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ДЕЛОВОЙ АНГЛИЙСКИЙ ЯЗЫК
ДЛЯ МАГИСТРАНТОВ
НЕЯЗЫКОВЫХ СПЕЦИАЛЬНОСТЕЙ

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Учебно-методическое пособие предназначено для магистрантов неязыковых направлений, изучающих дисциплину «Деловой иностранный язык», а также для всех, кто интересуется данной тематикой.

Аутентичный текстовый материал взят из открытых интернет-источников, представлен в незначительной авторской адаптации и снабжён оригинальными заданиями, направленными на формирование языковой компетенции в сфере делового общения.

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UNIT 1

Gaining Job Experience

LISTENING

Listen to the text ‘Learning’ <http://listenaminute.com/l/learning.html> and do the following tasks:

Task 1. How many times are the following pronouns used in the text?

<i>we</i>	<i>our</i>

Task 2. How many times is the verb “to be” used in the text?

Task 3. Find at least one word containing the sound:

[ə:] _____

[ɔ:] _____

[ɔ] _____

[æ] _____

[ʌ] _____

[ɑ:] _____

Task 4. Use the words in brackets in their proper form:

1. one of (important) things
2. when we (be) born
3. learning begins (early)
4. our ears get (use)
5. how to play and (do)

6. (many) people think
7. are we (real) learning
8. we learn (much) from

Task 5. Match the columns to make word combinations from the text:

- | | |
|-------------------------------|---------------------------|
| 1) it starts | a) the different patterns |
| 2) say learning | b) hobbies and interests |
| 3) get used to | c) people do |
| 4) doing nothing | d) memorizing things |
| 5) do all the everyday things | e) pretty much |
| 6) are we just | f) begins earlier |
| 7) more from our | g) but learning |

Task 6. In what order do we come across the following words in the text?

before	
books	
childhood	
ears	
everyday	
fact	
happens	
hobbies	

important	
lifelong	
memorizing	
nothing	
patterns	
pretty	
sounds	
sure	

Task 7. Answer the following question:

1. What is the difference between learning and memorizing things?
2. What things do we learn outside school?
3. What are the differences in learning your native and foreign language?
4. Why is learning a lifelong process?
5. What things did you learn from your hobbies?

GRAMMAR

Word order

0	I	II	III	IV
(Modifier)	Subject	Predicate	Object	Modifier
(Every day)	I	<u>read</u>	<u>scientific</u> <u>literature</u>	<u>every day.</u>

Exercise 1. Make up meaningful sentences from the given parts:

- 1) is / Alexander / full / Belov / my / name / Vladimirovich;
- 2) years / twenty-four / am / I / old;
- 3) from / Russia / am / Moscow / I;
- 4) secondary / work / I / at / school / as / number / a teacher / 1067;
- 5) City / of / I / now / Moscow / a post-graduate student / University / Pedagogical / am.

Functions of the ending -(e)s:

1. Plural of a noun

E.g.

<i>textbooks</i> [s]	<i>examinations</i> [z], <i>supervisors</i> [z]	<i>languages</i> [iz], <i>classes</i> [iz]
----------------------	----------------------------------------------------	-----------------------------------------------

2. The 3rd person singular of a verb in Present Simple

E.g. *He analyses scientific papers.*

3. The Possessive case of a noun

E.g. *post-graduate's research*

Exercise 2. Define the function of the ending -(e)s:

- 1) My scientific supervisor's s articles es were published in different journals.

- 2) John's argument sounds rather convincing.
- 3) Economics is a science which studies economic aspects of the society's development.
- 4) The Browns are 3 all in all.
- 5) These are my notes and those are yours.
- 6) There will be new subjects in the students' curriculum next year, such as Physics and Advanced Mathematics.

«Noun + Noun»

Exercise 3. Translate the word combinations:

Lecture hall, home work, research methods, University buildings, mass production, city port, port city, oil export, export oil, laboratory research, research laboratory, high quality goods, goods high quality, the twenty-first century science, the twenty-first century science development, Foreign Languages Department.

Formal subjects *it, one, there*

Exercise 4. Translate the sentences:

1. **There** are different methods of scientific research. 2. **One** can see wide application of computer technology in all fields of modern life. 3. **There** exist various forms of sharing ideas in scientific community. 4. **It** was difficult for him to pass his English exam. 5. **There** can be no doubt that you will succeed in your scientific research. 6. **There** must be something out of order in this equipment. 7. **One** should study this scientific paper thoroughly. 8. **There** may be some new publications on this subject in our e-library. 9. **There** will be a lecture on Philosophy on Friday. 10. **There** were different scientific articles in those journals. 11. **It** will take me two years to complete my Master thesis. 12. **There** existed different points of view on that problem. 13. **There** are no new data in this section of the book. 14. **There** has been a radical change in distance learning recently. 15. **One** cannot rely upon this information. 16. **It** is very important for me to get my Master degree.

Grammatical Transformations

Exercise 5. Change the word combinations according to the given patterns:

E.g.

the study of Economics → 1) Economics study 2) studying Economics

The usage of computer technology; the application of new methods; the introduction of advanced techniques; the combination of these factors; the investigation of difficult problems; the organization of the educational process; the development of national economy; the arrangement of favourable conditions; the reduction of inflation.

Exercise 6. Tell the class about yourself:

1. What University did you graduate from?
2. Did you get a Bachelor or a Specialist degree?
3. What is your major?
4. Did you study at the full-time, part-time or extra-mural department?
5. What were your favourite subjects?
6. What foreign language(s) did you study?
7. What do you do now?
8. In what field are you going to conduct your research as a Master student?
9. Who is your scientific supervisor?
10. Have you taken part in any scientific conferences?
11. Have you got any articles published?
12. What sources do you get the necessary scientific information from?
13. How does the knowledge of English help you in your research?
14. How much time will it take you to submit your Master thesis?
15. What are your plans for the future?

READING

Exercise 7. Mind the following sounds in the words:

hire [aɪə], resume [eɪ], either [aɪ], experience [ɪə], graduate (*noun*) [ɪ], other [ʌ], company [ʌ], require [aɪə], stipend [aɪ], volunteer [ɪə], networking [əː], based [s], prove [uː], month [ʌ], quality [ɔ].

Exercise 8. Mind the stress in the words:

af'ford, 'intern, 'internship, ca'reer, 'reference, ob'jective, e'vent, 'freelancing, tech'nique.

Exercise 9. Read the text:

Four Ways to Gain Job Experience



After all of your years of education, graduation day may feel like the first day of the rest of your life. You have plans of being hired for a great new job that pays a great salary and finally being able to afford a place of your own. When you submit your resume, however, it is met with either no response, or you being told that you need more experience. It is a question asked by more new graduates than any other: how do you land your first job, when each company requires that you have experience in your chosen field in order to be hired? Here are four ways to gain experience and *get your foot in the door* so you can obtain your first job.

1. Internships

While many students complete at least one internship as a part of their undergraduate degree requirements, more and more new graduates are applying for internships as well. Interning with a company in your career field is a great way *to gain hands-on experience* doing the kind of work you would like to do. Often companies offer a salary or stipend for new graduates who intern with their company. An internship can sometimes lead to a job with that company, or *at the very least* give you experience and references to add to your resume.

2. Volunteering

There are many non-profit organizations that have volunteer positions where you can gain work experience. Whether you have a degree in Web Design, or Education, there are ways that organizations can *put your skills to good use*. Some companies look favorably on volunteer activities, so reach out to organizations that interest you.

3. Networking

Networking is a great way to make professional connections that could lead to a first job. Join student and professional organizations based on your career objectives. Most organizations sponsor networking events, conferences, and workshops. Each interaction you have with people in your career field could foster a new relationship, or contact that can get you an interview for a job you really want. Check out organizations based on your major for more information.

4. Freelancing

Sometimes you have to prove that you can do the work before you are hired. Freelancing is a great way to show what you can do. You may have to do your first freelance job for free or low pay, just to gain the experience and positive reference. After your first time, however, you now have more

experience that you can add to your resume. Freelance jobs can be as short as a day or two, to several months. Sometimes a job that starts out as freelance can turn into a full-time position. Employers not only want to see what skills you have, but also how dependable you are as an employee.

The next time you are told that you don't have enough experience for the job you want, try using one or more of the techniques above to gain more experience and quality references to help *get your foot in the door*.

(Adapted from <https://www.presence.io/blog/4-ways-to-gain-new-experience-without-leaving-your-current-job/>)

Exercise 10. Match the columns:

- | | |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 1) internship | a) an altruistic activity, intended to promote good or improve human quality of life |
| 2) volunteering | b) being self-employed and hired to work for different companies on particular assignments |
| 3) networking | c) a period of time during which a student works for a company or organization in order to get experience of a particular type of work |
| 4) freelancing | d) meetings with other people involved in the same kind of work, in order to share information |

Exercise 11. Choose the best variant:

- 1) (*to submit, to hire, to refer*) a resume;
- 2) the company requires that you have (*requirements, experience, connections*);
- 3) organizations sponsor (*graduation, networking, reference*) events;
- 4) check out organizations based on your (*freelance, major, interaction*);
- 5) to gain (*applying, positive, dependable*) reference;
- 6) try using one or more of the (*techniques, organizations, references*) above.

Exercise 12. Paraphrase the set expressions using the words from the box:

access, purpose, contact, knowledge, minimum, relationship, benefit, skill

- 1) *to get one's foot in the door* — to initiate ... or a ...; to gain ..., especially to an entry-level job;
- 2) *hands-on experience* — ... or ... that someone gets from doing something rather than just reading about it or seeing it being done;
- 3) *at the very least* — at a ...;
- 4) *to put something to good use* — to use something that you have for a sensible ... that brings a ... to you.

Exercise 13. Make up meaningful sentences:

- 1) being hired / you / for / of / a great new job / have plans.
- 2) first job / do / you / how / your / land?
- 3) stipend / new graduates / companies / a salary / or / for / offer.
- 4) volunteer activities / favorably / some companies / on / look.
- 5) a new relationship / with people / each interaction / you have / in your career field / could foster.
- 6) can turn / that / sometimes / a job / starts out / a full-time position / as freelance / into.

Exercise 14. Insert the proper formal subject (it, one, they, there):

- 1) ... is required that you have experience in your chosen field in order to be hired.
- 2) ... are four ways to gain experience.
- 3) ... are many non-profit organizations that have volunteer positions.
- 4) ... are ways that organizations can put your skills to good use.
- 5) ... look favorably on volunteer activities.
- 6) ... makes professional connections through networking.
- 7) ... is useful to join student and professional organizations based on your career objectives.

- 8) ... want to see what skills you have.
- 9) ... gains more experience and quality references to help get one's foot in the door.

Exercise 15. Read the text “The Benefits of Working with a Multi-cultural Team” on page 142 and summarize its content using the following framing phrases:

The title of the text is

It is **taken from**

The text **can be divided into** ... **logical parts**.

In the first part the author **speaks** about He **stresses the idea that**

In the second part the author **explains to the readers** He **points out that**

The third part **deals with** The author **underlines**

The fourth part **is devoted to** The author **mentions**

In the fifth part the author **touches upon the problem of**

We **come to know**

The concluding part **is concerned with** The author **highlights the fact that**

The main idea of the text is

To my mind, the text is **interesting** and **informative** because it reveals It helps me **enrich my vocabulary** and **widen my professional outlook**.

VIDEO

Watch the video ‘How to choose a career’ (5:17) <https://www.youtube.com/watch?v=oB-1qocZiPM> and answer the following questions:

- 1) What is the speaker's name?
- 2) What is one of the greatest wastes of time in life?

- 3) What are the main tips for choosing a career?
- 4) What things can happen when you commit to doing your job to the best of your ability?
- 5) What is one of your primary responsibilities to yourself?
- 6) What is your duty to yourself?
- 7) What kind of job must you find?
- 8) What is the starting point of personal greatness?
- 9) If you had all the resources you needed to build the company of your dreams, which kind of company would you build and what would that company do?
- 10) What shall you do if you want to change the future?

UNIT 2

The Importance of Customer Satisfaction

LISTENING

Listen to the text 'Language' <https://listenaminute.com//language.html> and do the following tasks:

Task 1. Choose the proper variants from the 1st column to make up the word combinations given in the text:

1	without	LANGUAGE(S)
2	difficult	
3	no	
4	body	
5	sign	
6	easy	
7	have	
8	special	
9	simple	
10	computer	
11	many	
12	one	
13	combine	
14	world	
15	universal	

Task 2. Put the following ideas into the logical order according to the text content:

- a. There are a lot of different languages on our planet.
- b. Body and sign languages don't exist without human speech.
- c. Having only one language will help people communicate and understand each other better.
- d. It is hard to imagine people not talking to each other.
- e. Nowadays English suits for being an international language most perfectly.
- f. Travelling to the Moon and inventing the computer were caused by using languages.

