imposed from above**.

In organisations of all kinds, the tendency is towards relatively **flat structures**, with only a few **levels of hierarchy** - this way, the senior management is relatively close to people dealing with clients.

The current **buzzword** is **flexibility**. This has a number of related meanings. One type of flexibility has existed for some time in the form of **flexitime or flextime**, where people can choose when they work, within certain limits. Then there is flexible working with some staff **hot-desking**, particularly those who are **homeworking, teleworking** or **telecommuting** and only need to come into the office occasionally. The number of teleworkers is rising rapidly, thanks partly to the decreasing cost and increasing availability of fast broadband Internet connections and mobile Internet.

A third type of flexibility is where employees are recruited on short contracts to work on specific projects, maybe part time. Perhaps the organisation only has **a core staff** and **outsources** or contracts out work to external people or companies as and when required. Some management experts say that this is the future, with self-employment as the norm and portfolio workers who have a number of different clients.

**TASK 3. Fill in the gaps in the sentences below with one of the words or phrases from the box.**

<i>self-starter</i>	<i>sole trader</i>	<i>hot-desking</i>	<i>levels of hierarchy</i>	<i>flexitime</i>
<i>recruit</i>	<i>core staff</i>	<i>portfolio worker</i>	<i>flexibility</i>	<i>buzzword</i>
<i>outsourcing</i>	<i>imposed from above</i>	<i>telecommuting</i>		

- \_\_\_\_\_ is one of the strategies employers can consider to allow pregnant women and new mothers to continue working.

2. Because our company's \_\_\_\_\_ is rather small, volunteers assist us in answering questions and mediating disputes.
3. It will be Jason's responsibility to report our laboratory's findings and observations to those in the higher \_\_\_\_\_ in the medical field.
4. \_\_\_\_\_ is a practice of not giving the employees especially the salespeople their own place in the office and occurs where a firm's databases and services can be easily accessed via wireless or telephone links.
5. As a \_\_\_\_\_, the amount of money that you pay to the revenue authorities for registration is minimal and management of the accounts is easy.
6. This is an interesting and challenging position and would suit a confident \_\_\_\_\_ with previous supervisory experience, willing to work on their own initiative.
7. \_\_\_\_\_ refers to employees' work schedules outside traditional 9 to 5 business hours and lets them start and stop work at varying times but still maintain a set number of hours during the workweek.
8. \_\_\_\_\_ refers to the process in which a business contracts with a third party service provider to provide services that might otherwise be performed by in-house employees of the business.
9. A \_\_\_\_\_ may have a variety of different clients that they offer different services to, or they may work part-time for a company and have their own business as well.
10. In a few cases, the manager may decide that the \_\_\_\_\_ is unsuitable but more normally they will be given a chance at a formal interview where the manager's opinion will be taken into consideration.
11. The current computer industry \_\_\_\_\_ for this capability is "user friendliness".
12. The trade unions fear that wage demands may have to be lowered because of the refugees' greater \_\_\_\_\_ and readiness to work for less money.
13. The reforms, implemented in 1990, did not emerge from discussions between people and the government; they were just \_\_\_\_\_.

**TASK 4. Answer the questions below.**

1. What type of organization does the institution you study in have?
2. How many and what levels of hierarchy does the institution you study in have?
3. How much student autonomy is there in the institution you study?
4. Is creativity encouraged in the institution you study?
5. How much time are students expected to spend on the premises of the institution you study?
6. What sort of organisation would you like to work for - one where creativity is encouraged or one where there are well-established procedures?
7. Would you rather work regular hours or flexitime?
8. Does, in your opinion, hot-desking have more advantages or disadvantages? What are they?
9. Can you give examples of some current students' buzzwords?
10. Would you like to be a sole trader or a portfolio worker? Why? Give reasons.

