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ФИО: Ильшат Ринатович Мухаметзянов

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**МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ  
РОССИЙСКОЙ ФЕДЕРАЦИИ**

**Федеральное государственное бюджетное образовательное учреждение  
высшего образования «Казанский национальный**

**исследовательский технический  
университет им. А.Н. Туполева-КАИ»  
Чистопольский филиал «Восток»**

**МЕТОДИЧЕСКИЕ УКАЗАНИЯ К ПРАКТИЧЕСКИМ ЗАНЯТИЯМ**

**по дисциплине**

**АНГЛИЙСКИЙ ЯЗЫК В ПРОФЕССИОНАЛЬНОЙ ДЕЯТЕЛЬНОСТИ**

Индекс по учебному плану: **Б1.В.07**

Направление подготовки: **38.03.01 Экономика**

Квалификация: **Бакалавр**

Профиль подготовки: **Экономика малого и среднего предпринимательства**

Вид профессиональной деятельности: **расчетно-экономический**

Рекомендовано УМК ЧФ КНИТУ-КАИ

Чистополь

2023 г.

## **Модуль 1-4. Основы ведения бизнеса**

### **Реферирование и аннотирование**

Под реферированием понимается процесс мысленной переработки и письменного изложения читаемого текста; процесс, результатом которого является составление вторичного документа – реферата. Умело составленный реферат является наиболее экономным средством для ознакомления с содержанием оригинала, дает возможность быть в курсе каких-то событий, владеть основами нужной информации. Что же такое реферирование?

Реферирование – краткое изложение содержания текста.

Цель реферата не только в том, чтобы в наиболее краткой форме передать содержание подлинника, но и выделить то особо важное или новое, что содержится в реферируемом материале.

### **Виды рефератов**

По характеру изложения материала рефераты делятся на рефераты-конспекты и рефераты-резюме.

В реферате-конспекте приводятся в обобщенном виде существенные положения подлинника. Реферат-резюме значительно короче. В нем требуется более высокая степень обобщения, чем в реферате-конспекте.

### **Требования, предъявляемые к реферату**

Реферат должен быть написан лаконичным литературным языком. Начинать реферат нужно непосредственно с изложения существа дела, используя вводные фразы: “Автор рассматривает”, “Автор подчеркивает...” “В статье...” и т.д. В реферате не должно быть неясных формулировок или выражений, лишних слов.

### **Структура реферата**

1. Библиографическое описание (автор, название, место и год издания, количество страниц);

2. Главная мысль (идея) реферата;
3. Изложение материала (существо содержания) реферируемой работы;
4. Референтский комментарий (примечание референта)

### **Аннотирование**

Аннотацией называется предельно сжатая характеристика материала, имеющая чисто информационное назначение. Она дает читателю лишь общее представление об основном содержании книги или статьи, то есть материал излагается в связной, хотя и предельно сжатой и обобщенной форме.

Аннотация может иметь следующую структуру:

- 1) библиографическое описание (автор, название книги, работы или статьи, место и год издания);
- 2) общие сведения (сжатая характеристика материала).

### ***Как составляется реферат и аннотация***

#### ***Текст***

#### **WHAT IS BUSINESS?**

Business is a word which is commonly used in many different languages. But exactly what does it mean? The concepts and activities of business have increased in modern times. Traditionally, business simply meant exchange or trade for things people wanted or needed. Today it has a more technical definition. One definition of **business** is the **production, distribution, and sale of goods and services for a profit**. To examine this definition, we will look at its various parts.

First, production is the creation of services or the changing of materials into products. One example is the conversion of iron ore into metal car parts. Next these products need to be moved from the factory to the marketplace. This is known as distribution. A car might be moved from a factory in Detroit to a car dealership in Miami.

Third is the sale of goods and services. Sale is the exchange of a product or service for money. A car is sold to someone in exchange for money. **Goods** are products which people either need or want, for example, cars can be classified as goods. **Services**, on the other hand, are activities which a person or group performs for another person or organization. For instance, an auto mechanic performs a service when he repairs a car. A doctor also performs a service by taking care of people when they are sick.

Business, then, is a combination of all these activities: production, distribution, and sale. However, there is one other important factor. This factor is the creation of profit or economic surplus. A major goal in the functioning of an American business company is making a profit. **Profit** is the money that remains after all the expenses are paid. Creating an economic surplus or profit is, therefore, a primary goal of business activity.

## *Перевод*

### **Что такое бизнес?**

Бизнес - это слово, которое широко используется во многих языках. Но что оно действительно означает? Понятие и употребление слова бизнес расширилось в настоящее время. Традиционно, бизнес означал обмен или торговлю товарами, в которых люди нуждались или хотели иметь. Сегодня оно имеет более точное определение. Одно из определений бизнеса – это производство, распределение и продажа товаров и услуг, с целью получения прибыли. Чтобы понять это определение, мы рассмотрим все его составляющие.

Первое, производство – это предоставление услуг или получение товаров из сырья. Например, производство металлических деталей машины из железной руды. Второе, необходимо, чтобы эти товары с завода доставили на рынок сбыта. Этот процесс известен как распределение. Машина может быть доставлена с завода в Детройте к деловому партнеру в Майами.

Третье – это продажа товаров и услуг. Продажа – это обмен товаров и услуг на деньги. Товары – это вещи, в которых люди либо нуждаются, либо хотят получить, например, машины можно рассматривать как товары.

С другой стороны, услуги – это деятельность, которую один человек или группа людей выполняют для другого человека или организации. Например, автомеханик оказывает услугу, когда он ремонтирует машину. Врач также оказывает услугу, заботясь о людях, когда они больны.

Таким образом, бизнес – это взаимосвязь всех этих видов деятельности: производство, распределение и продажа. Однако, есть еще один важный фактор. Этот фактор представляет собой получение прибыли или экономических излишек. Главной целью деятельности любой американской компании является получение прибыли. Прибыль – это деньги, которые остаются после того, как все расходы оплачены. Поэтому, получение прибыли или экономических излишек – это основная цель любой бизнес деятельности.

### **Пример реферата на русском языке**

What is business? (Что такое бизнес?)

International University of Business and Management. Sazhenkova A. G. Reading in Management and Economics, Moscow 1998, 64 p.

Статья рассматривает современное определение понятия бизнес. Автор информирует нас о том, что сегодня оно имеет более точное определение. Он подчеркивает важность, что сегодня бизнес – это производство, распределение и продажа товаров и услуг с целью получения прибыли. Более того, автор дает нам детальную информацию о том, что каждое из этих составляющих включает в себя. Кроме того, он приводит примеры производства, распределения, продажи товаров и услуг. Он подчеркивает важность, что бизнес – это сочетание всех этих видов деятельности.

И есть еще один фактор, который следует отметить. Это получение прибыли или экономических излишек. Автор убежден, что получение прибыли или экономических излишек – это первоначальная цель любой бизнес

деятельности. Считается, что статья предоставляет важную и полезную информацию.

### **Пример реферата на английском языке**

What is business? (Что такое бизнес?)

International University of Business and Management. Sazhenkova A. G. Reading in Management and Economics, Moscow 1998, 64 p.

The article deals with the modern definition of business. The author keeps us informed about a more technical definition which it has today. He stresses the importance that today business is the production, distribution and sale of goods and services for a profit. Moreover the author gives us the detailed information about what each of the components involves. Besides he gives the examples of production, distribution, sale of goods and services. He stresses the importance that business is a combination of all these activities.

And there is one more factor that should be mentioned. It is the creation of profit or economic surplus. The author is convinced that creating an economic surplus or profit is a primary of business activity.

This article is considered to give important and useful information.

### **Пример аннотации на русском языке**

What is business? (Что такое бизнес?)

International University of Business and Management. Sazhenkova A. G. Reading in Management and Economics, Moscow 1998, 64 p.

В статье особое внимание уделяется различию между современным и традиционным значением понятия бизнес. Кроме того, внимание направлено на более точное определение, которое оно имеет сегодня.

### **Пример аннотации на английском языке**

What is business? (Что такое бизнес?)

International University of Business and Management. Sazhenkova A. G. Reading in Management and Economics, Moscow 1998, 64 p.

In this article a special attention is paid to the difference between modern and the traditional meaning of business. Besides, the attention is drawn to a more technical definition which it has today.

***Read the following text***

### **WOULD YOU LIKE TO START A BUSINESS?**

*If you want to start a business, you are to know some definite information about it. We suggest you to see how a company is formed from the very beginning.*

A company can be also called a firm or a business. When it is producing goods or trading, we say it is in business. A company which is just starting up *is going into business* and a firm which stops operating *goes out of business*. If a firm becomes bigger, it expands. The expansion means that a company will produce more goods or sell more products. A manufacturer produces goods. They are its products. When a manufacturing company expands, it means that it increases its production.

A company *selling goods* in large quantities (*in bulk*) is called a *wholesaler*. A person or a company buying in bulk (*wholesale*) and selling goods in small quantities is a *retailer*. Many local shops *sell goods retail*. Two or more companies which sell or manufacture the same product are *competitors*. They are in *competition* and they *compete for customers*. To be ahead of its *rivals* the company must be *competitive*.

An area where there is a *demand* for certain goods is called a market. A company selling locally sells its goods in the *local* market. If a company sells its goods at the same place where they are produced, it uses the *home or domestic market*. A firm selling *abroad* is an exporter. It sells on the *international or overseas market*. The goods it exports are exports. An importer buys goods abroad and imports them into his own country.

### ***Assignments***

#### ***I. Choose the right answer.***

1. A firm which is just starting up is \_\_\_\_\_.

- a. going into business
- b. is in business
- c. going out of business

2. A company which sells goods in large quantities is called \_\_\_\_\_.

- a. a wholesaler
- b. a retailer
- c. a wholesale distributor

3. Two or more companies which sell or manufacture the same product are \_\_\_\_\_.

- a. customers
- b. retailers
- c. competitors

4. A company which sells goods abroad is \_\_\_\_\_.

- a. an importer
- b. an exporter
- c. a rival

5. An area where there is a demand for certain goods is called a \_\_\_\_\_.

- a. business
- b. market
- c. importation

## ***II. Complete the sentences using the text.***

1. A wholesaler is a person or a company selling ....
2. A retailer is a person or a company selling ....
3. A customer is a person ....
4. A competitor is a person or a company ....

## ***III. Find the information containing in the text.***

1. When a company is producing goods or trading, we say it is in business.
2. Any manufacturer always thinks about expansion of his company.
3. When a company expands, it increases its production.
4. When you sell retail, you sell more expensive.



5. Selling in bulk, you sell cheaper.
6. Two or more companies which sell or manufacture the same product are competitors.
7. The companies selling on the overseas market must be competitive.
8. Imports have become very expensive lately.
9. There are a few competitive companies in the domestic market of the country.
10. An importer buys goods abroad and imports them into his own country.

***IV. Answer the following questions.***

1. Why can a company go out of business?
2. When can a firm expand?
3. What do you buy wholesale?
4. What can you buy retail?
5. What famous manufacturing companies of our country do you know?
6. Which of them sell goods on the overseas market?
7. What famous importers of our country can you think of?
8. What must a company have to be competitive?
9. What can a firm do to win its rivals?
10. What products in our domestic market can be competitive abroad?