Task 3. Find out one odd word in each box:

Where would we now be without language? We'd all be in our own worlds and we'd	<i>1</i>
never really have a life. Can you imagine never talking to anyone? Of course not, if there	<i>2</i>
was no language, we wouldn't be able to properly use body language or sign language.	<i>3</i>
The fact that we do have languages means we have gone to the Moon and eventually built	<i>4</i>
things like the Internet — which also needs a special difficult computer language to work	<i>5</i>
properly. I think language is really amazing. It means we can tell anyone anything. I often	<i>6</i>
think it's a shame there are so many languages in the whole world. If there was only one	<i>7</i>
language, we could all communicate much better. Perhaps that way, we'd all understand	<i>8</i>
one another better. What would the world language be like? At the moment, English.	<i>9</i>

Task 4. Choose the endings from the 2nd column that are true to the text and translate the sentences into English:

Если бы не было языка,	a) каждый из нас жил бы в своём собственном мире.
	b) мы бы не построили космические корабли.
	c) мы бы не смогли использовать язык жестов.
	d) мы бы не смогли полететь на Луну.
	e) невозможно было бы создать универсальный язык.
	f) трудно было бы разработать компьютерный язык.
	g) мы бы не изобрели Интернет.

GRAMMAR

Active Voice

(подлежащее само выполняет действие)

	PRESENT	PAST	FUTURE
SIMPLE	+ V _(s) <i>? Do / Does...V</i> – ... <i>don't / doesn't V</i> что делает?	+ V _{2(ed)} <i>? Did...V</i> – ... <i>didn't V</i> что делал? что сделал?	+ <i>will V</i> <i>? Will...V</i> – ... <i>won't V</i> что будет делать? что сделает?
CONTINUOUS <i>to be + V_{ing}</i>	<i>am / is / are + V_{ing}</i> что делает?	<i>was / were + V_{ing}</i> что делал?	<i>will be + V_{ing}</i> что будет делать?
PERFECT <i>to have + V_{3(ed)}</i>	<i>have / has + V_{3(ed)}</i> что сделал?	<i>had + V_{3(ed)}</i> что сделал?	<i>will have + V_{3(ed)}</i> что сделает?
PERFECT CONTINUOUS <i>to have + been + V_{ing}</i>	<i>have / has + been + V_{ing}</i> что делает?	<i>had + been + V_{ing}</i> что делал?	<i>will have + been + V_{ing}</i> что будет делать?

Exercise 1. Define the Tense form of the Predicate; give the initial form of the notional verb:

1. Henry Ford founded his business in 1903.
2. Had the explorers reached the North Pole by the 18th century?
3. The scientists will be constantly conducting research.
4. Will you discuss the environmental problems at the next session?
5. This area of science has been developing at a fast rate.
6. Our laboratory is investigating a very important problem now.
7. Different countries will have been working together at cosmic problems.
8. Russia has signed some important documents this year.
9. This company will have delivered the necessary goods by next month.
10. Atmospheric pollution does not know any national boundaries.
11. Scientists had been constructing new space vehicles for the 20th century.
12. Our ancestors were killing different species of animals, birds and fish.

Exercise 2. Translate the sentences:

1. I consult my scientific supervisor once a week.
2. Recently students have been actively using advanced learning technology.
3. By the end of the month the team will have finished the experiment.
4. The Dean's office was on the 2nd floor.
5. The participants of the conference had been discussing the global warming problem for 3 hours.
6. Master students are defending their theses now.
7. The employer will be interviewing the 3rd applicant at that time.
8. Had they prepared all the documents by their boss's coming yesterday?
9. The secretary wasn't speaking over the phone at that moment.

10. Have you published the results of your research yet?
11. By 6 p.m. the customer will have been waiting for his order for 3 hours!
12. Will you be so kind to spell your surname?

	PRESENT	PAST	FUTURE
SIMPLE	<u>every</u> day, often, always, seldom, sometimes, usually, as a rule, regularly, from time to time, *never	yesterday, the day before yesterday, <u>last</u> year, a year <u>ago</u>	tomorrow, the day after tomorrow, <u>next</u> year, <u>in</u> a year
CONTINUOUS	now, at this moment, still, constantly	1) at 3 o'clock yesterday; 2) from 3 to 5 yesterday; 3) <u>the whole</u> day yesterday; 4) <u>all</u> day (<u>long</u>) yesterday	1) at 3 o'clock tomorrow; 2) from 3 to 5 tomorrow; 3) <u>the whole</u> day tomorrow; 4) <u>all</u> day (<u>long</u>) tomorrow
PERFECT	just, already, yet, for, since, ever, *never, lately, recently, today, <u>this</u> week, by now, so far	<u>by</u> 3 o'clock yesterday	<u>by</u> 3 o'clock tomorrow

Exercise 3. Make up sentences with the following verbs and adverbial modifiers:

1. **to study** (*last year*)
2. **to publish** (*by next year*)
3. **to translate** (*the whole day yesterday*)
4. **to discuss** (*just*)
5. **to look through** (*regularly*)
6. **to read** (*from 8 to 10 p.m. the day after tomorrow*)
7. **to check** (*by 11 a.m. last Friday*)
8. **to start** (*in 2 years*)
9. **to write** (*still*).

Exercise 4. Use Future Simple in the principal clause and Present Simple in the subordinate clause:

<i>if</i> — если	<i>when</i> — когда
<i>unless</i> — если <u>не</u>	<i>while</i> — в то время как, пока, когда
<i>in case</i> — в случае если	<i>before</i> — до
<i>provided</i> — при условии если	<i>after</i> — после
	<i>as soon as</i> — как только
	<i>till</i> — до тех пор пока
	<i>until</i> — до тех пор пока <u>не</u>

1. Before you (leave), don't forget to shut the windows. 2. I (phone) you as soon as I (arrive) in London. 3. Please don't touch anything before the police (come). 4. Everyone (be) very surprised if he (pass) the exams. 5. When you (see) Brian again, you (not/recognize) him. 6. We (not / start) dinner until Jack (arrive). 7. You (feel) lonely without me while I (be) away? 8. If I (need) any help, I (ask) you. 9. Come on! Hurry up! Ann (be) annoyed if we (be) late.

Exercise 5. Make up sentences with the following word combinations:

If I don't study hard I won't complete my post-graduate course.
If I don't complete my post-graduate course I won't

To study hard → *to complete a post-graduate course* → to get a Master degree → to become a highly qualified specialist → to have a promotion → to develop a career → to earn more money → to feel free → to become happy → to make happy all people from my environment.

Exercise 6. Say what you will do if ...

- 1) you leave your smart phone / tablet at home?
- 2) you forget the password for your account?
- 3) your group-mate asks you to help him/her with English?
- 4) your boss is not satisfied with your results?

- 5) your scientific supervisor gives you a very difficult task?
- 6) you have to miss English classes?
- 7) you fail at your exam?

READING

Exercise 7. Mind the following sounds in the words:

measure [e], company [ʌ], advocate (*noun*) [ə], considered [ə], purchase [ə:], warning [ɔ:], other [ʌ], sway [eɪ], experience [ɪə], high [aɪ], churn [ɜ:], process [s], beneficiary [ʃ], identify [aɪ], acquire [aɪə], nurturing [tʃ], personalize [aɪ].

Exercise 8. Mind the stress in the words:

ˈproduct, suˈpply, suˈrpass, imˈportant, eˈxact, inˈcrease (*verb*), ˈemphasis, ɪˈnitiative, ˈimpact, conˈtribute, ˈrevenue, eˈliminate, ˈprospect, ˈsurvey.

Exercise 9. Read the text:

Why Customer Satisfaction Is Important



Customer satisfaction is a marketing term that measures how products or services supplied by a company meet or surpass a customer's expectation. Here are the top six reasons why customer satisfaction is so important.

1. It is a leading indicator of consumer repurchase intentions and loyalty

Asking customers to rate their satisfaction on a scale of 1–10 is a good way to see if they will become repeat customers or even advocates. Any customers that give you a rating of 7 and above, can be considered satisfied, and you can safely expect them to come back and make repeat purchases. Scores of 6 and below are warning signs that a customer is unhappy and at risk of leaving.

2. It is a point of differentiation

Picture two businesses that offer the exact same product. What will make you choose one over the other? If you had a recommendation for one business would that sway your opinion? Probably. So how does that recommendation originally start? More than likely it's on the back of a good customer experience. Companies who offer amazing customer experiences create environments where satisfaction is high and customer advocates are plenty.

3. It reduces customer churn

Price is not the main reason for customer churn; it is actually due to the overall poor quality of customer service. By measuring and tracking customer satisfaction you can put new processes in place to increase the overall quality of your customer service. It is recommended that you put an emphasis on exceeding customer expectations and 'wowing' customers at every opportunity. Do that for six months, then measure customer satisfaction again. See whether your new initiatives have had a positive or negative impact on satisfaction.

4. It increases customer lifetime value

A 'totally satisfied customer' contributes 2.6 times more revenue than a 'somewhat satisfied customer'. Furthermore, a 'totally satisfied customer' contributes 14 times more revenue than a 'somewhat dissatisfied

customer'. Customer lifetime value is a beneficiary of high customer satisfaction and good customer retention.

5. It reduces negative word of mouth

An unhappy customer tells between 9–15 people about their experience. In fact, 13% of unhappy customers tell over 20 people about their experience. That's a lot of negative word of mouth. To eliminate bad word of mouth you need to measure customer satisfaction on an ongoing basis. Tracking changes in satisfaction will help you identify if customers are actually happy with your product or service.

6. It is cheaper to retain customers than acquire new ones

It costs six to seven times more to acquire new customers than it does to retain existing customers. You and your marketing team spend thousands of dollars getting the attention of prospects, nurturing them into leads and closing them into sales. Here are some customer retention strategies: use blogs to educate customers; use email to send special promotions; use customer satisfaction surveys to listen; delight customers by offering personalized experiences.

(Adapted from <https://blog.clientheartbeat.com/why-customer-satisfaction-is-important/>)

Exercise 10. Find in the text the words defined below:

- 1) a person who buys goods or services from a shop or business;
- 2) a strong feeling of support;
- 3) a thing that has been bought;
- 4) a marked effect or influence;
- 5) the continued possession, use, or control of something;
- 6) two or more people working together;
- 7) activity that supports or encourages a cause, venture, or aim;
- 8) a general view, examination, or description of someone or something.

Exercise 11. Make up the word combinations from the text (use *either* the left *or* the right column):

asking	(a / the) customer (a / the) customer ('s) (the) customers	satisfaction
repeat		expectation
any		is unhappy
'wowing'		experience
'totally satisfied'		advocates
'somewhat satisfied'		churn
'totally satisfied'		service
unhappy		lifetime value
to retain		retention
new		
existing		
delight		

Exercise 12. Convert the sentences into Past Simple:

- 1) Customer satisfaction is a marketing term.
- 2) They become repeat customers.
- 3) The customers give a rating of 7.
- 4) Two businesses offer the exact same product.
- 5) You can put new processes in place.
- 6) A 'totally satisfied customer' contributes 2.6 times more revenue.
- 7) An unhappy customer tells between 9–15 people about their experience.
- 8) You and your marketing team spend thousands of dollars getting the attention of prospects.

Exercise 13. Open the brackets (refer the actions to the future):

1) If products or services supplied by a company (*to meet*) a customer's expectation they (*to be satisfied*).

2) If customers' rating (*to be*) 9–10 they (to become) repeat customers.

3) In case a company (*to create*) high satisfaction its customer advocates (*to be*) plenty.

4) You (*to eliminate*) bad word of mouth provided that you (*to measure*) customer satisfaction on an ongoing basis.

5) Unless you (*to track*) changes in satisfaction you (*not to identify*) customers' happiness with your product or service.

Exercise 14. Use the proper tense form:

1) Recently this company's customers (*to give*) a rating of 8–10.

2) The companies (*to create*) constantly favourable environments.

3) By 2017 the customer service (*to become*) poor.

4) Just fancy! The company (*to 'wow'*) its customers for six months by now!

5) A 'totally satisfied customer' usually (to contribute) 14 times more revenue.

6) Why you (*not to learn*) these customer retention strategies so far?

Exercise 15. Read the text "How to Deal with Customer Complaints Effectively" on page 143 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video 'How to give great customer service' (10:12) <https://www.youtube.com/watch?v=oB-1qocZiPM> and describe the L.A.S.T. method.

UNIT 3

Product and Process Innovations

LISTENING

Listen to the text 'Books' <https://listenamminute.com/b/books.html> and do the following tasks:

Task 1. Tick the words from the text.

- | | |
|--------------|---------------------|
| 1) world | 8) buried |
| 2) memories | 9) novels |
| 3) library | 10) fiction |
| 4) movies | 11) autobiographies |
| 5) bookworm | 12) resumes |
| 6) earthworm | 13) encyclopedias |
| 7) born | 14) reference books |

Task 2. Underline the prepositions from the text. How many times are they used in the text?

in, on, about, at, of, with, without, for, to

Task 3. Match the columns to make up meaningful word combinations.