**TASK 5. Give Russian/Ukrainian equivalents to the 'organisation' vocabulary below.**

1	unlimited liability	
2	personal assets	
3	a limited company	
4	a share	
5	a shareholder	
6	an annual general meeting	
7	(a/the) board of directors	
8	a private limited company	
9	a public limited company	
10	a stock exchange	
11	to set up a company	
12	an unlimited partnership	
13	to be fully liable for smth	
14	a sleeping partner	
15	redundancy money	
16	mortgage	
17	venture capital	
18	a commercial undertaking	
19	A bank loan	
20	obligations	
21	To be entitled to	
22	freely transferable shares	
23	a legal entity	

**TASK 6. Read the three descriptions of company structure and be ready to translate the text into your mother tongue.**

**Sole trader**

One person sets up and runs the company. The person provides all the capital and has unlimited liability for business debts, even if this means selling personal assets.

**Limited company**

In a limited company (AmE corporation), the capital is divided into shares, which are held by shareholders. Shareholders have limited liability, but they can vote at the

Annual General Meeting to elect the Board of Directors. There are two types of limited company:

1. In a private limited company, all shareholders must agree before any shares can be bought or sold.
2. In a public limited company, shares are bought and sold freely, for example on the stock exchange.

### **Partnership**

A group of people provide the capital, set up the company and manage it together. There are two types of partnership:

1. Partners in an unlimited partnership are like sole traders - if the business fails they are fully liable for all debts, and may even have to sell personal assets.
2. In a limited partnership, there can be sleeping partners who do not participate in the management of the company. Sleeping partners have limited liability - in the event of bankruptcy, they only lose their investment, not their personal assets.

### **TASK 7. Match the answers to the questions.**

1	What are the advantages and disadvantages of being a sleeping partner?	a	Houses/buildings, land, investments, money, equipment, vehicles: cars, yachts, etc
2	If a private limited company goes bankrupt, do the shareholders lose their personal assets? Why?	b	a) By saving his/her personal capital. b) By acquiring personal capital (using redundancy money/getting inheritance/winning a lottery, etc). c) By taking a new mortgage. d) By using venture capital (money invested in a business for development or expansion by a third party as a commercial undertaking). e) By taking a bank loan. f) By taking on a partner.
3	What are the advantages of a public limited company? Think of three.	c	a) They have no obligations in the running of the company but are entitled to a share of the profits and their liability in respect of the company is limited to the amount of their investment. b) They forego the use of their capital and they have no say in the running, hence profitability, of the company.
4	What must you do to sell your shares in a private limited company?	d	A sleeping partner provides capital for a partnership; a shareholder provides capital for a limited company.
5	How can a sole trader get	e	No, because the risk is limited to loss of

	the capital to set up a business? Think of at least five methods.		original investment (limited liability).
6	What is the difference between a sleeping partner and a shareholder?	f	Secure the consent of fellow shareholders.
7	What are most people's main personal assets?	g	a) Shareholders have limited liability. b) Very large amounts of capital can be raised. c) Shares are freely transferable; death of shareholders does not affect the firm; the business is a legal entity.

**TASK 8. Give Russian/Ukrainian equivalents to the 'organisation' vocabulary below.**

1	seniority	1	
2	a need for confidentiality	2	
3	a subsidiary	3	
4	headquarters	4	
5	a distribution centre	5	
6	a warehouse	6	
7	an outlet	7	
8	supplies	8	
9	faulty products	9	
10	to store goods	10	
11	in large quantities	11	
12	R&D (Research and Development) department	12	
13	Customer Services	13	
14	Human Resources	14	
15	Sales and Marketing department	15	
16	Production	16	
17	Legal department = Law department	17	
18	Logistics department	18	
19	Public Relations department	19	
20	IT (information technology) department	20	
21	to deal with complaints	21	
22	to draw up contracts	22	
23	to carry out research	23	



24	to run advertising campaigns	24	
25	to keep records	25	
26	to issue press releases	26	
27	to operate assembly lines	27	
28	to install and maintain it systems and equipment	28	

**TASK 9.** *Fill in the gaps in the sentences below with words or phrases from the box. Be ready to translate them into your mother tongue.*

seniority	high-profile	draw up contracts	intellectual challenge	annual general meeting
at full capacity	faulty goods	perks	encourage teamwork	carry out research
supervisors	side effect	keep records	achieve objectives	Celebration Fund