**Единые задания к текстам**

1. Определите основные вопросы, рассматриваемые в тексте.
2. Найдите ключевые слова, передающие основную мысль абзаца.
3. Сформулируйте главную мысль каждого абзаца.
4. Составьте план полного изложения текста.
5. Составьте аннотацию и реферат текста.

**Модуль 2. Проблемы трудоустройства**

***I. Here are some different jobs. Speak on the following:***

- a. Who earns the most? Who earns the least?
- b. Which is the most interesting job?
- c. Which job has the most responsibility?

d. Which job would you prefer to do? Why?

1. research scientist
2. lawyer
3. engineer
4. teacher
5. secretary
6. pilot
7. doctor
8. accountant
9. salesperson

**II. Look at the adjectives below. Match each of the definitions (a-g) with one of the adjectives. The first one is done for you:**

<b>calm</b>	<b>Outgoing</b>	<b>Punctual</b>
<b>ambitious</b>	<b>Practical</b>	<b>Dynamic</b>
<b>sensitive</b>	<b>Persuasive</b>	<b>good with figures</b>
<b>patient</b>	<b>Reliable</b>	<b>good with words</b>
<b>precise</b>	<b>hard-working</b>	<b>Energetic</b>

- a. someone who wants to get to the top - **ambitious**
- b. someone who thinks of other people's feelings
- c. someone who doesn't panic
- d. someone who rarely makes mistakes
- e. someone who you can trust or count on
- f. someone who can change people's opinions
- g. someone who is good at finding solutions to problems

**III. Look at this list of jobs. Match the jobs (1-10) with the definitions (a-j):**

- |                       |                          |
|-----------------------|--------------------------|
| 1. pilot              | a. helps people to learn |
| 2. accountant         | b. treats the sick       |
| 3. research scientist | c. serves in restaurants |

- |                  |  |
|------------------|--|
| 4. secretary     | d. write contracts, advises companies on the law |
| 5. teacher       | e. flies planes                                  |
| 6. salesman      | f. works for the government                      |
| 7. doctor        | g. checks financial results                      |
| 8. waiter        | h. assists, word-processes, makes appointments   |
| 9. civil servant | i. usually works in a lab                        |
| 10. lawyer       | j. sells products                                |

*IV. Luis Antonio de Oliveira works for a research institute in Rio de Janeiro. The institute organizes drug trials for pharmaceutical companies. The trials are to test drugs for safety before they come on the market. Luis sees this advertisement in the newspapers.*

*Read the advertisement and answer the questions as quickly as possible:*

**Marketing Manager (South America) for  
a Leading International Pharmaceutical Company**

**Salary:** \$ 80-95,000 + car + full medical insurance

*Are you hard-working, ambitious, and dynamic?*

*Do you enjoy a challenge?*

We are looking for a **qualified doctor** with sales and marketing experience to be responsible for promotion of our range of antibiotics in South America.

The position is based in Sao Paulo (Brazil).

Languages: Portuguese, English, and Spanish.

Experience: At least three years in medicine + five years in the industry

Apply to: Mrs Joy Gilbert  
Personnel Department  
AVRC  
P.O. Box 2435  
London W1AA 6WW

- a. What is the job?
- b. What is the salary?
- c. Where is the job?
- d. What is the name of the company?
- e. What kind of company is it?
- f. What qualities is the company looking for?

***V. Read the following response to the advertisement:***

Luis Antonio de Oliveira  
53, rua Maria Angelic  
22461 Rio de Janeiro  
Brazil

Joy Gilbert  
A V R C  
P.O.Box 2435  
London W1AA 6WW  
Attn. Joy Gilbert

22 June 200x

Ref. Advertisement Sunday Times

Dear Ms Gilbert,

I am writing in response to your advertisement for a Marketing Manager in last week's *Sunday Times*. I am 39 years old, Brazilian, with a medical degree from the University of Sao Paulo, and an MBA from the University of California, Los Angeles. I qualified as a Medical Doctor in 1982 and graduated from U.C.L.A. in 1988. I speak fluent English and Portuguese, and have a good knowledge of Spanish.

I have worked for Medilab here in Rio since 1992. I am in charge of clinical trials for new antibiotics. I have experience of the pharmaceutical industry with Schering Plough, where I spent two years, and Merck (eighteen months).

Before I started my two-year MBA course (1986-1988), I worked in Peru for a medical charity.

I am keen to find a position which combines my experience of marketing and medicine, and I would particularly like to work with an international company. I got married in 1991 and we now have two children, but we are happy to move overseas. My wife works as a nurse, so she can move easily.

I am hard-working, independent, and enjoy a challenge. I can provide full references if necessary. Please find enclosed my resume.

Yours truly,

Luis Antonio de Oliveira

***VI. Look back at Luis's letter and complete the missing questions and answers:***

- |                      |                                       |
|----------------------|---------------------------------------|
| 1. How long ....?    | He has lived in Rio ....              |
| 2. How long ....?    | He worked for Schering for two years. |
| 3. How long ....?    | He got married in 1991.               |
| 4. When ....?        | He got his MBA in 1981.               |
| 5. When was he born? | He ....                               |
| 6. How long ....?    | He has been a doctor since 1977.      |

***VII. Luis Antonio de Oliveira is invited for an interview in London. Listen to the first part of the interview and answer the questions:***

- Who is Alan Green?
- Why is Luis looking for another job?
- What is Luis wife's job?
- What is his present salary package?
- What salary is he looking for in the future?
- What languages can he speak?

***VIII. Listen to the expressions Mr Green uses to end the interview. Match the expressions with the appropriate meaning:***

- |   |                                    |
|---|------------------------------------|
| a. I think we'll call it a day.             | 1. I enjoyed talking to you.       |
| b. Is there anything else you need to know? | 2. It's time to end the interview. |

c. I'll be in touch very soon.

d. It was a real pleasure meeting you.

e. Have a safe journey back.

3. I hope you don't have any problems traveling home.

I will contact you soon.

Do you have any more questions?

### **Internal Memorandum**

**To:** Joy Gilbert (Personnel Officer)  
**From:** Alan Green (Personnel Manager)  
**Date:** 24 June  
**Re:** Marketing Manager (South America)

***IX. When you look at the application for the Marketing Manager job we advertised this week, please can you make notes on these questions:***

1. Where do they live? (We need someone local.)
2. How old are they? (Sorry, but I don't want anyone over forty.)
3. Do they have the right sort of work experience?
4. What does their wife or husband do? (Can they move quickly?)
5. Why do they want to change jobs?
6. What are they like, in your opinion?

### **Grammar Assignments:**

***I. Complete these sentences using for or since:***

1. Kennedy was president ..... Three years.
2. I've studied English .....six months.
3. She has been with us .....1992.
4. He has been Head of Research .....nearly a year.
5. I have been really busy .....April.
6. He has been downstairs .....half an hour.
7. The company has been located in Frankfurt .....the sixties.
8. I'm tired. I've been here .....8 o'clock.
9. They lived in Hong Kong .....about ten years.

10. They have lived in Brussels .....nine months.

**II. Complete the following sentences by putting the irregular verbs into the Present Perfect:**

1. I'm going to send them a reminder. They haven't paid (not pay) us for their last order.
2. Their shares \_\_\_\_\_ (fall) by over 23% and now look like a good buy.
3. \_\_\_\_\_ (you/ write) to them about that shipment, or do you want me to phone them?
4. We \_\_\_\_\_ (spend) a lot on modernizing the factory, and it is now very well equipped.
5. Unemployment is very high here because a lot of factories \_\_\_\_\_ (shut) down.
6. The lawyers \_\_\_\_\_ (draw) up the contracts, so we are now ready to go ahead with the deal.
7. I \_\_\_\_\_ (not speak) to the MD about your proposal, but I will soon.
8. \_\_\_\_\_ (you/ find) a suitable replacement for Mr. Chambers, or is the post still vacant?
9. Anne \_\_\_\_\_ (just/ get) back from lunch. Why don't you call her now?
10. Peter, \_\_\_\_\_ (you/ meet) David Long? He's our new Finance Director.

**III. Complete the sentences with one of the verbs in the box, using just and the Present Perfect:**

**announce    arrive    Buy    give    leave    read    speak**

1. I'm afraid Mr. Jamieson isn't here. He *has just left*.
2. A: There's an article in the paper about BMW.  
B: Yes, I know. I \_\_\_\_\_ it.
3. He's feeling very pleased. They \_\_\_\_\_ him a pay rise.
4. I \_\_\_\_\_ a new car. Would you like to come and have a look at it?
5. A parcel for you \_\_\_\_\_ in reception. Shall I send it up to you?
6. I \_\_\_\_\_ to the MD about your proposals, and he wants to discuss them with you.

7. The company \_\_\_\_\_ that it is going to close the Glasgow factory next month.

**IV. Fill in the blanks with have/has been or have/ has gone:**

1. I'm afraid Mr. Davis has gone to Bali and won't be back for two weeks.

2. Ask Amanda where to stay in New York. She \_\_\_\_\_ there a few times.

3. I \_\_\_\_\_ to the printers to collect the brochures. They're in my car.

4. Mr. Lund \_\_\_\_\_ to Oslo. I can give you the phone number of his hotel if you like.

5. I don't know where their new offices are. I \_\_\_\_\_ not \_\_\_\_\_ there.

**V. Make up typical interview questions and answers, using the prompts:**

1. work for yourself

**A** Have you ever worked for yourself?

**B** Yes, I have. or No, I have never worked for myself.

2. work for a multinational company

3. have experience of managing people

4. hold a position of responsibility

5. study economics or accountancy

6. give a presentation in English

**Модуль 3. Рыночная система**

**Read the following text**

**MARKETS**

**The Role of Market**

Reports in the press tend to say “the market did this” or “the market expected good news on the economic front”, as if the market were a single living entity with a single conscious mind. This is not, of course, the case. To understand reports of market behaviour you have *to bear in mind* the way the market works.

A market is simply a mechanism, which allows individuals or organizations to trade with each other. Markets bring together buyers and sellers of goods and services. In some cases, such as *a local fruit stall*, buyers and sellers meet physically. In other cases, such as *the stock market*, *business can be transacted* over the



telephone, almost *by remote control*. There's no need *to go into* these *details*. Instead, we use *a general definition* of markets.

*A market is a shorthand expression* for the process by which *households' decisions* about consumption of alternative goods, *firms' decisions* about what and how to produce, and *workers' decisions* about how much and for whom to work are *all reconciled by adjustment of prices*.

*Prices* of goods and of resources, such as labour, machinery and land, adjust to ensure that scarce resources are used to produce those goods and services that society *demands*.

Much of *economics is devoted to the study of how markets and prices enable society to solve the problems of what, how and for whom to produce*. Suppose you buy a hamburger for your lunch. What does this have to do with markets and prices? You chose the cafe because it was fast, convenient and cheap. *Given your desire to eat, and your limited resources*, the low hamburger price told you that this was a good way *to satisfy your appetite*. You probably prefer steak but that is more expensive. The price of steak is high enough to ensure that society *answers the "for whom" question* about lunchtime steaks *in favour of someone else*.