- | | |
|-----------------------------|------------------------------|
| 1) books are | a) in my school library |
| 2) a time in | b) the story to end |
| 3) memories of being | c) a bookworm |
| 4) a bit of | d) about people's lives |
| 5) with my head | e) the best thing |
| 6) getting to know | f) to the Internet |
| 7) you never want | g) are cool too |
| 8) it's interesting to read | h) my life |
| 9) encyclopedias | i) and made of paper |
| 10) prefer books | j) buried in a book |
| 11) be in your hand | k) other worlds and cultures |

Task 4. Find antonyms for the following words.

- | | |
|------------|------------------|
| 1) worst | 7) bad |
| 2) forget | 8) always |
| 3) death | 9) beginning |
| 4) born | 10) dull |
| 5) hate | 11) nothing |
| 6) useless | 12) in e-version |

Task 5. Write down one omitted word in each line.

Don't you think books are best thing in the world? I can't	1	
remember time in my life when I wasn't reading a book. I still	2	
have memories of being in school library when I was about five	3	
years old. I have been a bit a bookworm since then. You'll	4	
usually see me with my head buried in a book. I love kinds of	5	
books. Novels great for getting to know other worlds and	6	
cultures. A good book is where you never want the story to end.	7	
I like autobiographies because I think it's interesting to read	8	
about people's lives. Encyclopedias are cool too — you learn	9	
everything about everything in these. I prefer books to the	10	
Internet. Books need to be in hand and made of paper.	11	

Task 6. Retell the text. Answer the question:

— Are you a bookworm? Why / why not?

GRAMMAR

Passive Voice

(подлежащее испытывает на себе действие)

	Present	Past	Future
SIMPLE <i>to be</i> + V _{3(ed)}	<i>am / is / are</i> + V _{3(ed)}	<i>was / were</i> + V _{3(ed)}	<i>will be</i> + V _{3(ed)}
CONTINUOUS <i>to be</i> + + <i>being</i> + V _{3(ed)}	<i>am / is / are</i> + + <i>being</i> + V _{3(ed)}	<i>was / were</i> + + <i>being</i> + V _{3(ed)}	—
PERFECT <i>to have</i> + + <i>been</i> + V _{3(ed)}	<i>have / has</i> + + <i>been</i> + V _{3(ed)}	<i>had</i> + + <i>been</i> + V _{3(ed)}	<i>will have</i> + + <i>been</i> + V _{3(ed)}

Exercise 1. Find all the sentences with the Passive Voice; define the tense forms in them:

1) The practical value of knowledge is being realized. 2) Is the programme of post-graduate studies designed? 3) The teachers draw their students into scientific research. 4) We have mastered experimental techniques. 5) This scientific tradition has been established. 6) The diplomas and medals were not awarded. 7) Lectures will be reinforced by tutorials. 8) There are three- and four-year courses. 9) They award special medals and diplomas to the winners. 10) The assignment was being given at that moment. 11) Research is being conducted in the laboratory. 12) Are they discussing the first chapter of his thesis? 13) The students will be encouraged to participate in research still at college. 14) New promising ways had been mapped. 15) The teaching staff consists of engineers and academics, doesn't it? 16) Practical engineers are involved in consultations.

Exercise 2. Find the corresponding ideas in the right-hand column. Use the verbs in the proper Passive form:

ACTIVE	PASSIVE
1) They often translate English texts.	a) The experiment ... yesterday.
2) They are doing their homework.	b) The work ... already
3) They made the experiment yesterday.	c) The test ... when the teacher came.
4) They were solving the problem from 5 till 7 o'clock yesterday.	d) The article ... by the end of the academic year.
5) They have already done the work.	e) English texts ... often
6) They will repair the device tomorrow.	f) The homework ... now.
7) They will have published the article by the end of the academic year.	g) The problem ... from 5 till 7 o'clock yesterday.
8) They had finished the test when the teacher came.	h) The device ... tomorrow.

Exercise 3. Use the verbs in the correct Passive forms:

1) At the last conference the speaker (to ask) a lot of questions.
 2) We (to tell) about this discovery next time. 3) Unfortunately he (not / to offer) any help so far. 4) They (to give) all the necessary information at the moment we came in. 5) Every year the laboratory (to promise) financial support. 6) He already (to sign) his papers. 7) Next week you (to send) to Moscow on business. 8) The team of the laboratory (to give) a difficult problem to solve before I was appointed its Chief. 9) The new lab assistant (to teach) to use modern equipment by the Chief of the laboratory now. 10) I am sure that

his work (to complete) by the end of the month. 11) I can't show you my written work as it (not/to return) by my teacher. 12) The question which (to discuss) now at the conference is very important.

Способы перевода сказуемых в страдательном залоге на русский язык:

1. глаголом с частицей *-ся (-сь)*;
2. глаголом 3 л. мн.ч. в неопределённо-личном предложении;
3. глаголом «*быть*» + кратким причастием (в настоящем времени глагол «*быть*» опускается).

E.g. The hypothesis was proved. — Гипотеза подтвердилась. / Гипотезу подтвердили. / Гипотеза была подтверждена.

Exercise 4. Translate the sentences into Russian:

1. The museum of modern science was opened in 2005.
2. 3.000 scientific journals are sold every week.
3. The equipment will be delivered tomorrow morning.
4. The flight was not canceled because of the rain.
5. This car model will not be produced next year.
6. Higher Maths is not studied by first-year students.
7. Was his paper rejected because of plagiarism?
8. Will the Professor's monography be published next year?
9. Are you advised by your supervisor on Tuesday or on Wednesday?

**Если после глагола сохраняется предлог,
перевод начинается именно с этого предлога.**

E.g. This paper is often referred to. — На эту работу часто ссылаются.

Exercise 5. Give the Russian equivalents of the following sentences:

- 1) I do not think the existing theory can be relied **upon**.
- 2) At the beginning of the lecture the laboratory assistant was sent **for** by the lecturer.
- 3) The invention was spoken **of** at the meeting of our staff.
- 4) Some

aspects of these topics will be dealt **with** in the next chapter. 5) This problem was touched **upon** in the discussion. 6) The latest research is much spoken **about**. 7) This method has been referred **to** in an earlier paper. 8) The lectures of my scientific supervisor are always followed **by** heated discussions.

Exercise 6. Construct your own sentences using the impersonal passive structures:

It is known that ...	Известно, что ...
It is said by our historians / mathematicians / IT-specialists / economists / educational specialists / businessmen that ...	Наши историки считают, что ...
It is said of this author that ...	Об этом авторе говорят, что ...
It is known about him that ...	О нем известно, что ...
It must be stressed that ...	Следует (нужно) подчеркнуть, что ...
It cannot be denied that ...	Нельзя отрицать (того), что ...
It should be remembered that ...	Следует помнить, что ...

READING

Exercise 7. Mind the following sounds in the words:

characteristics [k], **use** (*noun*) [s], **technical** [k], **incorporated** [ɔ:], **both** [oʊ], **previously** [i:], **microprocessor** [aɪ], **digital** [dʒ], **technology** [k], **miniaturize** [aɪ], **minor** [aɪ], **specification** [s], **detergent** [æ:], **chemical** [k], **intermediary** [i:], **process** [s], **automation** [ɔ:], **encompass** [ʌ], **source** [ɔ:], **final** [aɪ], **frequency** [i:], **identification** [aɪ].

Exercise 8. Mind the stress in the words:

com'ponent, ma'terial, 'portable, tech'nique, lo'gistics, 'input, 'allocate.

Exercise 9. Read the text:

What are Product and Process Innovations?



A product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. These include significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics. Product innovations include both new products and new uses for existing products.

New products

These are goods and services that differ significantly in their characteristics or intended uses from products previously produced by the firm. The first microprocessors and digital cameras are examples of new products using new technologies. The first portable MP3 player, which combined existing software standards with miniaturized hard-drive technology, was a new product combining existing technologies.

New uses for products

The development of a new use for a product with only minor changes to its technical specifications is a product innovation. An example is the introduction of a new detergent using an existing chemical composition that was previously used as an intermediary for coating production only. A process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment

and / or software. Process innovations can be distinguished by production methods or delivery methods, or both:

Production methods. These methods involve the techniques, equipment and software used to produce goods or services. Examples of new production methods are the implementation of new automation equipment on a production line or the implementation of computer-assisted design for product development.

Delivery methods. These concern the logistics of the firm and encompass equipment, software and techniques to source inputs, allocate supplies within the firm or deliver final products. An example of a new delivery method is the introduction of a bar-coded or active RFID (radio frequency identification) goods tracking system.

(Adapted from <https://brainly.in/question/3091459>)

Exercise 10. Restore the proper letter order in the words:

dpructo, vsercei, rhasacteriticsc, vpimremoent, rmteiala, wsortfae, mfri, iscmoropocesrr, gdiitla, ntecolohiesg, tporaleb, istpeifcaincos, ninovaiont, tdreteegn, diteremiarny, emtodh, emquientp.

Exercise 11. Fill in the gaps with the derivatives of the words from the right column:

- | | |
|-------------------------------------------------|------------------------|
| 1) the ... of a good or service | to introduce |
| 2) the service that is ... improved | significant |
| 3) significant ... in technical ... | to improve, to specify |
| 4) user ... or other functional characteristics | friend |
| 5) products ... produced by the firm | previous |
| 6) with ... hard-drive technology | miniature |
| 7) the ... of a new use for a product | to develop |
| 8) changes to its technical ... | to specify |
| 9) the ... of a new production | to implement |
| 10) automation ... on a production line | to equip |
| 11) radio frequency ... | to identify |

Exercise 12. Choose the best possible variant:

1) A product ... is the introduction of a new or improved good or service.

- a) production b) innovation c) implementation

2) Product innovations include new ... for existing products.

- a) uses b) technologies c) techniques

3) These are goods and services that differ significantly in their

- a) methods b) innovations c) characteristics

4) The first portable MP3 player combined existing ... standards with miniaturized hard-drive technology.

- a) radio b) software c) coating

5) A process innovation is the ... of a new or significantly improved production or delivery method.

- a) improvement b) specification c) implementation

6) It is possible to implement computer-... design for product development.

- a) assisted b) concerned c) used

7) An example of a new delivery method is the introduction of an active RFID goods ... system.

- a) miniaturized b) automation c) tracking

Exercise 13. Convert the sentences into Passive:

1) They improve the services.

2) The firm produced the goods.

3) Scientists will use new technologies.

4) The producers do not combine existing technologies.

- 5) They did not use that chemical composition.
- 6) The company will not significantly improve the delivery method.
- 7) Do they distinguish process innovations by production methods?
- 8) Did those methods involve new techniques, equipment and software?
- 9) Will the employer allocate supplies within the firm?

Exercise 14. Find the proper place for the adverbial modifiers:

- 1) The product has been significantly improved (*so far*).
- 2) The software is being incorporated (*still*).
- 3) These goods and services will be produced by the firm (*never*).
- 4) Those technologies were used in the first microprocessors (*previously*).
- 5) Minor changes have been introduced (*already*).
- 6) New delivery methods were being implemented (*constantly*).

Exercise 15. Construct your own sentences using the impersonal passive constructions:

It is known that ...

It is said that ...

It must be stressed that ...

It cannot be denied that ...

It should be remembered that ...

It is strongly recommended to ...

It should be taken into consideration that ...

It is believed that ...

It might be useful to ...

It has been proved that ...

Exercise 16. Read the text “How Venture Capital Works” on page 145 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video 'Transferable job skills' (8:20) https://www.youtube.com/watch?v=7Kt4nz8KT_Y and answer the following questions:

- 1) What are transferable job skills?
- 2) When are they important?
- 3) What can a person do if s/he has

- analytical
- communication
- leadership
- negotiation
- interpersonal
- organizational
- team-working

skills?

What skills are represented in the activities described by the speaker?

Take the quiz <https://www.engvid.com/transferable-job-skills/>

UNIT 4

Job Interviews and Career Goals

LISTENING

Listen to the text ‘Careers’ <https://listenaminute.com/c/careers.html> and do the following tasks:

Task 1. Write down the numerals used in the text.

Task 2. How many times is the word “career” used *a) in singular;*
b) in plural?

Task 3. Write down the derivatives / forms of the following words used in the text.

- | | |
|-------------|-------------|
| 1) big – | 6) differ – |
| 2) decide – | 7) move – |
| 3) norm – | 8) bore – |
| 4) globe – | 9) learn – |
| 5) quick – | |

Task 4. Insert the omitted words.

- 1) the biggest decisions we ... in life;
- 2) we chose ... one career;
- 3) people ... start a job;
- 4) stay in ... same career;
- 5) career path was quite ... ;
- 6) mean ... change quickly;
- 7) keep ... with all the changes;
- 8) moving from one job to ... ;
- 9) life never ... boring;

- 10) to keep ... different things;
- 11) what career I ... choose next;
- 12) ... that doesn't even exist

Task 5. Say if the information is true, false or not stated.

- 1) Now we choose only one career.
- 2) In the past people stayed in one and the same career for the whole life.
- 3) Parents helped children choose their careers.
- 4) Today people may change their careers even seven times.
- 5) New technology and globalization develop quickly.
- 6) We don't need to adjust to the changes.
- 7) The speaker has had five different careers.
- 8) He had to move to the other city.
- 9) He has already made up a decision about his next job.