- Whether you're already the boss or still an aspiring leader, knowing how to \_\_\_\_\_ is an essential business skill.
- An unexpected \_\_\_\_\_ of the reform of the prison system was to make conditions inside prison better for the poor than they often were outside.
- Online business accounts for nearly ten per cent of its business, and customers include \_\_\_\_\_ Web sites such as Lastminute.com.
- Promotion was then usually based upon \_\_\_\_\_, sometimes upon performance.
- Deals are also being offered to companies as alternative incentive \_\_\_\_\_ to top performers.
- The new National Curriculum represents a major \_\_\_\_\_ for both teachers and high school students in the coming years.
- The sluggish growth of exports last year was not mainly because they were uncompetitive, but because manufacturers, already operating \_\_\_\_\_, switched output from exports to the home market to take advantage of surging demand and healthy margins.
- Lawyers \_\_\_\_\_, minimize taxation, advise on business deals and liaise between banks, commercial and industrial enterprises.
- It is important that the planning process should define how a project is to move from the current position to the desired future position, i.e. the action needed to \_\_\_\_\_.
- An extraordinary \_\_\_\_\_ of the shareholders of Kilmarnock Football Club will tonight be asked to choose between two rival bids for control of one of Scottish football's giants in decline.
- The aim to teach and \_\_\_\_\_ at the highest possible level in the University's mission statement is a key to the future successful development of the University.
- To help the Yale University Library achieve this urgent imperative, the Associates have established the \_\_\_\_\_, a multipurpose endowed fund, the

income from which will be used to support the preservation, conservation, cataloguing, and digitization activities of the Library.

13. Line managers and \_\_\_\_\_ are responsible for training and developing their subordinates.
14. Commercial firms should \_\_\_\_\_ of their decision-making procedures and financial transactions.
15. If you have discovered that you have bought \_\_\_\_\_, you are allowed a short time to examine them and try them out, but you must tell the trader about the problem as soon as you find out about it.

**TASK 10.** Give Russian/Ukrainian equivalents to the 'organisation' vocabulary below.

1	a letter of credit	1	
2	business objectives	2	
3	sales revenue	3	
4	customer care	4	
5	a product line	5	
6	a product range	6	
7	consumer awareness	7	
8	consumer goods	8	
9	research findings	9	
10	an information desk	10	

**TASK 11.** Fill in the gaps in the sentences below with words or phrases from the box. Be ready to translate them into your mother tongue.

trade show	consumer goods	controversial decision	consumer awareness	authority
business unit	increase revenue	performance management	objectives	product line
product range	cleaning services	Research findings	outsourcing	

1. Business goals and \_\_\_\_\_ are part of the planning process. They describe what a company expects to accomplish throughout the year.
2. In order to \_\_\_\_\_ the IMF recommended raising indirect taxes and reforming the fiscal system in order to broaden the tax base and to reduce tax evasion.
3. This balance is particularly important for several of the industries that have been at the heart of the Japanese economic miracle like motor vehicles, electrical \_\_\_\_\_, watches or cameras.
4. Opening on June 11, the \_\_\_\_\_ will feature a wide range of goods, including clothing, knitwear, jewellery, home furnishings, giftware and food.
5. Corporate \_\_\_\_\_ moves production and services from one country to operations using lower-paid workers in another country.
6. And the new \_\_\_\_\_ made increasing demands on manufacturers as we entered the great and glorious age of the hypermarket and out-of-town superstore.

7. The President's \_\_\_\_\_ has led to a great deal of difficulty and was opposed by the Cabinet of Ministers.
8. Under the Special Powers Act, the government had the full \_\_\_\_\_ to act in that situation but failed to do so.
9. Each \_\_\_\_\_ will have its own price policy, planning and production responsibility, including choice of sales channels.
10. Specialised 'anti-bacterial' \_\_\_\_\_ are provided in industrial and commercial premises, in particular in high-risk areas, such as toilets and drains, and food production and preparation.
11. Key competencies are an important part of this \_\_\_\_\_ system, which sets targets and outlines the skills needed to achieve them.
12. \_\_\_\_\_ have been ambivalent in this area and no firm results have been shown.
13. A \_\_\_\_\_ is a series of different products which form a group, all made by the same company, while a \_\_\_\_\_ is a set of variations of the same product platform that appeal to different market segments.