Now think *about the seller's viewpoint*. *The cafe owner* is in business because, given the price of hamburger meat, *the rent* and the wages that must be paid, it is still possible to sell hamburgers at a profit. If rents were higher, it might be more profitable to sell hamburgers in a cheaper area or *to switch to luxury lunches* for *rich executives* on expense accounts. The student *behind the counter* is working there because it is a *suitable part-time job*, which pays *a bit of money*. If the wage were much lower *it would hardly be worth working at all*. *Conversely*, the job is *unskilled* and there are plenty of students looking for such work, so owners of cafes do not have to offer very high wages.

Prices *are guiding your decision* to buy a hamburger, the owner's decision to sell hamburgers, and the student's decision to take the job. Society is allocating resources – meat, buildings, and labour – into hamburger production *through the price system*. If nobody liked hamburgers, the owner could not sell enough at a price

that *covered the cost of running the cafe* and society would *devote no resources* to hamburger production. People's desire to eat hamburgers *guides resources into hamburger production*. However, if *cattle contracted a disease, thereby reducing the economy's ability to produce meat products*, *competition to purchase more scarce supplies* of beef would bid up the price of beef, hamburger producers would be forced to raise prices, and consumers would buy more *cheese* sandwiches for lunch. Adjustments in prices would encourage society to **reallocate** resources to reflect the increased *scarcity* of cattle.

There *were* several markets *involved in your purchase of a hamburger*. You and the cafe owner were part of the market for lunches. The student behind the counter was part of *the local labour market*. The cafe owner was part of *the local wholesale meat market* and *the local market for rented buildings*. These *descriptions of markets* are not very *precise*. Were you part of the market for lunches, the market for prepared food or the market for sandwiches to which you would have turned if hamburgers had been more expensive? That is why we *have adopted* a very general *definition* of markets, which *emphasizes* that they are *arrangements through, which prices influence* the allocation of scarce resources.

## **Assignments**

### ***I. Suggest the Russian equivalents***

a single living entity with a single conscious mind; a shorthand expression; to be reconciled by adjustment of smth; a suitable part-time job; to offer high wages; to guide smb's decision; to cover the cost of smth.

### ***II. Replace the parts in italics by synonyms***

*at a distance, of the neighbourhood, carried out, done; ask for, make certain that; buy, illness, managing, put up, rareness*

### ***III. Increase your vocabulary***

Using words from paragraph 5 ("Much of economics ..."), complete the following statements:

1. I quite like lamb but really I \_\_\_\_ beef.
2. He was a very keen student. He \_\_\_\_ most of the time to his studies.

3. I don't like the canteen, but it's more \_\_\_\_ than going out to a cafe.
4. I'm not in \_\_\_\_ of long and expensive lunches.
5. Please \_\_\_\_ that your essays reach me on time.
6. A good degree should \_\_\_\_ you to get a job.

***IV. Fill in the gaps with the words and expressions from the text***

1. To understand reports of market behaviour you have to \_\_\_\_ the way the market works.
2. On the stock market, business can be transacted over the telephone, almost by \_\_\_\_.
3. A market is a \_\_\_\_ expression for the process by which households' decisions about consumption of alternative goods, firms' decisions about what and how to produce, and workers' decisions about how much and for whom to work are all \_\_\_\_ by \_\_\_\_.
4. Much of economics is devoted to the study of how markets and prices \_\_\_\_ society to solve the problems.
5. \_\_\_\_ your desire to eat, and your limited resources, the low hamburger price told you that this was a good way to \_\_\_\_ your appetite.
6. Society answers the "for whom" question about lunchtime steaks \_\_\_\_ someone else.
7. The cafe owner is in business because it is still possible to sell hamburgers \_\_\_\_.
8. If rents were higher, it might be more profitable to sell hamburgers in a cheaper area or \_\_\_\_ to \_\_\_\_ lunches.
9. The student is working there because it is a suitable \_\_\_\_, which pays a bit of money.
10. Society is allocating resources into hamburger production \_\_\_\_ the price system.
11. If nobody liked hamburgers, the owner could not sell enough at a price that \_\_\_\_ of running the cafe and society would \_\_\_\_ no resources to hamburger production.

12. If cattle \_\_\_\_\_, competition to purchase more scarce supplies of beef would \_\_\_\_\_ the price of beef.
13. Adjustments in prices would encourage society \_\_\_\_\_ resources to reflect the increased scarcity of cattle.
14. There were several markets \_\_\_\_\_ your purchase of a hamburger.
15. The student behind the counter was part of the local \_\_\_\_\_ market.
16. The cafe owner was part of the local \_\_\_\_\_ meat market and the local market for \_\_\_\_\_ buildings.
17. We \_\_\_\_\_ a very general definition of markets, which emphasizes that they are \_\_\_\_\_ through, which prices influence the allocation of scarce resources.

### ***V. Check your grammar***

verb + infinitive (want to do)

verb + ing (enjoy playing)

verb + infinitive or ing (the meaning sometimes changes):

He remembered (= **did not forget**) *to book* a table.

I remember (= **recall**) *seeing* that film 5 years ago.

*Open the brackets:*

1. He suggested (go) into the country on Sunday.
2. I'm sorry I forgot (return) your book yesterday.
3. Stop (make) that noise! I can't work!
4. Which definition would you use (describe) markets?
5. You must avoid (make) unnecessary mistakes.
6. Try (understand) the difference between microeconomics and macroeconomics.
7. Try (pay) more attention to what I say.
8. Would you mind (lend) me your notes?
9. Tomorrow I intend (discuss) the matter with you.
10. Serious illness prevented him from (take) the exam.
11. I am looking forward to (study) economics.

### ***VI. Find in the text English equivalents for the following***

поведение рынка; рынок ценных бумаг; проводить сделку, операцию; иметь что-то общее с чем-либо; с учетом чего-либо (принимая во внимание); в пользу кого-либо другого; прибыльно продавать; переключиться на что-либо; неквалифицированная работа; распределять ресурсы посредством системы цен; сокращать возможности экономики; набавлять цену; перераспределять расходы; оптовый рынок; механизмы (структуры), посредством которых цены влияют на распределение.

### ***VII. Explain in English***

rent; profit; expense account; part-time job; labour market; wholesale (meat) market

### ***VIII. Answer the questions***

1. What example is given of a market where sellers and buyers actually meet?
2. How are households' decisions on what to buy reconciled?
3. Why do prices adjust?
4. What problems do markets and prices solve for society?
5. Why is the cafe owner in business?
6. Why don't cafe owners have to pay high wages?
7. What makes society put resources into hamburger production?
8. What would consumers do if hamburger prices rose?
9. How many markets are you involved in if you buy a hamburger? What are those markets?
10. Enumerate all the components comprising the concept of "Market".
11. What does the term "resources" comprise?
12. In what way can prices guide your decision to buy some goods?
13. In what way can prices guide a person's decision to take a job?

### ***IX. Translate using all the active possible***

1. Рынок ценных бумаг, как и любой рынок вообще, где совершаются сделки, представляет собой механизм (структуру), посредством которого цены регулируют (2 варианта) распределение ограниченных ресурсов в обществе.

2. Потребности различных групп общества приводятся в соответствие путем изменения (регулирования) цен на товары и ресурсы – труд, капитал (оборудование), землю.
3. Ваше решение о покупке на ленч гамбургера имеет непосредствен\_же отношение к вопросу о рынках и Ценах, поскольку, к примеру, повышение цен на мясо и, соответственно, переключение продавцов – владельцев кафе на более дорогие обеды может привести к тому, что вопрос «для кого производить» будет решаться в пользу других, более богатых потребителей.
4. Многие студенты ищут работу в кафе, поскольку она занимает у них лишь часть времени и не требует квалификации, несмотря на то, что владельцы кафе предлагают невысокую плату за такой труд.
5. Если бы возможности экономики по производству мясопродуктов сократились, цена на мясо возросла бы, и покупатели стали бы покупать сэндвичи с сыром, то есть корректировка цен побудила бы общество к перераспределению ресурсов.

#### **Единые задания к текстам**

1. Определите основные вопросы, рассматриваемые в тексте.
2. Найдите ключевые слова, передающие основную мысль абзаца.
3. Сформулируйте главную мысль каждого абзаца.
4. Составьте план полного изложения текста.
5. Составьте аннотацию и реферат текста.

#### ***Read the following text***

#### **Market Research**

One of the most important tasks of the entrepreneur is the development of marketing programmes for his/her products and services. The long-term success of the small business depends on the ability to of the entrepreneur correctly to define the customers who will use the products or services and foresee the future enlargement with new clients.

The marketing concept is based on the importance company customers. The enterprise policy should be directed to satisfaction of the customers' needs and not only to realization of maximum profits from sales.

In this connection the enterprise should:

- Define the needs of its customers (marketing research)
- Develop its competitive advantages (marketing strategy)
- Choose the specific market niches (market segments)
- Organize the satisfaction of the market needs (marketing mix)
- Analyze how to serve its customers with the purpose of their needs satisfaction (marketing plan)

The goal of the marketing research is to define who are the customers of the manufactured products, what, where and when do they want to consume. This analysis should reveal the problems connected with the consumption of the manufactured product or offered service. It should outline the fields for expansion with a view to satisfaction of the customer demand. The marketing research should include also the market trends, which have influence on the size of sales and the profit. This research should not only define who the customers of the manufactured products are but also to determine the market share, the efficiency of the advertisement and the response to the new products, which the company considers to introduce to the market. In contrast to the large companies, the small and medium-sized companies (SME) are closer to their customers. The entrepreneur can find very quickly the preferences of his/her customers and to react towards their habits. In this connection the marketing research should cover the following areas: customers, markets needs, competition and trends.

**Customers:**

- Age
- Incomes
- Occupation
- Size of the family
- Family status

- Place of living
- Interests and hobbies

### **Needs of the product**

- Is there a need of the produced product for a certain period of time?
- Do the customers prefer prompt and quick service?
- Do the customers require a guarantee for the product?
- In what kind of mood does the customer come (calm or nervous)?

### **Competition**

- What is the market share of the competition?
- What are the volumes of sales?
- How many similar companies work?
- What do they attract customers with?
- What advantages do they advertise?

### **Trends:**

- Changes in population?
- Changes in laws?
- Changes in the local economic environment?
- Changes in the life style (solitary parents, working unmarried women, small size of families)?

### **The sources of information for this study may be:**

- The local Chamber of Commerce
- The branch organizations
- The professional market researchers
- The library and the publications in the local press.
- The Agencies of regional development and business centers, etc.

The other way of gathering data is the carrying out of one's own research by: telephone interviews, mail interview and direct interview. The marketing research should not be very expensive. For this purpose the following methods may be used:



The workers. This is one of the best sources of information about the customers and their preferences. Usually the workers come into direct contact with the customers and get to know about their requirements towards the offered products and also the basic parameters of the customers groups.

The Customers. Do your best your customers to feel comfortably and ask for their opinion what kind of improvements for better service could be done.

The competitors. The examination of the competitors may be an important information source. The competitors with their activities may provide information about the customers' needs and how can win the customers by offering something unique.