Task 6. Answer the following questions:

- 1) Have you chosen your career yet?
- 2) Would you like to change it in the future?
- 3) How many times is it normal for a person to change their career?
- 4) Why is it difficult to move from one job to another?
- 5) What transferable skills do you need to be a good specialist in any job?

GRAMMAR

Modal Verbs

(выражают отношение к действию)

1. Они не имеют окончания **-s** в 3 л. ед. ч. в Present Simple.
2. После них инфинитив употребляется без частицы "to".
3. Для образования вопросительной и отрицательной формы им не требуются вспомогательный глагол.

4. Они имеют не все видовременные формы, при необходимости заменяются эквивалентами.

5. От них нельзя образовать неличные формы (причастие, герундий, инфинитив).

6. Они могут употребляться для выражения **предположения** (с различной степенью уверенности).

can	мочь, уметь (физическая или умственная способность)	We <u>can</u> re-arrange the elements of the system.
may	мочь (иметь разрешение / позволение)	Now you <u>may</u> ask questions, if any.
must	должен, обязан (моральный долг)	Laboratory assistants <u>must</u> use the equipment carefully.
should	следует, должен (субъективное мнение)	The results of your research work <u>should</u> be reflected in scientific articles.
ought to	следует, должен, обязан (объективное мнение) = = must	Post-graduates <u>ought to</u> pay special attention to the work with the original literature.
needn't	не нужно, не надо (отсутствие необходимости)	These methods <u>needn't</u> be discussed in detail.

Exercise 1. Match the questions on the left with the replies to them on the right:

1) May I borrow the car tonight?	a) Sure, I'd like one too.
2) Can I play your guitar?	b) Yes, I like Beethoven too.
3) Could I have a lift to the station?	c) All right. Be careful.
4) May I have another drink, please?	d) I'm afraid not. It's got only 5 strings.
5) Can I put this record on?	e) O.K. Get in. I'm going that way.

Exercise 3. Insert the proper variant:

If you want to be a cultured person you (*следует*)¹ know some cultural norms of the society. If you know these norms you (*можете*)² act in that society correctly. There are some taboos which you (*не должны*)³ break. For example, in America you (*не можете*)⁴ ask someone about his/her personal income. You (*следовало бы*)⁵ also know somewhat about queues. If you (*приходится*)⁶ wait for a bus in Britain you (*не можете*)⁷ get in front of others in a bus queue. You (*не нужно*)⁸ worry: the bus (*должен*)⁹ arrive according to the schedule and you (*сможете*)¹⁰ take a comfortable seat. Remember one more thing. Standing in a queue you (*не разрешается*)¹¹ come up to your neighbour too closely: you (*могли бы*)¹² violate his/her “personal space”.

1	<i>can / ought to / may</i>
2	<i>could / should / can</i>
3	<i>must not / might / need not</i>
4	<i>should not / may not / will not have to</i>
5	<i>must / can / should</i>
6	<i>are to / must / have to</i>

7	<i>cannot / do not have to / should not</i>
8	<i>may not / ought not to / need not</i>
9	<i>has to / is to / must</i>
10	<i>will be able to / will have to / could</i>
11	<i>should not / do not have to / are not allowed to</i>
12	<i>ought to / need not / could</i>

Exercise 4. Translate the following sentences:

1) In your paper you **should** consider all newly-born hypotheses. 2) You **needn't** disturb him, I **can** explain to you everything. 3) You **could** become a promising scientist in this area. 4) Young scientists **ought to** remember the names of the scholars who have already investigated the theme under study. 6) The engineers **will have to** make the experiment once again. 7) The post-graduate students of your group

are to submit their Master theses in time. 8) Good ideas **should** be written down before they are forgotten. 9) All the students **may** enjoy free Wi-Fi in the University campus. 10) If there was someone to put a question there **must** be somebody, sooner or later, to answer it.

Exercise 5. Construct your own sentences using the impersonal modal structures:

one must –	необходимо, надо
one can –	можно
one cannot –	нельзя
one should –	следует, следовало бы

Модальный глагол с перфектным инфинитивом

The programmer **must have made** some errors. — Должно быть, программист допустил несколько ошибок.

Exercise 6. Make up sentences with the following phrases expressing your degree of certainty with the modal verbs:

✓ to complete the necessary research;	✓ to share the ideas with a wide community;
✓ to have some experience in running business;	✓ to have a strong motivation for research;
✓ to arise hot discussions;	✓ to study all the available sources;
✓ to have a good command of business English;	✓ to collaborate with foreign scientists.

READING

Exercise 7. Mind the following sounds in the words:

answering [ə], move [u:], series [i:], pursuing [ju:], specialized [aɪ], growth [θ], though [ou], focus [ə], through [u:], earnings [ə:], raise [eɪ], bonus [ə], perks [ə:], rather [ɑ:], specific [s], allow [au].

Exercise 8. Mind the stress in the words:

ˈinterviewer, caˈreer, emˈployer, wiˈthin, conˈvey, aˈbandon, ˈvalue, conˈvince, preˈsent (*verb*), ˈdetail, ˈannually.

Exercise 9. Read the text:

Job Interview Questions about Your Career Goals



An interviewer during a job interview might ask you the question, “What are your long-term career goals?” This is similar to interview questions such as, “Where do you see yourself in five years?” and “What are your goals for the next five to ten years?” An employer will ask you this type of question for a number of reasons. He or she wants to know whether or not you have any long-term visions or plans. Below are a number of tips for successfully answering questions about your career goals.

Start with short-term goals, then move to long-term goals. You probably have a good sense of your short-term goals, such as getting a job with an employer like the one you are interviewing for. Start by describing these goals, then move on to more long-term plans.

Explain the actions you will take. Listing goals is not going to make a strong answer. You also want to explain steps you will take to achieve those goals. For example, if you want to take on a management role, explain the steps you have taken, or will take, to become a manager. Perhaps you are developing your leadership skills by running group projects, or you plan to attend a series of leadership conferences, or you are pursuing a specialized management certification. Describing your plan demonstrates that you are thinking analytically about your career future and your potential growth within the company.

Focus on the employer. Even though this question is about you, you want to convey that you will not abandon the employer anytime soon. Mention that one of your goals is to work for a company like the one you are interviewing for. Focus on how you will add value to the company through the achievement of your own goals. Convince the employer that working for his or her company will help you achieve your goals.

Avoid discussing salary. Do not focus on goals related to earnings, raises, bonuses, or perks. You want to focus on the work you hope to achieve, rather than the money you want to make.

Do not get too specific. While you want to present clear goals, do not get into too many details. Emphasize more general goals, such as taking on particular responsibilities. This allows you to balance clear aims with a flexible attitude.

Here are example interview answers that you can edit to fit your personal experiences and background:

– In the short term, I hope to work as a sales representative for a company such as yours — one with a mission based on great customer service and care. Working as a sales representative for a company I believe it will prepare me to hopefully take on expanded team leadership responsibilities in the future, as these become available.

– My current, short-term goal is to develop and use my marketing and communications skills in a job similar to this one. However, I eventually want to develop into a position that allows me to continue to use these

skills while also managing a marketing group. I will prepare myself for this goal by taking on leadership positions in team projects, and by developing my professional career by attending leadership conferences such as the one put on annually by your company.

(Adapted from <https://www.thebalancecareers.com/job-interview-questions-about-your-career-goals-2061238>)

Exercise 10. Find in the text the synonyms for the words:

short-term, aim, recommendation, qualities, to transfer, to leave, significance, wages, benefit, to concentrate, precise, to highlight, duties

Exercise 11. Find in the text the antonyms for the words:

interviewee, answer, different, last, employee, individual, general, decline, stay (with), vague, fixed

Exercise 12. Fill in the gaps with the words from the box:

where, leadership, plans, certification, career, reasons, sense, growth, next, steps

- 1) What are your long-term ... goals?
- 2) ... do you see yourself in five years?
- 3) What are your goals for the ... five to ten years?"
- 4) An employer asks this type of question for a number of
- 5) You probably have a good ... of your short-term goals
- 6) Move on to more long-term
- 7) You should explain ... you will take to achieve those goals.
- 8) You are developing your ... skills by running group projects.
- 9) You are pursuing a specialized management
- 10) You are thinking analytically about your potential ... within the company.

Exercise 13. Find the proper response:

- | | |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 1) Could you abandon your current employee anytime? | a) You'd better not. Focus on the work you hope to achieve, rather than the money you want to make. |
| 2) Shall I focus on how I will add value to the company? | b) Oh, you should not get too specific. Emphasize taking on particular responsibilities. |
| 3) May I discuss earnings, raises, bonuses, and perks? | c) Not now. However, eventually you will develop into this position. |
| 4) Must I get into details? | d) No, I couldn't. I am loyal to my company. |
| 5) How can I balance clear aims with a flexible attitude? | e) Yes, and it will prepare you to hopefully take on expanded team leadership responsibilities in the future. |
| 6) Will I have to work as a sales representative? | f) You are always welcome! We hold such conferences on an annual basis. |
| 7) Am I to manage a marketing group? | g) Certainly. And stress the fact that you hope to do it through the achievement of your own goals. |
| 8) May I attend this leadership conference? | h) No, you needn't. Emphasize more general goals. |

Exercise 14. Refer the sentences to the past and the future:

- 1) John can answer the question about his long-term goals.
- 2) Mary may ask about bonuses and perks.
- 3) Jeremy must focus on the employer.

Exercise 15. Read the text “How to Build a Successful Career: Winning Career Path in 8 Steps” on page 146 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘Killer questions’ (03:51) https://www.youtube.com/watch?v=_RyTD-IUvCw, say which killer question seems to you most unexpected and answer it.

UNIT 5

Sales and Marketing

LISTENING

Listen to the text ‘E-Mail’ <https://listenaminute.com/e/e-mail.html> and do the following tasks:

Task 1. Say if the information is true, false or not stated in the text.

- 1) E-mail takes a lot of time.
- 2) Now the speaker is writing more letters than before.
- 3) It was more pleasant to get real letters.
- 4) Every day someone mails to the speaker.
- 5) Most letters are interesting.
- 6) The speaker sometimes buys things online.
- 7) The letters ASAP stand for “as soon as possible”.
- 8) There are good and sad things about e-mail.

Task 2. Choose from the text at least one word containing the following sound:

1) [i:]	6) [w]
2) [ju:]	7) [æ]
3) [ou]	8) [θ]
4) [e]	9) [ŋ]
5) [ð]	10) [ʌ]

Task 3. How many Imperative sentences are there in the text?

Task 4. How many sentences with the Past Simple Tense are there in the text?

Task 5. Match the columns to make up meaningful word combinations from the text.

- | | | |
|-----------------------|--|-------------------|
| 1) as many letters | | a) a week |
| 2) in the good | | b) one day |
| 3) one or two letters | | c) mailing me |
| 4) someone | | d) I get |
| 5) would like just | | e) to do stuff |
| 6) very few mails | | f) done quickly |
| 7) loads of | | g) as I do now |
| 8) asking me | | h) in two minutes |
| 9) get things | | i) spam |
| 10) mail me back | | j) old days |

Task 6. Write two words following the ones given below.

- | | | |
|-----------------|-------|-------|
| 1) keeps | _____ | _____ |
| 2) wrote | _____ | _____ |
| 3) wrote | _____ | _____ |
| 4) in-box | _____ | _____ |
| 5) there's | _____ | _____ |
| 6) I'm free | _____ | _____ |
| 7) junk | _____ | _____ |
| 8) lots of mail | _____ | _____ |
| 9) it's too | _____ | _____ |
| 10) a company | _____ | _____ |

Task 7. Answer the following questions:

- 1) Are most e-mails formal or informal?
- 2) Whom do you write formal letters to?
- 3) Have you ever written an electronic cover letter?
- 4) What information do such letters usually contain?
- 5) Tell the class about the most interesting or unusual e-mail you've ever received.

GRAMMAR

Question Types

1. Общий вопрос (General question) задаётся ко всему предложению, он требует ответа «да» или «нет»; краткий ответ заканчивается тем словом, с которого начинается вопрос; порядок слов: *вспомогательный глагол – подлежащее – то, что осталось от сказуемого – остальные члены предложения.*

2. Специальный вопрос (Special question).

a) к группе подлежащего (начинается с вопросительных слов: *who, what, which, whose ...*); порядок слов: *вопросительное слово – сказуемое в форме 3 л. ед. ч. – остальные члены предложения;*

b) к любому другому члену предложения (начинается с вопросительных слов: *when, where, why, what, how, how many/tuch...*); порядок слов: *вопросительное слово – вспомогательный глагол – подлежащее – то, что осталось от сказуемого – остальные члены предложения.*

3. Альтернативный вопрос (Alternative question) начинается как общий вопрос, имеет в своём составе слово *or – или.*

4. Разделительный вопрос (Disjunctive / Tag question) начинается как повествовательное предложение, далее ставится запятая и идёт переспрос, который состоит из вспомогательного глагола, заменяющего сказуемое, и местоимения, заменяющего подлежащее; если предложение утвердительное, то переспрос строится с отрицанием и наоборот. На русский язык переспрос переводится словами «*не так ли?*», «*не правда ли?*».