**TASK 12. You are going to read an article about the famous Wikipedia.**

**Step 1. Give Russian/Ukrainian equivalents for the business terms below.**

1	large-scale work	a	
2	a loose consensus	b	
3	economies of scale	c	
4	economic benefits	d	
5	human benefits	e	
6	competitive advantages	f	
7	a freelance contractor	g	
8	collective intelligence	h	
9	online retailer	i	

**Step 2. Read the article and do the tasks that follow it.**

**Looking to Wikipedia for answers**

To understand how **large-scale work** was organised during the past 100 years, the best models were traditional hierarchical organisations such as General Motors, IBM and Wal-Mart. But to understand how large-scale work will be organised in the future, we need to look at newer examples such as Wikipedia, eBay and Google.

In Wikipedia, for instance, thousands of people from across the globe have collectively created a large and surprisingly high-quality intellectual product - the world's largest encyclopaedia - and have done so with almost no centralised control. Anyone who wants to can change almost anything, and decisions about what changes are kept are made by **a loose consensus** of those who care. Wikipedia is a remarkable organisational invention that illustrates how new forms of communication, such as the Internet, are making it possible to organise work in new and innovative ways.

Of course, new ways of organising work are not desirable everywhere. In many cases, traditional hierarchies are still needed to capture **economies of scale** or to control risks. But in an increasing number of cases, we can have the **economic**

**benefits** of large organisations without giving up the **human benefits** of small ones - freedom, flexibility, motivation and creativity.

These human benefits can provide decisive **competitive advantages** in knowledge-based and innovation-driven work. During the coming decades, we can expect to see such ideas in operation in more and more parts of the economy. These new practices have various names, but the phrase I find most useful is 'collective intelligence'.

What if we could have any number of people and computers connected to, for instance, care for patients in a hospital? Or designing cars. Or selling retail products. We might find that the best way to do a task that today is done by five full-time people would be to use one part-time employee and a host of **freelance contractors** each working for a few minutes a day.

One important type of **collective intelligence** is 'crowd intelligence', where anyone who wants to can contribute. Sometimes, as in the case of Wikipedia or video-sharing website YouTube, people contribute their work for free because they get other benefits such as enjoyment, recognition or opportunities to socialise with others. In other cases, such as **online retailer** eBay, people get paid to do so.

These changes will not happen overnight, but the rate of change is accelerating, and businesspeople a hundred years from now may find the **pervasive** (**пронизывающие все**) corporate hierarchies of today as quaint as we find the feudal farming system of an earlier era.

**Step 3. Look through the whole article and find:**

- a) three traditional companies - \_\_\_\_\_
- b) four Internet companies - \_\_\_\_\_

**Step 4. Read paragraph 2 and decide if these statements are true or false.**

Wikipedia...

- a) entries can only be changed by the person who wrote them - \_\_\_\_\_
- b) has no central control at all - \_\_\_\_\_
- c) is the largest encyclopaedia in the world - \_\_\_\_\_
- d) is of high quality - \_\_\_\_\_
- e) copies existing ways of working - \_\_\_\_\_

**Step 5. Look at paragraph 3 and find:**

- a) two benefits of large organisations:
- b) four benefits of small organisations:

*Навчальне видання*

**ЗБІРКА ВПРАВ З ДІЛОВОЇ АНГЛІЙСЬКОЇ МОВИ**

Навчальний посібник  
для студентів IV курсу факультету  
«Референт-перекладач»

У п о р я д н и к и      МЕРКУЛОВА Тетяна Констянтинівна  
                                 ШЕСТАКОВА Олена Миколаївна

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