The marketing strategy of the enterprise is the next step after the development of the marketing research. This information is used for the determination of the market niches, where the competitors do not entirely satisfy the customer demand. It is also used for the determination of what kind of new product may occupy a part of the market. One new business may occupy a significant market share if it uses a marketing strategy directed to areas, which are not a subject of the rest competition. We will try to show these specific market areas by means of some examples:

- Better distribution of the goods
- A specialized product instead of a mass product
- Lower price
- Improved product (a modern one)
- Better quality at the same price
- More reliable product or service

The market segments are connected with the customers target groups, which are most suitable for the consumption of the offered product or service. For instance, the customers of goods of better quality may be the "family" customers, while customers who often travel usually buy the mass products. In this connection we should not forget that the different market strategies are directed to market segments. Therefore, the gathered information should be combined so that the best result is achieved. The market is divided into segments by different indicators:

Geographical: A specialized product for customers who live in neighbour communities or under special climatic conditions.

Demographical: Family indicator, retired people or segments by age (children, teenagers, working).

Psychological: Promotion of product directed to finding out the customer demand or way of thinking (political or religious).

Benefits from the product: Marketing is directed to presentation of the benefits in consuming the offered product or service, which the customers will receive (lower price).

The marketing mix is a combination of different elements, connected with the product and services, promotion and advertisement, price and place.

Products and services: The consumption of the product or service is an important market resource. The defining of the unique features of the product is of great importance.

Promotion and advertisement: The advertisement should send a message to the customers by: the press, billboards or posters, direct advertising in mail boxes, television, radio. Another element of advertisement is the promotions. They are not a direct advertising but they are an important element, which include: delivering of two pieces for the price of one, coupons for price reduction, special club prices and presents.

Price: The determination of the price policy and the price levels are important element, which is influenced by the product demand, the offer and the sensitivity of the customers towards changes in prices. Other factors such as the appropriate place and direct customers' service may permit the small and the medium-sized business to achieve higher prices. Of course it is important to determine that the selling prices are competitive in comparison with those of the other participants at the market.

Distribution: The producer and the wholesaler should take decision how to distribute their products. Those who use distributors or trade agents are more flexible but they have bigger expenses.

The marketing plan contains a detailed list of activities, which will realize the marketing strategy.

It is important to determine what kind of production will be offered to the customer; how wide should be the range of goods, which will ensure revenue in case of changes in the demand.

It is necessary to define the market of the production – where and to whom it will be sold to. Try to examine most fully the taste and the needs of the customers and the level of their incomes.

In connection with the successful development of the business of particular importance is the study of the concrete market zone.

For this purpose, it is necessary to collect precise information for forecasting of the production volume and the sales:

How many are the competitors; does their production differ from yours in relation with quality? Compare your production with the production of the competitors! Pay special attention to the competitors' advantages.

What are the competitors' prices?

How many wholesalers work at your market, their location, and sales volume? At what price do the wholesalers buy such production? What is its selling price?

How the volume of sales changes in accordance with the season?

***Vocabulary:***

To define customers – определить потребителей

To foresee the future – предвидеть будущее

Reveal the problems – обнаружить проблемы

To outline – обозначить

To determine the market share – определить долю рынка

Competition – конкуренция

Trend – направление

Prompt and quick service – немедленное и быстрое обслуживание

Local Chamber of Commerce – местная торговая палата

Branch organizations – дочерние компании

Agencies of regional development – Агентства регионального развития

Do your best – делать всё от вас зависящее

The examination – (зд) исследование

Provide information about – предоставить информацию о

Promotion and advertisement – продвижение и реклама

To permit – позволять

In accordance with – в зависимости от

***I. Answer the questions to the text:***

1. What does the long-term success of the small business depend on?
2. What should the enterprise do if it wants to satisfy the customers' needs?
3. What should the analysts of the marketing research reveal?
4. What are the main areas that the marketing research should cover?
5. What other methods should be used for gathering data?
6. What is the marketing strategy used for?
7. Why is the market segments connected with the customers target group?
8. What is the marketing mix?
9. What kind of information does the marketing plan contain?
10. What kind of information should be collected for forecasting of the production volume and the sales?

***II. Find the synonyms of the following words in the text.***

Main, principle, major, basic; issues; to determine; objective, target, to produce; benefit, gain; to promote; to research; to allow; expenditures.

***III. Match the words from the text with their corresponding definitions.***

- |               |  |
|---------------|--|
| 1) To foresee | a) to succeed in reaching a particular goal, status or standard; |
| 2) To reveal  | b) to think sth is going to happen in the future;                |
| 3) Outline    | c) to allow sb. to do sth or to allow sth. to happen;            |

- |               |  |
|---------------|--|
| 4) Include    | d) to make sth. known to sb;   |
| 5) Define     | e) to give sth to sb. or make it available for them to use;  |
| 6) Determine  | f) to give a description of the main facts or points involved in sth;                                |
| 7) Introduce  | g) to tell the public about a product or a service in order to encourage people to buy or to use it; |
| 8) Cover      | h) to choose one thing rather than sth. else because you like it better;                             |
| 9) Prefer     | i) to make sb., sth. part of sth;  |
| 10) Advertise | j) to include sth.; to deal with sth;  |
| 11) Provide   | k) to describe or show sth. accurately;  |
| 12) Permit    | l) to make sth. available for use for the first time;  |
| 13) Achieve   | m) to officially decide and arrange sth.   |

***IV. Make up the plan of the text.***

***V. Find English equivalents in the text.***

Разработка маркетинговых программ; способности предпринимателя; направлена на удовлетворение потребительских нужд; конкурентные преимущества; потребления производимой продукции; размер продаж и доходов; эффективность рекламы; распознавать предпочтения своего покупателя; объем продаж; подобные компании; экономическая среда; профессиональные рыночные исследователи; вступают в прямой контакт с потребителями; узнавать его мнение о; удовлетворить потребительский спрос; занимать значительную долю рынка; распространение товаров; надежный рыночный ресурс; доставка двух товаров по цене одного; определение ценовой политики; детализированный список деятельности; широкий ассортимент

товаров; гарантирует прибыль; в связи с успешным развитием бизнеса; прогнозирование объемов продукции; объем продаж.

***VI. Translate and make your comment on the following statement.***

1. The long – term success of the small business depends on the ability of the entrepreneur correctly to define the customers who will use the products or services and foresee the future enlargement with new clients.

2. This research should not only define who the customers of the manufactured products are but also to determine the market share, the efficiency of the advertisement and the response to the new products, which the company considers to introduce to the market.

3. The market strategy of the enterprise is the next step after the development of the marketing research.

4. The marketing strategy of the enterprise is the next step after the development of the marketing research.

5. The market segments are connected with the customers target groups, which are most suitable for the consumption of the offered product or service.

6. The marketing mix is a combination of different elements, connected with the product and services, promotion and advertisement, price and place.

7. For the successful development of business it is important to study the concrete market zone and collect precise information for forecasting of the production volume and the sales.

***VII. Read the text attentively and define its main ideas.***

***VIII. Extract the key sentences of the text.***

***IX. Make up the abstract and the annotation of the text.***

**Модуль 4. Основы менеджмента. Человеческие ресурсы**

***Read the following text***

**Training and Development of the Personnel**

The interest of the organizations toward training and human resources development is rooted in some characteristics of the modern economy: the increasing

competition between the organizations, the constant changes in the legislation and in the management structures, the introduction of new equipment and technologies, the condition of the labour market, the demographic trends, and the accelerated outdateding of human knowledge and skills. The companies in the well-developed countries implement active staff training activity. They consider it as a priority in the human resources management. No matter of the different positions about the concept of staff training, the majority of authors consider it as a systematic process held by an initiative of the organization, leading to better performance of the workers. Staff training has sense only if it is directed at the concrete needs of the organization. Taking into account the nature of the training and the needs of training can be defined as difference between the real and desired condition of knowledge, skills and attitude of the workers in the organization. All working activities, no matter what the field of their implementation is, are subject to constant changes. This imposes the need of improving the qualification and acquiring new knowledge and skills. Preliminary preparation is required also for every passing from one hierarchal level to another one, from one type of job to another type. For managers the constant training is the key circumstance to success. They have to acquire new methods for staff management, new mechanisms for communication and negotiating, for creation of positive motivation. The personnel of every company should work out adequate behavior for every planned or imposed by the circumstances change. The well-trained staff succeeds in solving the problems of the company, which ensure its future. They are: full directing of the activity to the customers' needs; acceleration of the innovative processes; flexible structures; renewed definition of management roles; new strategies directed at future changes.

The concrete goals that are sought with personnel training can be brought to the following: helping the improvement of the results from the current working activity; minimizing the time needed for acquiring of new labour duties, professions and specialties; giving an opportunity to, who want to develop their professional skills; helping the increasing of motivation of labour; provision of reserve of

knowledge and skills, which should become a motive power of the scientific, technical and social progress.

**Forms of staff training are:**

Training at the working place – it is conducted without quitting the working process. This kind of training has a purely practical nature. Its efficiency is limited to acquiring of knowledge and skills to perform certain job duties. The direct managers conduct the training. The advantage of this form is that the training is conducted in real working environment, which the worker is accustomed to and with the equipment the worker is going to use in the future. This is applied in apprenticeships, rotation of the working places, and whenever the need of new knowledge and skills does not impose other forms.

The other type of staff training is the special educational forms within the economic organization or outside it. Best opportunities for education are the following forms: Schools for managers – this is a form with constant structure and organization. The training is conducted on topics and programs without leaving the duties. It has an intense character. The participants are carefully selected in accordance with the specialty, rank, preparation and perspective. The aim of the training is to achieve: change in the way of thinking; development of communication capabilities; skills for working with people; skills for overcoming and solving of new problems; Seminars – According to their nature and form of conduction they are: cognitive and special seminars, courses, etc.

There is a wide range of approaches that can be used in different forms of training like lectures, discussion, psychological training, tests, case studies, etc.

***Vocabulary:***

Is rooted – (зд) заключается

Accelerated outdateding – ускорение процесса устаревания

Acquiring new knowledge and skills – приобретение новых знаний и навыков

Preliminary preparation – предварительная подготовка

Quitting the working process – прерывание рабочего процесса

To be accustomed to – быть привычным к



Apprenticeships – прохождение практики

Overcoming and solving of new problems – преодоление и решение новых проблем

***I. Answer the questions to the text:***

1. What are the main reasons of the organizations interest toward training and human resources development?
2. Why is the constant training considered to be the key circumstance to success?
3. What are the main problems that company faces in its activity?

***II. Explain the difference between 2 types of staff training in 2 – 3 sentences.***

***III. Translate and make your comment on the following statements:***

1. Taking into account the nature of the training and the needs of training can be defined as difference between the real and desired condition of knowledge, skills and attitude of the workers in the organization.
2. The personnel of every company should work out adequate behavior for every planned or imposed by the circumstances change.
3. The advantage of this form is that the training is conducted in real working environment, which the worker is accustomed to and with the equipment the worker is going to use in the future.
4. The aim of the training is to achieve: change in the way of thinking; development of communication capabilities; skills for working with people; skills for overcoming and solving of new problems; Seminars – According to their nature and form of conduction they are: cognitive and special seminars, courses, etc.