E.g. The journal “Science” published this article last month.

1. Did the journal “Science” publish this article last month?

— Yes, it did.

— No, it didn't.

2. a) What journal published this article last month?

— “Science” did.

- b) When did the journal “Science” publish this article?
— Last month.
3. Did the journal “Science” or “Explorer” publish this article last month?
4. The journal “Science” published this article last month, didn’t it?
— Yes, it did.
The journal “Science” didn’t publish this article last month, did it?
— Yes, it did.

Exercise 1. Ask questions of all types to the following sentences:

1. Fred proves his idea enthusiastically.
2. The scientists have already discovered this phenomenon.
3. We will not reach an agreement easily.
4. Margaret can object to the proposal.
5. Joseph had to xerox all the materials twice.
6. Steve and Carol are industrious students.
7. One of the following days Ronald is leaving Moscow for St. Petersburg.

Exercise 2. Ask questions to the boldfaced words:

- 1) **An exchange student** attempts to learn a new language.
- 2) **A reputable organization** assists individuals to go on exchange.
- 3) It **organizes flights, provides insurance, and helps to get a student visa.**
- 4) The majority of exchange students live **within the houses of one or more host families.**
- 5) They typically treat the student **like a child of their own.**
- 6) Exchange students should **follow the rules of their host family.**
- 7) At first, **finding friends and understanding the classes** is quite difficult.
- 8) Things typically become simpler **as the year advances.**
- 9) Students must be responsible for **the things which they have never before dealt with.**
- 10) **Going on exchange is an absolutely magnificent opportunity for individuals of the adventurous sort.**

Exercise 3. Construct the interrogative sentences using the following fragments:

1. You | for how many | been working | have | at your thesis | years?
2. Was | at the conference | whose | of particular interest | report?
3. Is it necessary | to know | for a scientist | why | foreign languages?
4. Your current | what | the subject| research | of | is?
5. Much attention | your research | has | problem | attracted | in recent years?
6. Of the problem | still | remain | what | poorly | aspects | understood?
7. Will | time | successfully | it | to complete | how much | your research | take you?
8. You | name | can | in your field | some outstanding researchers | of science?
9. Achievements | are | of science | of practical | in your branch | or | value | theoretical?
10. It | the interest | increased | the development | of IT technologies, | in this problem | didn't | with?

Exercise 4. Give a response according to one of the given patterns:

Pattern 1.

— *All the post-graduates will go to the airport to meet the Japanese delegation.*

— *So will I.*

1. — We have been studying English for 5 years.
2. — John has just analyzed the first part of the text.
3. — The audience was listening to the famous professor with great attention.
4. — Modern scientists must be moral.

Pattern 2.

— *He has never watched a volcano eruption.*

— *Neither have I. | Nor have I. | Neither me.*

1. — This young scientist will not complete his thesis next year.
2. — They didn't manage to register the results of the experiment.
3. — She cannot share her academic advisor's view on that issue.
4. — American scientists do not know anything of this virus.

Exercise 5. Find the proper place for the modifiers given in brackets:

1. This branch of science is developing (*constantly*).
2. Russian scientists have made remarkable advances in this field (*recently*).
3. Have you obtained any tangible results in your research (*yet*)?
4. A scientist sticks to some concept in his/her thesis (*usually*).
5. Have you considered the gaps in the earlier studies of this problem (*ever*)?
6. They were arguing when the professor entered the lecture hall (*still*).
7. We have succeeded in receiving important data (*already*).
8. The literature on my theme is available in the city libraries (*never*).

Exercise 6. Use the verb in brackets in the proper tense form:

1. My findings always (*to allow*) me to come to some important conclusions.
2. If you (*not to be*) more accurate in future, your research data (*not to agree*) with the theory.
3. Last year I (*to have*) a poor knowledge of English though I (*to study*) it for many years by that time.
4. — You (*to prepare*) the presentation of your report?
— Not yet, but it (*to be*) ready by the time appointed.
5. What kind of recommendations you (*to need*) from your scientific supervisor now?
6. — You (*to be*) to the congress in Finland?
— Yes, I (*to be*) there last week. And tomorrow I (*to leave*) for Poland to take part in the symposium on global warming.

7. My opponent insisted on deleting this passage from my paper, but I (*to do*) manage to defend my point of view.

8. You (*to help*) me to translate the abstract into English, please?

9. Yesterday while the professor (*to make*) the experiment I (*to register*) the results.

10. This year 3 scientific conferences (*to take*) place at the University. All of them (*to be*) of great interest for both teachers and undergraduates and post-graduates.

READING

Exercise 7. Mind the following sounds in the words:

company [ʌ], **require** [aɪə], specific [s], **knock** [n], negotiate [ʃ], horizon [aɪ], focus [ə], **aligning** [aɪ], **key** [i:], organization [aɪ], compete [i:], modify [aɪ], **ammo** [ou], **lurking** [ə:], strategic [i:].

Exercise 8. Mind the stress in the words:

ˈmarketing, ˈproduct, obˈjection, perˈspective, ˈrevenue, ˈprofitably, ˈeffort, supˈport, unˈless, eˈxecutive.

Exercise 9. Read the text:

What is the Difference between Sales and Marketing?



Sales and Marketing are two terms we often hear together when working with mid-size companies. In some ways, this is logical because the two need to work together. But in fact, Sales and Marketing are two very different functions and require very different skills.

What is Sales? Selling What is in Stock

Sales is the team whose job is to “sell what is in stock”. The company has specific products or services and — and it is up to Sales to sell those things. Sales develops relationships with customers and / or channel partners. They knock down the doors, overcome objections, negotiate prices and terms and often work internally to be sure their customer’s orders are filled. The perspective of Sales is from inside the company out toward the customers and their horizon is focused on this week, this month, and this quarter. If sales is not focused on the now, then there may not be any revenue this week, month, or quarter.

What is Marketing? Aligning with Customers, Now and for the Future

A key job of Marketing is to understand the marketplace from the perspective of the customer looking back towards the company and helping lead the company where it should be in the future. Marketing’s job is to direct the organization toward the segments, or groups of customers and channels where the company can profitably compete. It should help the organization see how it needs to modify its product offerings, pricing, and communication so that it meets the needs of the distribution channel or end customers. Marketing also needs to convert the market understanding into tools and tactics to attract the market, build (often digital) relationships, and develop leads. Without Sales, Marketing efforts run short. Marketing directs Sales as to where they should be hunting and what ammo to use. Note, however, that if Marketing becomes a Sales support function focused only on the now, the future can become lost.

Can You be Both Sales and Marketing?

The skills required to focus on the now and the push of sales are different. In many ways, they are contrary to the skills of looking to the future and the customer perspective of marketing. Every Sales organization feels

they have a good understanding of their customers. But every Sales conversation with a customer has a sales transaction lurking in the background. Therefore, customers can never be completely open about their needs and wants when talking to a sales person. For a company to really grow, someone must have the job of looking out the window towards where the company needs to go in the future. For many companies, this is the job of the CEO and Sales hires someone to do some sales support and gives them a marketing title. But as companies grow, the job of CEO starts to become a full time job in itself and the strategic role of Marketing gets short changed.

Sales and Marketing: Today and the Future

Sales needs to be focused on the now. You cannot run a company unless your sales team is focused on bringing in today’s business. But you cannot really ask your Sales leaders where the company should go next and to develop the 18 month plan to get there without losing focus on today’s revenue. Besides, if your sales executive was really good at developing future-focused business strategies and tying that strategy to the plans and tools of marketing to make it happen, they would be a marketing person and not a now-focused sales person.

(Adapted from <https://www.chiefoutsiders.com/outsourced-cmo-services/marketing-strategy-implementation>)

Exercise 10. Distribute the words into four boxes (mind 3 odd words):

difference, logical, different, require, specific, develop, relationships, overcome, objection, negotiate, internally, this, revenue, segment, profitably, modify, meet, distribution, tactics, attract, digital, without, effort, short, direct, ammo, feel, conversation, transaction, lurk, never, unless, really, hire, strategic, now, strategy, happen

Nouns	Verbs	Adjectives	Adverbs

Exercise 11. Find in the text the words defined below:

- 1) a commercial business;
- 2) the ability to do something well;
- 3) a paid position of regular employment;
- 4) an article or substance that is manufactured for sale;
- 5) the action of helping or doing work for someone;
- 6) a person who buys goods or services from a shop or business;
- 7) income, especially when of an organization and of a substantial nature;
- 8) the arena of commercial dealings;
- 9) the person who has overall responsibility for the management of the company;
- 10) a person with senior managerial responsibility in a business.

Exercise 12. Restore the word order in the questions:

- 1) Sales and Marketing / different skills / do / require?
- 2) of a sales team / is / the job / what?
- 3) does / the team / with / develop relationships / whom?
- 4) overcome objections / the sales team / does / negotiate prices / or?
- 5) isn't it / is focused / the team / on the now?
- 6) understands / of the customer / who / from the perspective / the marketplace?

Exercise 13. Ask questions to the underlined segments:

- 1) A marketing team helps the organization modify its product offerings, pricing, and communication.
- 2) Marketing needs to convert the market understanding into tools and tactics.
- 3) Marketing directs Sales.
- 4) Sales hires someone to do some sales support.
- 5) Sales needs to be focused on the now.
- 6) The sales executive was really good at future-focused business strategies.

Exercise 14. Respond to the statements according to the pattern:

— *I can't see the difference between Sales and Marketing.*
— *Neither can I.*

- 1) I didn't hear the terms Sales and Marketing together when working with a large-size company.
- 2) I don't believe that Sales and Marketing have similar functions.
- 3) I won't overcome the objections.
- 4) I am not sure that the customer's orders are filled.
- 5) I shouldn't be focused only on the now.
- 6) I have never been able to understand the marketplace from the perspective of a customer.

Exercise 15. Read the text “Areas of Work in Sales” on page 149 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘Effective telephoning tips’ (2:38) <https://www.youtube.com/watch?v=8v60jWtecrQ> and answer the following questions:

- 1) What are the three V's of communicating in person?
- 2) What dimension do we lose when talking on the phone?
- 3) What takes on added importance?
- 4) What should we do before answering the phone?
- 5) What should we avoid while talking?
- 6) Why should we smile talking over the phone?
- 7) What distractions should we eliminate?
- 8) How should we speak?
- 9) What interjections should we use?
- 10) What does your way of communication reflect upon?

REVIEW (UNITS 1–5)

Task 1. Read and translate the following words:

career, company, employee, employer, experience, graduation, hire, internship, major, networking, quality, requirement, resume, salary, skill, volunteering, acquire, cheap, customer, environment, lead, loyalty, marketing, measure, opportunity, price, product, prospect, revenue, sale, service, supply, bar-code, delivery, equipment, innovation, achievement, background, bonus, earning, goal, growth, interviewer, perk, responsibility, compete, negotiate, quarter, transaction.

Task 2. Match the columns to make meaningful collocations.

- | | |
|------------------|-------------------|
| 1. full | a. experience |
| 2. customer | b. promotion |
| 3. lifetime | c. service |
| 4. personalized | d. development |
| 5. repeat | e. channel |
| 6. special | f. customer |
| 7. word | g. line |
| 8. incorporated | h. of mouth |
| 9. product | i. time |
| 10. production | j. specifications |
| 11. technical | k. value |
| 12. distribution | l. software |

Task 3. Make up affirmative sentences from the given parts.

1. the / studied / department / at / I / full-time
2. in / helps / research / English / Master students / their
3. two / conferences / he / scientific / took part / in
4. various forms / scientific community / there / sharing ideas / exist / of / in

5. may be / on this subject / in / there / our e-library / new publications / some
6. existed / on / points of view / there / that problem / different
7. as short as / jobs / can be / a day or two / freelance
8. with their company / a salary / for new graduates / companies / or stipend / offer / who / intern

Task 4. Define the Tense form of the Predicate; give the initial form of the notional verb.

1. The manager is asking the customer to rate his satisfaction on a scale of 1–10.
2. These people will become repeat customers or even advocates.
3. Recently two businesses have offered the exact same product.
4. The company created the favourable environment for its customers.
5. They have been measuring customer satisfaction for six months.

Task 5. Convert the sentences into Passive.

1. They have significantly improved this service.
2. The firm produces competitive goods.
3. The employees are using new technologies.
4. We will introduce minor changes to the technical specifications.
5. They recognized the product by its bar code.

Task 6. Use the modal verb (its equivalent) in the proper Tense form.

Tomorrow during the job interview you (can) ask the applicant some killer questions.

The applicant (may) use his notes while answering the questions yesterday.

In future you (must) take some serious steps to become a successful manager.

Task 7. Ask questions of different types to the following sentence:

Marketing directs the organization to the right segments.