***IV. Extract the key sentences of the text.***

***V. Find English equivalent.***

Увеличение конкуренции между организациями; внедрение нового оборудования и технологий; страны с развитой экономикой; управление человеческими ресурсами; вне зависимости от различных позиций; приводящие к лучшей работе сотрудников; учитывая особенности обучения; вне зависимости от сферы применения; переход с одного иерархического уровня на другой; ключевой момент для успеха; создание положительной мотивации;

запланированные или вызванные обстоятельствами изменения; добивается успеха в решении проблем компании; ускорение инновационных процессов; улучшение результатов; изучение трудовых обязанностей; проводится без прерывания рабочего процесса; проводить обучение; собирается использовать в будущем; перемещение рабочих мест; другой вид обучения персонала; постоянная структура; участники тщательно выбираются; изменение образа мышления; развитие коммуникативных способностей; широкий спектр подходов.

**VI. Find the synonyms of the following words in the text:**

Contemporary; precedence; to take into consideration; to supply; initial; kind, sort; possibility; to accomplish.

**VII. Match the words from the text with their corresponding definitions.**

- |                   |   |
|-------------------|---|
| 1) Characteristic | a) the act of supplying sb. with sth that they need or want;                      |
| 2) Competition    | b) able to change to suit new conditions or situation;                            |
| 3) To subject to  | c) an increase in how fast sth happens;   |
| 4) To acquire     | d) to achieve sth. that you have been trying to do or get;                        |
| 5) To negotiate   | e) a typical feature or quality that sb., sth has;                                |
| 6) Motivation     | f) a situation in which people or organizations compete with each other;          |
| 7) To succeed     | g) to bring sb., sth under control;   |
| 8) Acceleration   | h) to gain sth by your own efforts, ability;                                      |
| 9) Flexible       | i) to try to reach an agreement by formal discussion;                             |
| 10) Provision     | j) to make sb. want to do sth, especially sth that involved hard work and effort. |

### Единые задания к текстам

1. Определите основные вопросы, рассматриваемые в тексте.
2. Найдите ключевые слова, передающие основную мысль абзаца.
3. Сформулируйте главную мысль каждого абзаца.
4. Составьте план полного изложения текста.
5. Составьте аннотацию и реферат текста.

**Read a text about sole proprietorships and find out advantages and disadvantages of having and operating a business of your own. Discuss them and compare your ideas with those of your group mates**

#### THE SOLE PROPRIETOR

Many businesses are *sole proprietorships*, firms owned and operated by a single person. When a person decides to open an independent business, that person is then entirely *responsible for its success or failure*. Any *profits* go to the owner; any *losses* are his or her responsibility as well. If the losses prove to be greater than the investment, the individual is responsible for paying them, even if this *depletes* his *personal assets*.

One of the advantages of a sole proprietorship is that an owner can *make decisions* quickly and decisively without having to consult others. And an individual proprietor by law, *pays fewer taxes* and at a lower rate than a corporation does.

There are disadvantages of this form of business organization, however. A sole proprietorship ends with the *incapacity* or death of the owner. The assets can be *inherited* by a person who may then become an operator, but *legally* the business dies with its owner. Also, since it is dependent upon the amount of *money* the owner has *saved* or can *borrow*, usually it does not develop into a large-scale *enterprise*.

In spite of its limitations, the sole proprietorship is well *adapted* to many kinds of small businesses and suits the temperament of many persons who like to *exercise initiative* and *be their own bosses*. Some economic contributions of a small business are:

A small business is often the starting point for developing a new product or service. One person tries out an idea. If it is successful, the business grows, or the product may be bought by a larger firm.

The small business can give an individual a chance to gain experience, which the person may use later on a large scale.

Small businesses are particularly well suited for *meeting* specialized local *needs*.

*Artisans* can provide individualized products for customers who have grown *weary* of mass-produced goods.

Small businesses provide a service where knowing one's customers is important.

Sole proprietors are reassuring to customers who believe an individual who is *accountable* will do a good job.

Small businesses often grow into large ones, adding to the economic vitality of the nation. Small business advocates *contend that* 55 percent of American technical innovations comes from small – and medium-size businesses. Certainly, many of the creative innovators in the American computer industry, including those who built successful companies in what is now known as Silicon Valley, California, started out as outsiders working on hand-assembled machines in their garages. They have become part of American business lore. By any measurement, small businesses are an important part of the creativity, and the competition that provides new strength to the American economy.

Of course, it is true that small businesses often fail. But in the United States “failure” of a small business venture does not carry with it the social *stigma* or *opprobrium* for the failed entrepreneur – that it does in some countries. Often, failure of a small business venture turns out to be a *valuable learning experience* for the *entrepreneur*, who may be more successful the second or the third time. Unsuccessful attempts to start a business become part of the larger process of *sorting out the* market and making it more efficient, according to small business experts.

## ***Assignments***

### ***I. Write T (for True) and F (for False) next to the sentences below.***

1. A sole proprietor is entirely responsible for his success or failure.
2. Even if the losses are greater than the investment, a sole proprietor will not deplete his personal assets.
3. Sole proprietorships pay more taxes than a corporation does.
4. Legally the business dies with the sole proprietor.
5. Small businesses are particularly well suited for meeting specialized local needs.
6. Small businesses do not often grow into large ones.
7. In the United States “failure” of a small business venture does not carry with it social stigma or opprobrium for the failed entrepreneur.
8. The people who like to exercise initiative and be their own bosses choose sole proprietorships.

### ***II. Complete the following sentences.***

1. Sole proprietorships are firms ....
2. The advantages of sole proprietorships are ....
3. The disadvantages of sole proprietorships are ....
4. Some economic contributions of small businesses are ....
5. Often, failure of a small business venture turns out to be ....

### ***III. Answer the following questions to the text.***

1. What are sole proprietorships?
2. What are advantages of this form of business organization?
3. If you inherited a business, what would you do with it?
4. What kind of persons would be good sole proprietors? Give your own reasons.
5. What are economic contributions of small businesses?
6. Why do you think small – and medium-size businesses play such an important role in the economy of a country?
7. What do you know about development of small businesses in our country?

8. Does “failure” of a small business venture carry with it the social stigma for the failed entrepreneur in our country?

***IV. Next to the sentences below write a word or a phrase from the text which you can use instead of the word or words in italics.***

1. If the losses are greater than the investment, the individual is responsible for paying them, even if this depletes *his own capital*.
2. He doesn't have a boss. He *works for himself*.
3. He had many losses last year, and he asked a bigger company *to give him money*.
4. *An individual businessman* can make decisions quickly without having to consult others.
5. Sole proprietorships can provide individualized products for customers who have become *tired* of mass-produced goods.
6. *To have* your own enterprise is a very difficult and responsible business.

***V. In the text find the synonyms to the following words and phrases. Use them in the sentences of your own.***

entrepreneur

income

misfortune

a business of one's own

personal capital

according to the law

**Модуль 5. Проблемы офиса. Современные подходы к решению проблем**

***Read the following text:***

### **A Day in the Life of a Foundation Trust Chief Executive**

Katrina Percy, winner of HSJ's chief executive of the year award, describes a typical working day at Southern Health.

I like to be up early and heading into work by about 7am. I live on the Hampshire and Sussex border and work in the New Forest so it makes sense to travel

early if I can. I can be headed anywhere in Hampshire, visiting our services, and speaking with staff, or on the train to London to take part in the policy development groups that I contribute to.

No two days are quite the same, and that's part of what makes the job so appealing. Southern Health covers Hampshire and provides learning disability services as far afield as Oxfordshire, Buckinghamshire and Wiltshire. We provide mental health services for inpatients and in the community, and provide community health services, such as health visitors and children's services.

Additionally we have a social care arm that covers the Isle of Wight and Dorset, so as chief executive, I need to keep all of this on my radar. We employ 9000 staff, which makes us a major employer in Hampshire. My ideal day includes going out to see a service at work, meeting patients, talking to our staff about their challenges, and seeing what I can do to help them provide the best care they can. I don't rely on email to do my job – I'd rather talk to people face to face, and want my staff to know that if they need to talk to me, I'm accessible.

However, my job also includes the back-office part of running a large organization – meetings, committees, board commitments and increasingly, talking to other health and social care partners locally to see what we can do to improve health care. We are building relationships with our new clinical commissioning groups, of which there are eight in Hampshire alone. I need to understand what it is they have planned and how we can work with them.

I believe that if one person's health and social care needs can be provided in a joined-up way, with less repeated assessments, patient benefits from a more effective and efficient service. We are working hard to make that happen in Hampshire and beyond. We also know that sometimes people are admitted to hospitals who don't need to be, and stay there longer than is necessary, so that's a priority for us to focus on.

On one of my visits I met a man we had started providing care for on the Isle of Wight. Due to his health and social care needs, he hadn't been out of his house for

eight years. Now we provide him with support, and recently he went to the beach for an ice cream. It was a major step in his life and I found that inspiring.

I am passionate about leadership because great leaders transform the lives of staff and our community. Leadership in Southern Health is about empowering our patients through working in a joined-up, cost-effective way. This means that in their own way, everyone here is a leader. Being awarded Health Service Journal's chief executive of the year is a real honour. I try and provide a working atmosphere where the best staff can flourish and I accepted the award on behalf of all of us at Southern Health. If it helps to shine a light on some of the good work we do, I'm all for it. I go to sleep hoping that the healthcare we provide is the healthcare I would want for my own family and friends. Nothing else is good enough.

***I. Answer the questions to the text:***

1. Why does she like to be up early?
2. What makes her job so appealing?
3. What do they provide?
4. What does her ideal day include?
5. Who are they building relationships with?
6. What is a more effective and efficient service that can be provided?
7. What is the priority for them to focus on?
8. Why is she passionate about leadership?
9. How is leadership in Southern Health empowering their patients?
10. What kind of health care would she want for her own family and friends?

***II. Are these statements true or false?***

1. I can be headed anywhere in Hampshire, visiting our services, speaking with staff.
2. Everyday is quite the same, and that's part of what makes the job so appealing.
3. We provide mental health services for inpatients and in the community.
4. We employ 12 000 staff, which makes us a major employer in Hampshire.
5. My job also includes the back – part of running a large organization – meetings, committees, board commitments.
6. We are maintaining relationships with our clinical commissioning groups.



7. Patient benefits from a more effective and efficient service.
8. People are admitted to hospitals who need to be, and stay there less than is necessary, so that's a priority for us to focus on.
9. I am passionate about leadership because great leaders transform the lives of staff and our community.

**III. Make up sentences:**

1. and/ heading into/ I/ like/ to be/ by/ up/ early/ 7 am/ about work.
2. appealing/ no/ two/ so/ the job/ makes/ days/ are/ the same/ quite/ and/ of what/ part/ that's.
3. my/ I/ don't/ job/ rely on/ to do/ email.
4. a large/ my/ organization/ job/ the/ part/ includes/ back – office/ of running/ also.
5. I/ we/ need/ can/ to understand/ is/ they/ it/ what/ have planned/ with/ and/ how/ work/ them.

**IV. Find words or phrases in the text which mean:**

1. far away.
2. people employed in an organization.
3. to give sth, to help sb/sth.; to add to sth or improve; to increase.
4. extent over or lie on the surface.
5. make available.
6. the process of caring for sb/sth and providing what they need for their health or protection.
7. a new or difficult task that tests sb's ability and skill.
8. close to and looking at sb.
9. giving the best possible profit or benefits in comparison with the money that is spent.
10. to combine with sth else to do sth.
11. to give attention, effort to one particular subject.
12. something that you think is more important than other things and should be dealt with first.