Task 8. Answer the following ‘killer’ questions:

1. What weaknesses prevent you from career advancement?
2. Were there any situations in your life that make you feel ashamed now?
3. How many true friends does a person need?
4. What would you choose: a crash in your family life or a crash in your career?
5. Your boss has invited you to his/her birthday. What present will you buy?
6. What animal do you associate with success? Why?
7. Were there any situations in your life that make you feel proud now?
8. Which of your boss’s phrases would seem the most insulting to you?
9. One of your colleagues is constantly telling bad things about you to your boss. Your reaction?
10. How many people did you betray in your life?

UNIT 6

Being an Entrepreneur

LISTENING

Listen to the text ‘Qualifications’ <https://listenaminute.com/q/qualifications.html> and do the following tasks:

Task 1. How many times does the speaker pronounce the word ‘qualifications’?

Task 2. What scientific degrees are mentioned in the text?

Task 3. Write down one word from each sentence beginning with the following letter:

1) i _____

8) n _____

2) e _____

9) k _____

3) g _____

10) c _____

4) n _____

11) s _____

5) d _____

12) a _____

6) s _____

13) l _____

7) r _____

Task 4. Write the word combinations in the order they are used in the text.

a) certificate chase

g) B.A.

b) B.Sc.

h) several careers

c) degree in physics

i) to be a lawyer

d) get new qualifications

j) good job

e) Master’s degree

k) became an accountant

f) teaching license

l) many people

Task 5. Find one odd word in each fragment.

- 1) qualifications are not so important these days
- 2) would guarantee you a really good job
- 3) everyone has a Master's degree now
- 4) to be extremely happy with the qualifications
- 5) to get new qualifications
- 6) one long a certificate chase
- 7) several careers in their own life
- 8) got a Master degree in physics
- 9) studied to be a good lawyer
- 10) for his last teaching license

Task 6. Answer the following questions:

1. Why are qualifications so important these days?
2. Does a Bachelor degree guarantee you a good job now?
3. Is a Master's degree enough today?
4. What does the speaker mean by a 'certificate chase'?
5. Why do many people want to have several careers in their life?
6. Do you know anyone who got two or more degrees?
7. How many qualifications do you think you will need in your life?

GRAMMAR

The Sequence of Tenses. The Reported (Indirect) Speech

1. Соблюдается правило согласования времён:

Present Simple	→	Past Simple
Past Simple	→	Past Perfect
Future Simple	→	Future Simple-in-the-Past
Present Continuous	→	Past Continuous
Past Continuous	→	Past Continuous = Past Perfect Continuous
Future Continuous	→	Future Continuous-in-the-Past

Present Perfect	→	Past Perfect
Past Perfect	→	Past Perfect
Future Perfect	→	Future Perfect-in-the-Past
Present Perfect Continuous	→	Past Perfect Continuous
Past Perfect Continuous	→	Past Perfect Continuous
Future Perfect Continuous	→	Future Perfect Continuous-in-the-Past

Active

Passive

	Future-in-the-Past
Simple	<i>would V</i>
Continuous	<i>would be + V_{ing}</i>
Perfect	<i>would have + V_{3(ed)}</i>
Perfect Continuous	<i>would have + been + V_{ing}</i>

Future-in-the-Past
<i>would be + V_{3(ed)}</i>
–
<i>would have + been + V_{3(ed)}</i>
–

2. Изменяются следующие слова:

now	→	then, at that time
then	→	at that time
here	→	there
this	→	that
these	→	those
today	→	that day
yesterday	→	the day before, the previous day
tomorrow	→	the next day
a year ago	→	a year before
last year	→	the year before
next year	→	the following year

3. Изменяются по смыслу местоимения:

Личные местоимения	Косвенный падеж личных местоимений	Притяжательные местоимения	Абсолютная форма притяжательных местоимений	Возвратно-усилительные местоимения
I	me	my	mine	myself
you	you	your	yours	yourself
he	him	his	his	himself
she	her	her	hers	herself
it	it	its	its	itself
we	us	our	ours	ourselves
you	you	your	yours	yourselves
they	them	their	theirs	themselves

Exercise 1. Translate the following sentences into Russian:

1) They told us that they did not know the answer. 2) We were told that the manager couldn't solve that problem. 3) The CEO said that the company faced some new challengers. 4) The audience thought that the presentation was successful. 5) The scientist wrote that he was disappointed with the results of his experiment. 6) The students could not believe that the honoured Professor **was taking** part in the conference. 7) One of the philosophers said that to know everything **is** to know nothing. 8) Galileo proved that the Earth **revolves** round the Sun.

1) The top manager supposed that our competitors had done it on purpose. 2) The scientist reported that he had spent five years on studying that problem. 3) It was known that Pierre Curie had given up his own research to join Marie Curie in her studies of radioactivity. 4) It was pointed out that the adequate theory had prevented scientists from making many useless experiments. 5) It was considered that the phenomenon had already been explained. 6) He declared that he had had many doubts and therefore had asked many questions. 7) She could not believe that he had known nothing about their experiments. 8) The secretary did not inform her boss that the visitors **had been waiting** for half an hour.

1) The lazy student promised that he would learn all the material by the exam. 2) They hoped that their paper would interest the scientific community. 3) We were told that our foreign colleagues would take part in the webinar. 4) The secretary announced that the applicants would be called into the room in the alphabetical order. 5) The teacher supposed that her students' parents would support her in that decision. 6) The participants of the conference agreed that they would develop cooperation in that field. 7) They thought that the method applied would increase the accuracy of results. 8) The Committee members told the post-graduate that the mark for his answer would hardly be satisfactory.

Exercise 2. Convert the sentences into indirect speech:

Pattern 1.

My supervisor said, "When will you take your English exam?" →
→ My supervisor **asked** me when I would take my English exam.

- 1) The Dean said, "How many post-graduates took part in the scientific conferences?"
- 2) Professor N. said, "What topic are you working at now?"
- 3) The customer said, "Why is your shop assistant so impolite?"
- 4) My supervisor said, "Which of the sources recommended have you already studied?"
- 5) Our business partner said, "Where will we meet next time?"

Pattern 2.

My supervisor said, "Will you find this source in the Internet?" →
→ My supervisor **asked** me **if (whether)** I would find that source in the Internet.

- 6) My friend said, "Do you know the material well?"
- 7) The teacher said, "Did your friend translate the text without a dictionary?"
- 8) I said to my colleague, "Will our article be published next month?"

9) The applicant asked the HR-manager, “Have you received my reference letters?”

10) The agent said, “Are you still looking for a job?”

Pattern 3.

My supervisor said, “Write down this brilliant idea!” →

→ My supervisor **asked / told** me to write down that brilliant idea.

11) The boss said, “Do your best to carry out my task!”

12) The client said, “Give me a receipt!”

13) The Professor said to his assistant, “Prepare all the necessary equipment!”

14) He said to me, “**Don’t interfere** with my work!”

Pattern 4.

My supervisor said, “Let us apply this method!” →

→ My supervisor **suggested** that **we should apply** that method (... **applying** that method).

15) The Chief of the Department said, “Let us organize an international conference.”

16) The teacher said, “Let us consolidate the material studied.”

READING

Exercise 3. Mind the following sounds in the words:

entrepreneur [ə:], identify [aɪ], insight [aɪ], thrive [aɪ], founder [aʊ], core [ɔ:], inspire [aɪə], other [ʌ], journey [ɜ:], courage [ʌ], mindset [aɪ], analyze [aɪ], capture [ə], integral [i:], own [oʊ], stomach [ʌ], through [u:], experience [ɪə], intelligence [e], bounce [aʊ], imperative [e], hypothesis [aɪ], worth [ɜ:].

Exercise 4. Mind the stress in the words:

dé'fine, 'attribute, suc'cessful, a'part, 'recklessness, per'sistent, 'innovative, i'dea, me'thodically, 'ultimately, employ'ee, suc'cess, dé'tach, com'petitor, com'mit, ré'sourcefulness, through'out, ca'reer, 'glamour, tech'nique.

Exercise 5. Read the text:

What It Means to Be an Entrepreneur



Most simply defined, an entrepreneur is a person who identifies a need and starts a business to fill that void. But this basic definition provides little insight into the specific character traits and attributes that make a person thrive as an entrepreneur. Here is what some company founders and business leaders told Business News Daily about what they think makes a truly successful entrepreneur.

1. Entrepreneurship is at the core of the American dream. It's about blazing new trails, about believing in yourself, your mission and inspiring others to join you in the journey. What sets entrepreneurs apart is the will, courage and sometimes recklessness to actually do it.

2. Entrepreneurship is the persistent progression towards an innovative solution to a key problem. It's the constant hunger for making things better and the idea that you are never satisfied with how things are.

3. At its core, entrepreneurship is a mindset — a way of thinking and acting. It is about imagining new ways to solve problems and create value. Fundamentally, entrepreneurship is about the ability to recognize and methodically analyze an opportunity, and ultimately, to capture its value.

4. It is important to balance strong vision with a willingness to embrace change. The ability to listen, whether it be to the opinions of customers or employees, is also integral to success. While you must have the confidence to make your own choices, it is still incredibly important not to become detached from the people whose needs you are trying to meet.

5. Being an entrepreneur is like heading out into uncharted territory. It's rarely obvious what to do next, and you have to rely on yourself a lot when you run into problems. There are many days when you feel like things will never work out and you're operating at a loss for endless months. You have to be able to stomach the roller coaster of emotions that comes with striking out on your own.

6. To be a successful entrepreneur you must have a passion for learning — from customers, employees and even competitors.

7. To me, entrepreneurship means being able to take action and having the courage to commit and persevere through all of the challenges and failures. It is a struggle that an entrepreneur is willing to battle. It is using past experiences and intelligence to make smart decisions. Entrepreneurs are able to transform their vision into a business.

8. Being a successful entrepreneur requires a great deal of resourcefulness, because as an entrepreneur, you often run into dead ends throughout the course of your career. You need to be able to bounce back from losses if you want to be successful. There will be much more disappointment than progress when you first start off, and you need to have a short memory in order to put the past behind you quickly. It's imperative to stay optimistic when bad things happen.

9. Entrepreneurship is the ability to recognize the bigger picture, find where there's an opportunity to make someone's life better, design hypotheses around these opportunities, and continually test your assumptions. It's experimentation: some experiments will work; many others will fail. It is not big exits, huge net worth or living a life of glamour. It's hard work and persistence to leave the world a better place once your time here is done.

10. Entrepreneurs have to be people-oriented. Your business will die without a good team to back you up. Study management techniques, learn from great leaders, review where you're succeeding and failing so you can help others improve. An entrepreneur has to be able to build a team that cares about their work, and to do that you have to care about how you create your team.

(Adapted from <https://www.businessnewsdaily.com/7275-entrepreneurship-defined.html>)

Exercise 6. Choose the phrases used in points 1–5 to characterize an entrepreneur:

1) to blaze new trails; 2) to believe in oneself; 3) to be afraid of the future; 4) to inspire others; 5) to have will and courage; 6) not to be satisfied with how things are; 7) to hesitate while making decisions; 8) to imagine new ways to solve problems; 9) to recognize and analyze an opportunity; 10) to balance strong vision with a willingness to embrace change; 11) to have the confidence to make one’s own choices; 12) to be unable to build a team; 13) to rely on oneself a lot when one runs into problem; 14) to be able to stomach the roller coaster of emotions.

Exercise 7. Skim points 6–10 and say what an entrepreneur should (not) do:

should	should not
a) have a passion for learning; b) be able to take action; c) forget all past experiences; d) transform vision into a business; e) concentrate on losses; f) put the past behind you quickly; g) stay optimistic when bad things happen; h) recognize the bigger picture; i) be people-oriented; j) study management techniques; k) be egocentric and work alone; l) learn from great leaders	

Exercise 8. Covert the following opinions into indirect speech:

1) Stacey Kehoe, founder of Brandlective Communications, claimed that ... *“When challenges arise, entrepreneurs find innovative ways of overcoming them.”*

2) Preeti Sriratana, co-founder and COO of Sweeten, reported that ... *“Entrepreneurship is the mindset that allows you to see opportunity everywhere.”*

3) Eileen Huntington, co-founder and CEO of Huntington Learning Center, was sure that ... *“Successful entrepreneurs have the guts to take a calculated risk and the tenacity and persistence to keep going even when there are bumps in the road.”*

4) Eric Lupton, President of Life Saver Pool Fence System, told the audience that ... *“Being an entrepreneur is the culmination of a certain set of characteristics: determination, creativity, the capacity to risk, leadership and enthusiasm.”*

5) Allen Dikker, founder and CEO of Potatopia, believed that ... *“Successful entrepreneurs look past the ‘quick buck’ and instead look at the bigger picture to ensure that each action made is going toward the overall goal of the business or concept, whether or not that means getting something in return at that moment.”*

Exercise 9. Finish up the indirect questions:

The coach asked the trainees ...