**Read the following text:**

## Getting to Know Us

**McDonald's** is the leading global foodservice retailer with more than 34,000 local restaurants serving nearly 69 million people in 118 countries each day. But that is just one part of the whole story.

### Quick Facts

more than 34,000	1.8 million	118	80%
restaurants	employees	countries	of restaurants
worldwide			are franchised

We work hard, together with our suppliers and independent restaurant franchisees, to strive toward a sustainable future – for our company and the communities in which we operate. From the beginning, we've been a company committed to doing the right thing. Today, our values continue to be the foundation for who we are, what we do, and how we operate. Our mission is to be our customers' favorite place and way to eat. At McDonald's, diversity and inclusion are parts of our culture – from the crew room to the Board Room. We have been recognized as a great place to work in more than 30 of the markets. Since 1955, we've been proud to serve the world some of its favorite food.

From the start, we've been committed to doing the right thing. Our sustainability efforts ensure that our business practices and policies continue our rich heritage of making a positive impact on society. With approximately 1.8 million employees working for McDonald's and over 5,000 franchisees, thousands of committed suppliers and the more than 69 million customers who visit us every single day in 118 countries, we can use our scale, scope and talent to make a positive difference in the world.

We are working with both internal and external stakeholders to build on our foundation and refine our strategy, with a goal to identify new opportunities and set quantifiable targets to measure ongoing improvement. McDonald's brand mission is to be our customers' favorite place and way to eat and drink. Our worldwide operations are aligned around a global strategy called the Plan to Win, which center

on an exceptional customer experience – People, Products, Place, Price and Promotion.

We are committed to continuously improving our operations and enhancing our customers' experience. We place the customer experience at the core of all we do. Our customers are the reason for our existence. We demonstrate our appreciation by providing them with high quality food and superior service in a clean, welcoming environment, at a great value. Our goal is quality, service, cleanliness and value (QSC&V) for each and every customer, each and every time. We are committed to our people. We provide opportunity, nurture talent, develop leaders and reward achievement.

We believe that a team of well-trained individuals with diverse backgrounds and experiences, working together in an environment that fosters respect and drives high levels of engagement, is essential to our continued success. We believe in the McDonald's System. McDonald's business model, depicted by our "three-legged stool" of owner/operators, suppliers, and company employees, is our foundation, and balancing the interests of all three groups is key. We operate our business ethically. Sound ethics is good business. At McDonald's, we hold ourselves and conduct our business to high standards of fairness, honesty, and integrity. We are individually accountable and collectively responsible. We give back to our communities. We take seriously the responsibilities that come with being a leader.

We help our customers build better communities, support Ronald McDonald House Charities, and leverage our size, scope and resources to help make the world a better place. We grow our business profitably. McDonald's is a publicly traded company. As such, we work to provide sustained profitable growth for our shareholders. This requires a continuous focus on our customers and the health of our system. We strive continually to improve. We are a learning organization that aims to anticipate and respond to changing customer, employee and system needs through constant evolution and innovation.

***Assignments:***

***I. Answer the questions to the text:***

1. What is McDonald's?
2. How many people does it employ?
3. How many countries does it work in?
4. Why do they work hard?
5. What are their values?
6. What do their sustainability efforts ensure?
7. Who are they working with to build their foundation and refine strategy?
8. What are they committed to?
9. Why are their customers the reason for their existence? What do they demonstrate them?
10. What is essential to their continued success?

**II. Replace the italic words using the words below:**

Leverage	perform, carry out	Refine
Aligned	perform	Inclusion
Ensure	Goal	Diversity
Ongoing	enhancing	appreciation by providing

1. We work hard **to struggle** for a sustainable future.
2. Our sustainability efforts **make certain** that our business practices and policies continue our rich heritage.
3. At McDonald's, **multiplicity and incorporation** are part of our culture.
4. We are working with both internal and external stakeholders to build on our foundation and **process**, our strategy, with are a **purpose** to identify new opportunities and set quantifiable targets to measure **developing** improvement.
5. Our worldwide operations **are joined** around a global strategy called the Plan to Win.
6. We are **committed to** continuously improving our operations and **improving (boosting)** our customer's experience.

7. We demonstrate our **admiration by supplying** them with high quality food and superior service.

8. We help our customers build better communities, support Ronald McDonald House charities and **influence** our size, scope and resources to help make the world better.

### **Единые задания к текстам**

1. Определите основные вопросы, рассматриваемые в тексте.
2. Найдите ключевые слова, передающие основную мысль абзаца.
3. Сформулируйте главную мысль каждого абзаца.
4. Составьте план полного изложения текста.
5. Составьте аннотацию и реферат текста.

## **Модуль 6. Бухгалтерский учет и финансы**

### ***Read the following text***

#### **Accounting Information**

Accounting provides informational access to a company's financial condition for three broad interest groups. First, it gives the company's management the information to evaluate financial performance over a previous period of time, and to make decisions regarding the future. Second, it informs the general public, and in particular those who are interested in buying its stock, about the financial position of the company. Third, accounting provides reports for the tax and regulatory departments of the government. In general, accounting information can be classified into two main categories: financial accounting (or public information) and managerial accounting (or private information).

Managerial accounting deals with cost and profit relationships, efficiency and productivity, planning and control, pricing decisions, capital budgeting, etc. Not being generally spread outside the company, this information provides a wide variety of specialized reports for division managers, department heads, project directors.

A standard set of financial statements is expected to be prepared regularly by financial accounting and published in an annual report at the end of the fiscal year.

Being prepared in accordance with generally accepted accounting principles, these statements include the following items: 1) the balance sheet, 2) the statement of cash flows, 3) the income statement, 4) the statement of retained earnings.

Information relating to the financial position of a company, mainly about assets and liabilities, is presented in a balance sheet. The statement of cash flows shows the changes in the company's financial position and provides information which is not available in either an income statement or a balance sheet. Thus, the statement of cash flows represents the sources and the uses of the company's funds for operating activities, applications of working capital and data about additional financial support. Provided the company couldn't generate sufficient cash to finance its activities, it would be necessary to borrow money and it should be indicated in the statement.

Another financial statement disclosing the results of the company's activity is known as the income and expense statement. Prepared for a defined time interval, this statement summarizes the company's revenues, expenses, gains and losses and shows whether a company has made a profit within the period. Income is considered to be the difference between revenues and expenses. If the total expenses exceeded the total revenues during the period, the difference would be the net loss of the company. Revenues are transactions that represent the inflow of assets as a result of operations – that is, the assets received from selling goods and rendering services. Expenses are transactions involving the outflow of assets in order to generate revenue, such as wages, salaries, rent, interest and taxes. In addition to disclosing revenues and expenses, the income statement also lists gains and losses from other kinds of transactions such as the sale of plant assets or the payments of long-term liabilities.

The income statement excludes the amount of assets withdrawn by the owners, in a corporation such withdrawal of assets being called dividends. The separate statement of retained earnings and stockholder's equity shows investors what has happened to their ownership in the company, how earnings and new stock issuance have increased its value, and what dividends were paid.

Each of these reports contains figures for previous years and for the current period, providing a way of comparing present and past company performance. Being

prepared for the use of management, the financial statements contain neither debit nor credit columns. These statements are accompanied by additional data about the particular accounting method used, as well as explanations about the most important events within the previous year.

***I. In the text “Accounting Information” find synonyms to the following words and word combination:***

concerning the future; conclusions about the price; an external part; a use of capital; succeeding; a fixed interval; wide; a number of; a means of supply; a yearly report; a fulfillment of an action; the month before this one.

***II. Transform each sentence using II and III Conditionals. Translate these sentences into Russian***

**Example:** If effective demand is sufficient, there will be a high level of economic activity. - If effective demand were sufficient, there would be a high level of economic activity. - If effective demand had been sufficient, there would have been a high level of economic activity.

1. If too much money is available, its value will decrease and it will result in inflation.
2. If the company doesn't earn a reasonable profit, the share price will fall and it will be difficult to attract additional capital.
3. Many companies will lose their stable position in the market if recession continues.
4. The company will achieve a higher sales level if the retail price is decreased.
5. If the output decreases, the company's costs per unit of the goods produced will go up.
6. If the company issues new stocks, it will be possible to replace the obsolete equipment.

Существительные **costs, expenditures, expenses** часто переводятся на русский язык как синонимы – *затраты, издержки, расходы*. Например: **additional costs/expenditures/expenses** – *дополнительные расходы*; **advertising costs/expenditures/expenses** – *расходы на рекламу*. Однако следует различать

значения этих терминов в экономических текстах. Существительное **costs** обычно означает *денежные расходы на производство определенных товаров, строительство заводов*. **Expenditures** – *сумма, израсходованная для оплаты товаров и услуг*. **Expenses** – *сумма, израсходованная на оплату товаров и услуг, которая более не является активом покупающей компании*.

### ***III. Match the Russian word combinations with their English equivalents:***

Предельные издержки; альтернативные издержки; бюджетные расходы; капиталовложения/инвестиции; денежные расходы; потребительские расходы; полные/общие/совокупные расходы; годовые расходы; предусмотренные издержки; средние расходы; банковские расходы; расходы по финансированию; финансовые расходы; переменные издержки; управленческие расходы; расходы по организации сбыта; расходы на душу населения; предварительные расходы; расходы по хранению; постоянные издержки; сравнительные издержки; снижающиеся издержки; издержки на моральный износ; накладные расходы; издержки нематериального характера

budget expenditures; cash expenses; comparative costs; total expenditures/expenses/costs; opportunity costs; average expenses/ costs; marginal costs; annual expenses/ costs; banking expenses; financing expenses/ costs; anticipated expenses; obsolescence costs; financial expenses/ costs; variable costs; management expenses; fixed expenses/ costs; intangible costs; consumption expenditures/ expenses; marketing expenses/ costs; decreasing costs; preliminary expenses; per capita expenses; storage expenses/ costs; capital/ investment expenditures; overhead expenses/ costs.

***Модуль 5-7 Письма делового и личного характера. Структура английского и американского письма. Знакомство с написанием писем различного характера. Деловые отношения. Трудоустройство.***

## **LETTERS**

Proper business letter writing is very important for normal commercial activity. In spite of the development of telephone, telex, and telegraphic ways of



communication and the increasing personal contacts in international trade, the writing of letters continues. In fact most telephoned and telegraphed messages have to be confirmed by letters.

So every good businessman should be competent in writing effective business letters in English. The subject of the routine business letters in export – import trade lacks variety. Therefore, certain accepted standard phrases and standard letters may be used as a time – saving device.

However, whether you write a special letter or make use of a standard letter, you should know the main parts of any business letter and its layout.

Business letters are usually written on printed company forms (letter – paper). The heading gives the name of the company, the postal and telegraphic addresses, the telephone number(s), the number of the telex(-es) and when telefaxes appeared, their number, too; sometimes some other information such as: the names of important officials (e.g. directors), the particular official, to whom the company may wish to have all communication addressed, spaces for letter indexes (references) and the date.

## **I. The Layout and Parts of a Business Letter**

There are many ways to lay out a business letter. We are going to study only the “Block style” because it is more modern, clearer style of expression. This is particularly important as very often neither the writer nor the reader of the letter is a native – speaker of English. Presentation of the letter is also very important it should be well typed, well worded, well laid – out.