- 1) if ... *(Is entrepreneurship an unavoidable life calling?)*
- 2) who ... *(Who must be able to accept failure?)*
- 3) what ... *(What are entrepreneurs driven by?)*
- 4) where ... *(Where is a successful entrepreneur always moving?)*
- 5) whether ... *(Does an entrepreneur switch between thinking, genres and activities moment to moment?)*

Exercise 10. Read the text “Difference Between Businessman and Entrepreneur” on page 151 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘Best advice to small business owners’ (3:25) <https://www.youtube.com/watch?v=0PbjZ01ObLA> and tell the class what piece of advice each speaker gives to small business owners.

UNIT 7

Calculating Business Costs

LISTENING

Listen to the text 'Tax' <https://listenamminute.com/t/tax.html> and do the following tasks:

Task 1. Say if the following pieces of information are stated (S) or not stated (NS) in the text:

1. Tax is the only means for any country's development.
2. The raised tax is spent on teaching children, providing medical services and other needs.
3. Tax in Russia is very heavy.
4. In America tax is lower than in Denmark and Sweden.
5. Most people in America have no money on insurance.
6. The speaker doesn't want taxes to go for military purposes.

Task 2. Tick the verbs from the text:

1. think		5. pay	
2. keep		6. insure	
3. spend		7. mind	
4. waste		8. understand	

Task 3. Match the columns:

- | | |
|--------------|-------------|
| 1) necessary | a) country |
| 2) the only | b) tax |
| 3) every | c) system |
| 4) high | d) weapons |
| 5) social | e) evil |
| 6) welfare | f) wars |
| 7) nuclear | g) services |
| 8) fund | h) way |

Task 4. Fill in the gaps with the fragments given below:

Tax is a necessary evil. That's what many people say. I think it is necessary [1]. Without the government collecting taxes, [2] on education, the police, hospitals, roads, etc. Not every country has the same taxation system. People in Sweden and Denmark [3], but then schools, hospitals and other social services are free. Tax there pays for [4]. In America, tax is lower but there's almost no welfare system. Americans have to pay [5]. If you have no money or insurance, you can't go to hospital. I don't mind paying tax, [6] don't go to pay for nuclear weapons or fund wars.

- a) *pay very high tax;*
- b) *for their own healthcare;*
- c) *it would have no money to spend;*
- d) *an excellent welfare system;*
- e) *because it's the only way to keep a country going;*
- f) *as long as my taxes.*

Task 5. Find out the words from the text defined below:

1. a place where people who are ill are looked after by nurses and doctors;
2. an arrangement by which the state guarantees a compensation for illness;
3. an amount of money that you have to pay to the government;
4. objects used to kill people in a fight or a war;
5. the civil force responsible for the maintenance of public order;
6. teaching people various subjects.

Task 6. Give as many endings of the sentence as possible:

Without the government collecting taxes, it would have no money to ... (+ V)

Task 7. Answer the questions and give the follow-up comments:

1. Is tax good or evil? Why?
2. How does the government spend tax money?
3. Why is the taxation not the same in different countries?
4. How large is the income tax in Russia?
5. Is it the same for all people in this country? Is it fair?
6. What system of taxation would you propose?

GRAMMAR

The Participle

Participle I			Participle II
	Active	Passive	
Non-Perfect	V_{ing} 1. часть сказуемого 2. определение 3. обстоятельство	being + V_{3(ed)} 1. – 2. определение 3. обстоятельство	<div style="text-align: center;">V_{3(ed)}</div> 1. часть сказуемого 2. определение 3. обстоятельство
Perfect	having + V_{3(ed)} 1. – 2. – 3. обстоятельство	having + + been + V_{3(ed)} 1. – 2. – 3. обстоятельство	

Exercise 1. Construct **V_{ing}** and **V_{3(ed)}** of the following verbs:

write, read, translate, publish, study, present

Exercise 2. Translate the word combinations using the verbs given in Exercise 1:

1)	магистрант, пишущий диссертацию /	диссертация, написанная магистрантом
2)	профессор, читающий статью /	статья, прочитанная профессором

3)	студент, переводящий текст /	текст, переведённый студентом
4)	журнал, публикующий эссе /	эссе, опубликованное в журнале
5)	учёный, изучающий монографию /	монография, изученная учёным
6)	коллега, представляющий доклад /	доклад, представленный коллегой

Exercise 3. Use the verb in the Active forms of Participle I. Translate the fragments:

E.g. (*To demonstrate*) the equipment the lab assistant...

1) *Demonstrating the equipment the lab assistant...* — Демонстрируя оборудование, лаборант...

2) *Having demonstrated the equipment the lab assistant...* — Продемонстрировав оборудование, лаборант...

- 1) (To perform) the presentation George...
- 2) (To look through) the article the associate professor...
- 3) (To explain) the material the lecturer...
- 4) (To ask) questions the audience...
- 5) (To start up) his own business my friend...
- 6) (To prepare) the documents the secretary...
- 7) (To face) a difficult problem we...

Exercise 4. Use the verb in the Passive forms of Participle I. Translate the fragments:

E.g. (*To discuss*) at the conference the issue ...

1) *Being discussed at the conference the issue...* — Когда вопрос обсуждали на конференции, он...

2) *Having been discussed at the conference the issue...* — После того, как вопрос обсудили на конференции, он...

- 1) (To send) by e-mail the invitation...
- 2) (To arrange) carefully the letters...
- 3) (To consider) in detail the proposal...
- 4) (To deliver) to the customer the product...
- 5) (To borrow) from the library the books...
- 6) (To analyze) at the seminar the review...
- 7) (To recommend) for publication the article...
- 8) (To criticize) severely the thesis...

Независимый причастный оборот

Model 1.

<i>Так как, когда, если, после того как...</i>	причастие	,	Основная часть
------------------------------------------------	------------------	---	-----------------------

E.g. The post-graduate **having attended** all classes, the teacher **did not ask** him additional questions at the exam. — Так как магистрант посетил все занятия, преподаватель не задавал ему дополнительных вопросов на экзамене.

Model 2.

Основная часть	, (with)	<i>а, и, но, причём, при этом, —</i>	причастие
-----------------------	----------	--------------------------------------	------------------

E.g. The post-graduate worked at his thesis, his scientific supervisor **recommending** him the relevant materials. — Магистрант работал над диссертацией, и его научный руководитель рекомендовал ему подходящие материалы.

Exercise 5. Translate the following sentences:

Model 1. 1) The problem being easy, the programmer solved it at once. 2) The lecture being over, the students went home. 3) Computers being used for many purposes, scientists improve their characteristics. 4) The tests having been completed, the experimenters put down the results. 5) The validity of the new method having been proved,

it was commonly accepted. 6) The steam engine having been built in the 17th century, people began to use it in factories.

Model 2. 7) The inventor demonstrated his new device, with the workers watching its operation attentively. 8) The conference was held in April, its collected papers being issued only in June. 9) Technology reached a high stage of development, new methods becoming possible. 10) The webinar will be organized in Moscow, with lots of participants living abroad. 11) Distance learning is widely spread on the globe, new communication technologies being intensively used. 12) A good command of Business English is a must for each employee, some of them attending special courses.

Сложное дополнение с причастием I
(*после глаголов чувственного восприятия*)

E.g. I watched the end product **being tested**. — Я наблюдал за тем, как проверяют конечный продукт.

Exercise 6. Construct as many sentences of your own as possible:

I		me	V_{ing}	...
My supervisor	saw	him		
Some post-graduates	observed	the students		
The Committee	heard	the reporter		
Our teacher	felt	the employer		
The audience	watched	the assistant		
The applicants		the Dean		

Сложное дополнение с причастием II
(*действие выполняется для кого-то или за кого-то*)

E.g. The post-graduate has several articles **published**. — Магистрант опубликовал несколько статей.

Exercise 7. Translate the sentences into Russian:

- 1) Я сфотографировался на документ.
- 2) Он отремонтировал компьютер.
- 3) Мы испытали новый прибор.
- 4) Они отксерокопировали задание.

READING

Exercise 8. Mind the following sounds in the words:

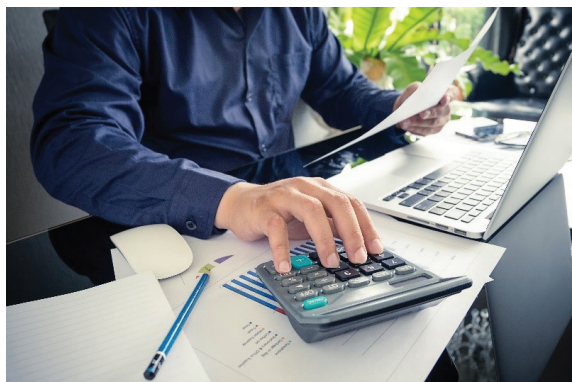
cause [ɔ:], **failure** [jə], **legal** [i:], **lease** [s], **license** [aɪ], **insurance** [ʃ], **signage** [aɪ], **equipment** [kw], **purchase** [ə:], **financial** [aɪ], **useful** [s], **entrepreneur** [ɔ], **owner** [ou], **identify** [aɪ], **couple** [ʌ], **caught** [ɔ:], **research** [ə:].

Exercise 9. Mind the stress in the words:

pre'liminary, 'tenancy, 'transfer, 'statutory, i'nitial, e'xact, 'industry, 'publicly, al'though, pa'rticularly, ad'ministrative, pe'rcentage, sup'port, re'cur, in'centive, un'til, 'escalate, 'income.

Exercise 10. Read the text:

Calculating Your Costs when Starting a Business



One of the most common causes of new business failures is not having enough cash to meet expenses, especially in the first 6–12 months of starting. You can use this guide to help calculate your start-up costs so you can avoid as many surprises as possible.

Common start-up costs

There are many costs associated with starting a business. These may include:

- market research
- preliminary accounting and legal advice
- tenancy / lease bond, transfer (stamp) duty and lease agreement advice
- telephone / internet installation
- statutory requirements such as licenses and insurance
- power connection and bond
- signage and initial marketing
- equipment, fixture and fittings purchases
- staffing and wages
- initial raw materials and / or stock purchases.

Your exact start-up costs will depend on the type of business you are starting and the industry you are entering.

Check financial statements

Look up the financial statements of any publicly listed businesses in your industry, especially competitors and market leaders. Although these companies will no longer have all the start-up costs you do, you will be able to get a general idea of what they are spending their money on. It is particularly useful to see how much they are spending on sales and administrative costs as a percentage of revenue. Remember, larger businesses will have the cost advantages of economies of scale due to a stronger buying power.

Talk to industry associations

Talk to as many business people and associations as possible. There are many websites aimed at new business owners and entrepreneurs. These

websites often have active forums and discussions where you can learn from other business owners' experiences, ask questions and get advice from mentors or experts. Most industries also have an association that provides support and information to businesses in the industry.

Calculate ongoing and one-time costs

Make sure you identify which costs will be one-time costs and which will be ongoing. Some costs you may never have to cover again, while others may recur annually or every couple of years. It is important to identify and budget for this now so you do not get caught out in the future.

Get support and advice

Governments often offer tax and other incentives to help new businesses. Do your research, seek professional advice from an accountant, financial adviser or other professional. More support and advice to help you start your business is available if you attend one of our free business webinars.

Set realistic expectations

As well as thinking about your start-up costs, also consider how long it will take until your business will open its doors and you will be generating revenue. Do not set unrealistic expectations. If you get this wrong, costs can escalate quickly and you can find yourself under pressure to meet new costs without an income stream.

(Adapted from <https://www.business.qld.gov.au/running-business/finance/essentials/costs>)

Exercise 11. Match the columns to make up common start-up costs:

- | | |
|-------------------|-----------------|
| 1) market | a) duty |
| 2) preliminary | b) requirements |
| 3) stamp | c) marketing |
| 4) internet | d) purchases |
| 5) statutory | e) research |
| 6) power | f) and wages |
| 7) initial | g) connection |
| 8) equipment | h) accounting |
| 9) staffing | i) purchases |
| 10) raw materials | j) installation |

Exercise 12. Choose the correct variant for the tips:

- 1) Check financial ... (statements / notes / purchases).
- 2) Talk to industry ... (equipment / governments / associations).
- 3) Calculate ongoing and one-time ... (raw materials / costs / research).
- 4) Get support and ... (advice / staffing / revenue).
- 5) Set realistic ... (incentives / businesses / expectations).

Exercise 13. Use the verb in the proper form:

V_{ing} / V_3

- 1) Your costs will depend on the type of business you are (to start) and the industry you are (to enter).
- 2) You will be able to get a general idea of what your competitors are (to spend) their money on.
- 3) Larger businesses will have (to get) the cost advantages of economies of scale due to a stronger (to buy) power.
- 4) Recently business websites have (to organize) active forums where you can learn from other business owners' experiences.
- 5) Make sure all the would-be costs will be (to identify) in time.
- 6) You are constantly (to cover) these costs.

- 7) Why aren't they (budget) for this now?
- 8) Some incentives are (to offer) by the government to help new businesses.