In the letters written in a “block style”:

- the name and address of the addressee are at the top on the left (the addressee is a person you are writing to.)
- the date is on the right
- there is no punctuation in the address or after “Yours faithfully/sincerely” or “Dear...”
- the paragraphs start at the margin and there are spaces between them
- the writer’s name and title are under the signature.

You can use some other ways of laying out business letters, but “block style” is the most useful to learn because it is accepted everywhere.

### **The date**

Be careful with the date! In Britain, they write the day first, but in the United States they write the month first. This means that **12 06 87** - is the twelfth of June in Britain but in the US it is the sixth of December! So write the date like this:

**12 June 1987**

Remember to use a capital letter for the month. You do not have to write “th”, “rd”, “nd” or “st” after the day.

### How would you write the dates in a letter?

- a) Jan. 16th, 1988
- b) 6/11/87 (UK)
- c) 21.1.88
- d) 23rd March 1988
- e) 09-07-87 (USA)
- f) 04.08.87 (USA)

### The opening salutation / The complimentary closing

#### Here are some ways to open a letter.

Dear Sirs	to a company
Dear Sir	to a man if you do not know his name
Dear Madam	to a woman if you do not know her name
Dear Mr. Smith	to a man
Dear Mrs. Smith	to a married woman
Dear Miss Smith	to an unmarried woman
Dear Ms Smith	to a married or unmarried woman
Dear John	to a friend or someone you know well

#### The way you close a letter depends on how you open it.

Dear Sirs/Sir/ Madam	Yours faithfully
Dear Mr./ Mrs./ Miss/ Mr. Smith	Yours sincerely
Dear John	Best wishes

#### *Ex.1 Join these openings to the right ending.*

a) Dear Mrs. Wilson	Best wishes
b) Dear Madam	Peter (signature)
c) Dear Ms. Hemsuchi	Peter
d) Dear Susanna	Yours faithfully
e) Dear Mr. Gonzales	Richard Sanders (signature)
f) Dear David	Richard Sanders
g) Dear Sirs	Yours sincerely Senaa Al Jalahma (signature)

### Subject headings

Subject headings are sometimes used in business letters to help to get the reader's attention, to ensure that the letter is passed to the right person quickly. Often when we put a heading we then use the word "above" or "above-mentioned". It is placed just after (below) the salutation and is underlined, it is sometimes written in capital letters.

Dear Mr. Chang

Order No. 239

The above-mentioned order of books has arrived.

## Parts of a letter

Most letters have three parts:

Dear ...

An opening (This says why you are writing)

The main message (This gives the details)

The close (This usually talks about the future)

*Note: There are two sets of openings: initiating correspondence and replying to letter.*

## Beginning a letter

Here are some ways to begin a letter.

We are writing to enquire about...

We are writing in connection with...

We are interested in... and we would like to know...

### *Ex.2 How would you start these letters?*

- a) You want to know the prices of some air conditioners.
- b) You saw an advertisement in the newspaper yesterday and you want further information
- c) You want to know if the company you are writing to organises holidays to Africa.  
If you are answering a letter, you can start.

Thank you for your letter of (date)	asking if ...
We have received your letter of (date)	enquiring about ...
	enclosing ...
	concerning ...

### *Ex.3 How would you start your reply in these situations?*

- a) A company wrote to you on 23 July. They wanted to know if you sell photocopiers.
- b) A men wrote to you on 18 December. He wanted employment with your company. He also sent his curriculum vitae.
- c) A company sent you a telex on 3 June. They wanted to know if you were going to the marketing conference in London.
- d) A lady telephoned you this morning. She wanted to know if her order No.599 had arrived.

## Ending a letter

Here are some ways to end a letter.

I look forward to receiving your reply/order/products/etc...  
Looking forward to hearing from you.

If you gave some information in the letter, you can close:

I hope that this information will help you.  
Please do not hesitate to contact me if you need any further information.  
Please feel free to contact me if you have any further questions.

**Ex.4 Write a letter to Data Services LTD. 57 West Road. Paxton. PX3 7JA.**

You want a word processor and you would like to know if they rent them. You need a small machine with a good quality printer. Follow this plan:

- Dear...
- Open the letter. Say what you are writing about.
- Tell them exactly what you need.
- Close the letter.
- Yours...
- Sign it with your name and title (office manager)

**Referring**

Here are some ways to introduce the subject of the letter.

- With reference to...
- Further to...
- With regard to...
- I am writing in connection with...

*Note: You should not start a letter “with regard to”*

**Ex. 5 How would you start a letter about each of the following?**

- a) an invoice (No.679) for a photocopier
- b) a meeting you had with the addressee on Jan. 16<sup>th</sup>
- c) an advertisement in “The Times” newspaper
- d) an application for a post as secretary in your company
- e) a telex for six typewriters that you received today

**Giving good/bad news**

<b>Good news</b>	I am pleased to tell you that...	
	I am delighted to inform you that...	

	I am happy to advise you that...	
--	----------------------------------	--

<b>Bad news</b>	I am regret to tell you that...	
	I am sorry to inform you that...	
	I am sorry to advise you that...	

**Ex.5 Complete these sentences using phrases for referring and giving good or bad news.**

- a) .....your order for some cupboards, .....we have had to increase the price.
- b) .....your application for a post as secretary, ..... that we would like you to start work as soon as possible.
- c) ..... your application for a post as secretary..... you were not successful
- d) ..... our telephone conversation this morning..... that your car is now ready for you to collect.

### Saying what you can and cannot do

We are unable to...

We are able to...

We have been forced to...

**Ex.6 A company has written to you to ask you to reduce your prices and to ask you if you will accept payment in Egyptian pounds. How will you give them the following information**

- a) You cannot lower your prices.
- b) You have had to raise your prices because the government has increased the sales tax.
- c) However, you can give them a discount of 5% if their order is for more than \$2,000.
- d) With regard to their second question, you cannot accept payment in Egyptian pounds but you can accept US dollars or German marks.

### Giving reasons

This is	owing to...	Это из-за ...
	due to...	Это благодаря ...
	as a result of...	Это является результатом ...

because of...

Это из-за ...

**Notes:** - “*owing to*” is normally only used for bad news. If you want to use a verb after these phrases, add “*the fact that...*”

e.g. This is due to the fact that the dollar has fallen.

**Ex.7 Using the information given, write complete sentences.**

e.g. - increase prices – fall of dollar.

We have been forced to increase our prices. This is owing to the fall of the dollar.

- a) delay the delivery of goods – strike by airline pilots.
- b) increase all salaries by 10% - rise in sales.
- c) cut all salaries by 10% - fall in sales.
- d) cannot deliver your new order – we have not received your payment for the last order.
- e) cancel the meeting – a lot of staff have been ill.

**Requesting action**

Here are some ways to ask people to do something for you:

Please could you...	If it is urgent, add:
We would be grateful if you could...	as soon as possible
We would appreciate it if you could...	without delay
	immediately

**Ex.8 These requests are all mixed up. In each sentence put the words and phrases in the correct order.**

- a) please/arrange/for ten o'clock/could/an appointment/you
- b) we/send us/as soon as possible/would/if you/the goods/be grateful/could
- c) we/without delay/appreciate it/you could/pay our bill/would/if
- d) confirm/please/you/are the same/could/your prices/that
- e) we/exactly when/appreciate it/if you/would/could/tell us/you will arrive

**Ex. 9 What would you write in the following situations?**

- a) You have seen an advertisement in the newspaper for a post as office manager. You want an application form.
- b) The photocopier in your office has broken down. You want to have it repaired quickly.
- c) You have moved your office and you want the post office to forward your letters to your new address.
- d) You want the telephone company to put another telephone in your office. You need it urgently.
- e) You have written to a company and you want them to reply quickly.

**Apologising**

We must apologise for...
We apologise for...



We are extremely sorry for...

- Notes:
- Use the “-ing” form after these phrases  
e.g. We are extremely sorry for losing your order.
  - You can also say “We are extremely sorry that...”  
e.g. We are extremely sorry that we lost your order.

Usually, it is polite to give the reason for the problem and then apologise again at the end of a letter.

Please accept our apologies once again.  
We hope that this has not caused you any inconvenience.  
With apologies once again.

### Requesting information

Please could you	give us some further
We would be grateful if you could	details about...
We would appreciate it if you could	let us know (about/if)...
We would like to know (about/if)...	inform us (about/if)...

If you want specific information, say:  
In particular + one of the previous phrases.

#### *Ex. 10 What would you write in these situations?*

- You wrote a letter to someone and they haven't replied. You want to know if they received the letter.
- A businessman is going to your country. He wants you to get a visa for him. You need all the details about his passport (his nationality, date of birth, where his passport was issued).
- You want to know about the same businessman's flight (flight number, date and time of arrival).

### Making a mild complaint

To make a mild complaint you can:

- say that, unfortunately, something is wrong, e.g. “Unfortunately, we have not yet received the filing cabinets.”
- request some action.  
e.g. “Please could you deliver  
“We would be grateful if you could them  
“We would appreciate it if you could soon”

**Ex. 11 Match sentences (a)-(d) together with sentences (c)-(h) to make four separate complaints.**

- a) Unfortunately, one of the machines you sent us was damaged.
- b) Unfortunately, we have not yet received your payment.
- c) Unfortunately, your driver took the goods to the wrong place.
- d) Unfortunately, you forgot to mention the cost of your products.
- e) Please could you send us your cheque before 30 June.
- f) We would appreciate it if you could collect them and bring them to our offices.
- g) Please could you send your price list as soon as possible.
- h) Please could you send another machine instead of damaged one.

**Ex. 12 What would you write in these situations?**

In each case, decide what action you want the company or organization to take.

e.g. A company has sent you a bill for the wrong goods.

Unfortunately you sent us a bill for the wrong goods. Please could you send us a correct bill as soon as possible.

- a) Your new photocopier has broken down. You have to write to the company who sold it to you.
- b) A temporary secretary does not speak English. You have to write to the agency who sent her to you.
- c) You keep receiving letters for some one else. You have to write to the post office.

### **Making a strong complaint**

To make a strong complaint you can:

- Say exactly what is wrong:

e.g. "It is now over nine months since we placed this order and we are still waiting for the curtains".

- make a point connected with this:

e.g. "I should like to point out that we have already paid for these cabinets" then:

- Demand immediate action.

e.g. "We really must insist, therefore, that you deliver them immediately."

If necessary you can also:

-give a warning.

e.g. "Unless we hear from you, we will take legal action."

**Ex. 13 Put the sentences in the correct order to form a letter.**

- a) I really must insist, therefore, that you return at least 10% of our money.
- b) I would like to remind you that your advertisement said "superior hotels."
- c) I am writing to complain about your Tour 5210 to Mexico.
- d) If we do not receive adequate compensation I will be forced to write to the local newspaper.
- e) The quality of the food in the hotels was terrible and everybody in our group was sick most of the time.

## **The Body of the Letter**

A letter should only deal with one specific subject several subjects may require attention of different departments and may complicate the filing system. Business letters should be simple and clear, polite and sincere, concise and brief. That means using simple, short words and sentences; avoiding repetition or needless words and information.

To make the letter easier to read divide it into paragraphs dealing with one ideal.

If letter is lengthy, the paragraphs may be given headings, which may be typed in ordinary or capital letters, followed by a full stop, colon or a dash. If the headings are type in ordinary letters, they should be underlined to distinguish between heading and text.

If more pages than one are written they should be numbered. The second and following pages are typed on blank sheets (without the letterhead). The name or initials of recipient should be placed at the top of lefthand margin of all continuation sheets, followed by the date after the page number.

Business letters are signed by hand in ink, clearly and legibly. The same style must always be adopted. The writer's name and title are typed below the signature.

The name of the company or of the organisation for which the writer signs the letter is typed under the complimentary closing (above the signature).

If the writer signs the letter on behalf of a company or on behalf of another person, the "per pro", "p. pro", "p.p." (short for procurationem) is used before the name. The person signing is empowered by a proper legal document (a power of attorney) to sign letters and other documents. Otherwise "For" is used before the name of the firm or person.

A letter having a "per pro." signature, i.e. when on behalf of a company, should be written in the plural number.

Or you may put it in the other way around: if you write the letter in the first-person plural after the complimentary closing the name of the company (v/o) should be included. For example:

Yours faithfully.  
for V/O "Prodintorg"  
(I.Pavlov)  
Director

or Yours faithfully,  
per pro. THE ORIENTAL TRADING CO.LTD  
P. Howard  
Secretary

## **Enclosures and postscripts**

If there is an enclosure(s) to the letter, it should be clearly indicated by typing the word "Enclosure" or its abbreviation "Enc" in the bottom left-hand corner of the



It was a pity that (we did not have more time to talk  
at/on...)  
I am sorry that (I missed you when you visited my  
office...)

After each phrase you can say something about what you said – or could not say – to each other. Like this:

- Thank you for your letter. It was very interesting to hear about the new developments at Wentol LTD.
- It was a pity that I missed you when you visited my office last week. I would have liked to have heard all your news.
- It was a pleasure to have dinner with you last Thursday. I think we had a very useful discussion.
- It was good to talk to you on the telephone today. I was sorry to hear that you had not been well.
- Thank you for your telex. I was pleased to hear that you will be coming to visit us next month.

**Ex. 13 Fill in the gaps in these openings with suitable phrase.**

- a).....to talk to you on the telephone this morning. ....to hear that you are enjoying your new job.
- b).....your letter .....to hear that you have had so many problems in your office.
- c).....to see you at the conference last week. ....that we did not have enough time to talk.
- d).....that you could not come to the meeting on Saturday. I am sure that you have found it quite interesting.
- e).....to meet you yesterday. I found many of your ideas very interesting.

**Ex. 14 What opening would you write in each of these situations?**

- a) You met the addressee on Thursday. He told you that he had been ill.
- b) You had dinner with the addressee last week at his house. He told you about his holiday in Iceland.
- c) You visited the addressee in his office last week but he could only talk to you for five minutes.
- d) You received a letter from the addressee this morning. He told you that he had been promoted.

**Saying why you are writing**

If you are writing to someone you know and you want to be more friendly, you should introduce your letter in a different way. Here are some examples:

Giving information: I thought you might be interested to hear about...

Requesting information or action: I was wondering if you could help me.

Complaining:  
problem.

I am afraid we have a small

Giving bad news:

I am afraid. I have some bad news.

### **The close**

Personal business letters often close by mentioning something personal. For example:

- a) I look forward to seeing you again next time I am in Bahrain.
- b) If ever you are in London, please do not hesitate to call me. Sometimes, you can mention somebody that you both know, like this.
- a) Please give my regards to Peter Smith
- b) Please pass on my best wishes to Mr. Lund. I hope that he has now recovered from the flu.

***Ex. 15 Put the sentences in this letter in the right order. The letter has three main parts.***

Mrs S. Weinburger  
12 December 1991  
ABC Business Consultants  
1911 N Formosa Avenue  
Los Angeles  
California USA

Dear Mrs Weinburger

- a) Please give my regards to Steven Hill.
- b) It was interesting to hear your views on our new products.
- c) I would be very grateful, therefore, if you could send me a list of agents perhaps from the yellow pages.
- d) As you know, our company is planning to open a branch in Los Angeles.
- e) I was wondering if you could help me.
- f) It was a pleasure to meet you at Trade fair last month.
- g) We are now looking for office space in the town centre and we need to know the names and the addresses of some property agents

With best wishes.

(signature)

Hans Seiz

Divisional Director

### **Informal Business Letters**

You have worked for a company for many years. Each time you go on a business trip you meet the same people and now you are friends with many of them. If you are a friend of the person that you are writing to, you will want to make your letter informal.

To do it:

- do not put the name and address of the addressee;

- start with addressee's first name;
- use short, direct phrases;
- sign with your first name;
- put only your name under your signature (i.e. not your title)

### **The language of informal business letters**

#### **Short phrases and contractions:**

The language of informal letters is much closer to spoken English we often use contractions, such as: "I'm going for a walk", "I'd like a cup of coffee". In the same way, contractions are often used in formal business letters: "It's a pity that we couldn't meet". "I'm enclosing come brochures".

Then you should use short and direct phrases. Long phrases are usually more formal than shorter phrases.

For example: "I would be grateful if you could tell me your prices" is more formal than: "Please could you possibly tell me your prices" and that is more formal than: "Please can you tell me your prices?"

#### ***Ex. 16 Group together the sentences which have a similar meaning.***

(There should be four groups). Then put the sentences in each group in order according to how formal they are, with the most formal first.

- a) If you need any more information, please feel free to ask me.
- b) I am in receipt of your letter dated 16th March.
- c) When do you think the goods will get here?
- d) I am writing in connection with your advertisement in "The News".
- e) I have just seen your advert in "The News".
- f) Thanks for your letter of 16th March.
- g) Please could you tell me when the goods will arrive?
- h) If you'd like any more details, please ask me.
- i) I would appreciate it if you could tell me when the goods will arrive.
- j) Thank you for your letter dated 16th March.
- k) If you require any further information, please do not hesitate to contact me.
- l) I am writing with reference to your advertisement in "The News".

#### **Vocabulary**

Some words sound more formal than other words. For example: "I regret to advise you that our prices have increased" sounds more formal than: "I am sorry to say that our prices have gone up and: "We have not yet received your invoice" is more formal than: "We have not yet got your bill".

#### ***Ex. 17 Match the underlined words with the words below.***

- a) I am writing to enquire about your prices.
- b) This is due to the fact that our costs have risen.
- c) If you require any further information, please contact me.

- d) I regret to advise you that the delivery will be delayed.
- e) Unfortunately, I have to inform you that I will not be able to attend the meeting.
- f) I am sending the brochures under separate cover.
- g) Please find enclosed some brochures describing our products.
- h) We have been forced to increase our prices.
- i) We have opened a letter of credit in your favour.

*more / here are / tell / for you / because / need / tell / cannot come to / am sorry / ask / had to / in another envelope*

***Ex. 18 Rewrite the sentences to sound less formal:***

- a) Please find enclosed our invoice.
- b) I would be grateful if you could advise me of your prices.
- c) I regret to advise you that we will not be able to deliver the goods on time.
- d) Due to the fact that postal charges are so high, I am sending the brochures under separate cover.
- e) I am pleased to inform you that your application for a post as secretary was successful.
- f) I have pleasure in enclosing a cheque in your favour.



### **1. Requesting Information**

Write a letter to a company. You are looking for a new supplier of office stationery. Ask them to send you a copy of their latest catalogue and a price list. You also want to know where their company is based. Thank them in advance for their help.

### **2. Application Letter.**

You are presently working in Moscow as a personal assistant. You are interested in finding another position. Write a letter to a recruitment agency based in St. Petersburg. Ask them to send you details about their agency and any vacancies they have for personal assistants at the moment.

### **3. Accommodation Information**

Write a letter to the hotel. Ask for some information about their hotel: a single room for the night of 23d April and the price including breakfast. Ask them to let you know if there is a car park near the hotel. Thank them in advance for their help.

### **4. Making a complaint**

You are writing to a travel agency to make a complaint about the hotel recommended you for your holiday. You are not happy with the room and the service was bad: no swimming pool, gymnasium, car park were available. Make a point connected with their advertisement saying “three-star rating”. Ask for adequate compensation. Give them a warning.

### **5. Ordering**

You have ordered a book online. When you received the book, you found the book was in Spanish not in English. Write to a company and ask them to send you the book in English version. If they don't have the English version in stock, then ask them to send your money back (ask for a refund).

### **6. Apologizing**

You are a Customer Service Manager. Write to a customer who rented a car from your company. Apologize for the trouble he had with the car rented. Assure your customer that in the future every car the company provides is delivered with a full tank of petrol. Regret the inconvenience and express your wish to further co-operation.

### **7. Requesting Information**

Write a letter to a partner in Moscow. Tell him that it was a pleasure to meet him at the Trade Fair last month. Inform your partner that your company is planning to open a branch in Moscow and you are looking for office space in the town centre. You need to know the names and the addresses of some property agents. Ask your partner to send a list of agents. Thank him in advance for his help.

### **8. Requesting Information**

You are a manager. Write the message to your Personal Assistant. Ask him to send you a copy of the new customer address list. You also need the quarterly sales report. Ask him to finish it by this Friday. Remind him about the sales meeting next Tuesday at 2 p.m.

### **9. Requesting Information**

Write a letter to your partners. Tell them that you are just making the final arrangements for their visit to your company next week. You need all the details about your partners' flight (flight number, date and time of arrival). Inform them that they will have free time on Wednesday evening. Invite them to do some things around the town (visit to the theatre, show round the town, etc.).

### **10. Apologizing**

Write a letter to your customer. Tell him that you learned of the problems he was encountering with your company product. Apologize for the quality problem. Inform your customer that your representative will meet him next week to investigate the problem. Regret the inconvenience and assure you co-operation.

### **11. Information About Price Increase**

You are a sub-manager of the company. Inform your customers about price increase for your company product. Give the reason (a change in government regulation). Tell them that the new prices will apply to all orders shipped after 1st June. Inform them that you will send a new price list with suggested sale prices. Apologize and close the letter.

## **Перечень фраз-клише для ведения деловой корреспонденции:**

We are writing to enquire about ...

Thank you for your letter of (date) asking if .../ enquiring about .../  
enclosing .../ concerning ...

We are writing in connection with ...

We are interested in ... and we would like to know ...

We have received your letter of (date) asking if .../ enquiring about .../ enclosing  
.../ concerning ...

I look forward to receiving your reply/order/products ...

I hope that this information will help you.

Looking forward to hearing from you.

Please don't hesitate to contact me if you need any further information.

Please feel free to contact me if you have any further questions.

I am pleased / delighted / happy to tell you that / to inform you that / to advise you  
that ...

With reference to ...

Further to ...

With regard to ...

We are unable to .../ we are able to ...

We have been forced to...

I regret / I am sorry to tell you that .../ to inform you that / to advise you that ...

This is owing to / due to./ as a result of./ because of ...

We must apologise for...

We are extremely sorry for...

Please could you

We would be grateful if you could...

We would appreciate it if you could...

As soon as possible

Without delay

Immediately

Please accept our apologies once again

We hope that this has not caused you any inconvenience

With apologies once again

We would be grateful if you could                    give us some further details about ...

We would appreciate it if you could let us know (about/if) / inform us (about/if) ...

We would like to know (about/if) ...