Exercise 14. Translate the following sentences:

- 1) The new business not having enough cash to meet expenses, it failed.
- 2) The businessman having calculated all his start-up costs in advance, his business was a success.
- 3) Many costs being associated with starting a business, very few people want to take a risk.
- 4) All businesses in this industry having been publicly listed, they found out how many competitors they had.

Exercise 15. Read the text “How to Calculate Cost of Goods Sold” on page 152 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘Pluses and minuses of turning your hobby into a career (3:20) <https://www.youtube.com/watch?v=pYvnjU-vmjCs> and answer the following questions:

- 1) What is the career coach's name?
- 2) What organization does he represent?
- 3) What does he recommend job seekers?
- 4) How to figure out if your hobby can be marketable?
- 5) What is the golden rule of starting business?

UNIT 8

International Trade

LISTENING

Listen to the text 'Websites' <https://listenaminute.com/w/websites.html> and do the following tasks:

Task 1. How many times does the speaker pronounce the definite article 'the'?

Task 2. How many times does the speaker pronounce the word 'website' in

- a) singular b) plural?

Task 3. Write down one word from each sentence beginning with the following letter:

- | | |
|------------|-------------|
| 1) h _____ | 7) p _____ |
| 2) d _____ | 8) c _____ |
| 3) a _____ | 9) v ____ |
| 4) e _____ | 10) f _____ |
| 5) t _____ | 11) o ____ |
| 6) g _____ | 12) t _____ |

Task 4. Write the word combinations in the order they are used in the text.

- | | |
|--------------------------|--------------------------------|
| a) our-name.com | g) one website or another |
| b) send mail, chat, talk | h) the most important parts |
| c) visit gaming websites | i) send an essay or paper |
| d) our daily life | j) thirty years ago |
| e) Facebook and Twitter | k) the other side of the world |
| f) log on to a website | l) we use for fun |

Task 5. Find one wrong word in each fragment and give the correct variant.

- 1) no one had never heard of the word ‘website’
- 2) one of the most important parts of our everyday life
- 3) we can’t bet by most days
- 4) we have to log onto a website
- 5) there are the websites we’ll use for fun
- 6) million of people visit gaming websites
- 7) with people on their other side
- 8) we else use websites to communicate
- 9) we send mail, chat, talk via web games
- 10) we eager make friends on websites
- 11) have our wrong website
- 12) fill it with mottos and our thoughts

Task 6. Answer the following questions:

1. What sites do you browse most often?
2. What attracts you on these sites?
3. Do you like their design?
4. What kind of information do they contain?
5. If you were a website developer what information would you provide and what colours would you use by creating a site of
 - a hospital
 - a night club
 - a private school

GRAMMAR

The Gerund

	Active	Passive
Non-Perfect	V_{ing}	<i>being</i> + V_{3(ed)}
Perfect	<i>having</i> + V_{3(ed)}	<i>having</i> + <i>been</i> + V_{3(ed)}

Способы перевода герундия на русский язык:

- существительным,
- неопределённой формой глагола,
- деепричастием,
- личной формой глагола в придаточном предложении.

Exercise 1. Construct V_{ing} of the verbs; translate the sentences:

1) (*To speak*) at the most prestigious conferences in your field is a real achievement. 2) (*To listen*) to presentations will inspire real ideas of your own. 3) (*To read*) scientific literature in English is not so easy as you might think. 4) (*To watch*) videoconferences is strongly recommended. 5) (*To analyze*) the latest sources of information is absolutely necessary for (*to write*) the introductory chapter of your thesis. 6) It is worth while (*to spend*) two years of your life to get a Master degree.

Exercise 2. Make up as many sentences of your own as possible:

			being + $V_{3(ed)}$	
	task		<i>to invite</i>	
	aim		<i>to give</i>	
Our	purpose	is	<i>to choose</i>	...
	goal		<i>to send</i>	
	intention		<i>to sponsor</i>	
	wish		<i>to grant</i>	

Exercise 3. Choose the necessary proposition:

1. Read the rule ... writing the exercise. (*after, before, by the time*)
2. Diana is fond ... communicating with foreign colleagues. (*for, to, of*)
3. Betty likes Maths very much and she is keen ... doing sums in her head. (*in, on, about*)
4. Black is tired ... working on a computer. (*of, after, for*)
5. Susan is good ... learning Business English. (*of, for, at*)
6. I don't understand how David can read scientific literature ... making any notes. (*with, without, on*)

7. Kate bought an expensive English textbook ... buying a new dress. (*but, without, instead of*)

8. I like the idea ... writing an article together with my scientific supervisor. (*of, to, about*)

9. Jack answered the examiners' questions ... thinking and later he regretted it. (*without, instead of, with*)

10. We were surprised ... meeting Alice in the library on Sunday. (*at, by, with*)

11. Sorry ... interrupting you, but I would like you to stick to the point. (*for, at, of*)

12. Pamela is looking forward ... visiting one of the English-speaking countries again. (*to, on, about*)

Герундиальный оборот

Именная часть	Глагольная часть
Притяжательное местоимение (<i>my, your, his, her, its, our, their</i>); существительное в притяжательном ('s), реже общем, падеже	Герундий

(союзы *что, чтобы, то что, того что, в том что...*)

Exercise 4. Make up two sentences with each verb:

E.g. Everybody knows of my coming to Bristol. / Everybody knows of my having come to Bristol.

Everybody knows of	I	(to enter) the Master school at Moscow City University.
	you	(to work) as a teacher at a secondary school.
	he	(to run) a large-scale business.
	she	(to defend) her thesis successfully.
	it	(to malfunction) very often.
	we	(to widen) our professional outlook.
	they	(to use) computer technology in their teaching process.

Exercise 5. Use (in writing) the Gerundial constructions instead of the subordinate clauses:

1. The teacher suggested that all the guests should take part in our round table.
2. I don't mind if my colleagues be present at the negotiations.
3. Our discussion resulted in the fact that our opponents left the conference hall.
4. Do you mind if our group-mates use your notes?
5. The lab assistant was afraid that the first-year students might break the equipment. (*of*)
6. My parents objected that my brother played computer games all day. (*to*)
7. The Dean insisted that the Master students should submit their theses in time. (*on*)
8. The thought that his supervisor had not been satisfied with his work made him unhappy. (*of*)

Exercise 6. Use the Passive Perfect Gerund of the following verbs; translate the sentences:

having + been + V_{3(ed)}

- 1) Only a few people knew of my thesis (not to defend).
- 2) I informed the Committee of the invitation for the conference (to lose).
- 3) In his report Olaf wrote about the newly obtained results (to test) twice.
- 4) Teachers do not like to tell anybody of their lessons (to criticize).
- 5) Why did you reject your partners' proposal after all the details (to figure out)?

Exercise 7. Translate the sentences into Russian:

- 1) Он настаивал на том, чтобы его устройство протестировали.
- 2) Я помню, что читал об этом в какой-то другой статье.

- 3) Не стоит тратить на это время.
- 4) Мой научный руководитель предлагает, чтобы я принял участие в конференции.
- 6) Он боялся, что его неправильно поймут.
- 7) Вы будете возражать против участия в этом семинаре?
- 8) Эту статью стоит прочитать.
- 9) Вместо того чтобы доложить результаты исследования на конференции, ученые решили проверить полученные результаты еще раз.

READING

Exercise 8. Mind the following sounds in the words:

boundaries [au], call [ɔ:], leave [i:], concept [s], underlying [aɪ], doctrine [ɪ], technical [k], specific [s], lower [ou], public [ʌ], infrastructure [ʌ], wheat [i:], hour [aʊə], thus [ʌ], allow [au], specialization [aɪ], consumer [ju:], focus [ə], suit [ju:], maximize [aɪ], growth [θ], wealth [e], generate [dʒ], receive [i:], countless [au], war [ɔ:], cultivate [ʌ].

Exercise 9. Mind the stress in the words:

ˈimport, ˈexport, ˈarable, aˈbundance, comˈparative, ˈbenefit, doˈmestic, deˈfense, eˈconomy, ˈconsequently, enˈgage, eˈfficiency, eˈxcess, ˈconflict.

Exercise 10. Read the text:

What is Global Trade?

Definition of Global Trade

Global trade, also known as international trade, is simply the import and export of goods and services across international boundaries. Goods and services that enter into a country for sale are called imports. Goods



and services that leave a country for sale in another country are called exports. For example, a country may import wheat because it does not have much arable land, but export oil because it has oil in abundance.

A fundamental concept underlying global trade is the concept of comparative advantage, developed by David Ricardo in the 19th century. In a nutshell, the doctrine of comparative advantage states that a country can produce some goods or services more cheaply than other countries. In technical terms, the country is able to produce a specific good or service at a lower opportunity cost than others. An opportunity cost is the benefit one gives up in making an economic choice. The classic example is ‘guns and butter’ — domestic investment over defense spending. The more guns you produce, the less funds are available to invest in public schools and infrastructure, for example. The more you invest in the domestic economy, the less you can spend on defense.

Advantages

Let us say that England produces more wheat per man-hour than Portugal, and Portugal produces more wine per man-hour than England. Consequently, England has a comparative advantage in producing wheat, and Portugal has a comparative advantage in producing wine. In other words, England’s opportunity costs for the production of wheat is lower than for the production of wine, and Portugal’s opportunity costs are lower for the production of wine than for the production of wheat. Thus, England is better off producing

wheat, selling it to Portugal and buying its wine from Portugal. Portugal, on the other hand, is better off selling its wine to England and buying its wheat from England. What can we learn from this example? Global trade allows for specialization and lower costs to consumers. Countries can focus on what they are best suited to do — engage in activities with the lowest opportunity costs for them. Focusing on their comparative advantages means they can maximize production and efficiency, which leads to greater potential for profit and economic growth.

Global trade can create economic wealth on a global scale as each country maximizes its revenue and growth by focusing on what it does best and saving money on imports that would be more costly for it to produce domestically. A country generates revenue from exporting the excess goods and services that its domestic market does not need to other countries that have a different comparative advantage. The money it receives from the exports can then be used to import goods and services it does not produce from the countries that have a comparative advantage in the production of those goods and services — just like England and Portugal trading wine and wheat, but on a global scale with countless products and services.

Global trade can also reduce international conflict and war. It establishes long-term mutually beneficial relationships. If you start a war with someone who provides you needed goods, such as wheat or oil, you may have just shot yourself in the foot. In other words, global trade cultivates cooperation rather than conflict.

(Adapted from <https://study.com/academy/lesson/what-is-global-trade-definition-advantages-barriers.html>)

Exercise 11. Choose the proper ending for each sentence:

- 1) Goods and services that enter into a country for sale ...
- 2) Goods and services that leave a country for sale in another country ...
- 3) A fundamental concept underlying global trade is ...
- 4) This concept was developed ...
- 5) The doctrine of comparative advantage states that ...
- 6) The country is able to produce a specific good or service ...
- 7) An opportunity cost is ...
- 8) The more you invest in the domestic economy, ...

- a) by David Ricardo in the 19th century.
- b) the benefit one gives up in making an economic choice.
- c) the less you can spend on defense.
- d) are called imports.
- e) a country can produce some goods or services more cheaply than other countries.
- f) at a lower opportunity cost than others.
- g) the concept of comparative advantage.
- h) are called exports.

Exercise 12. Answer the following questions:

- 1) What does global trade allow for?
- 2) What does focusing on the comparative advantages mean?
- 3) What can global trade create?
- 4) What can global trade reduce?
- 5) What does global trade establish?
- 6) What does global trade cultivate?

Exercise 13. Choose the possible variants from the right column:

The CEO suggested ...	a) our developing global trade on a larger scale
	b) us to develop global trade on a larger scale
	c) develop global trade on a larger scale
	d) that we should develop global trade on a larger scale

Exercise 14. Rephrase the ideas using the Gerunds where possible:

- 1) Everybody knew that those goods and services left the country for sale in another country.
- 2) The fact that this country imports wheat and exports oil is well-known.
- 3) To study the concept of comparative advantage is a must for every economist.

4) An opportunity cost means to give up the benefit when making an economic choice.

5) The more guns you produce, the less funds are available to invest in public schools and infrastructure.

6) The fact that the countries focus on their comparative advantages means they can maximize production and efficiency.

7) If you start a war with someone who provides you needed goods, you shoot yourself in the foot.

Exercise 15. Read the text “The Trends Transforming International Trade Policy” on page 153 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘How Alibaba got consumers to love grocery shopping’ (4:04) <https://www.youtube.com/watch?v=uEbYNJZ9iJ4> and answer the following questions:

1. Where does the speaker live now? Where did he live before?
2. Did the speaker like grocery shopping before? Why? Does he like it now?
3. What is one of the hottest retail destinations in China?
4. How many stores do they plan to open over the next 5 years?
5. What makes Homa supermarkets popular?
6. What attractive features do they have inside the store?
7. What does ‘a big number 3’ mean on products?
8. What does the app track? Why?
9. What will you see if you look up? Why do they need it?
10. How fast does Homa deliver in?
11. What 4 facets of Homa does the speaker mention in the end?

UNIT 9

Business Information

LISTENING

Listen to the text 'Information' <https://listenaminute.com/i/information.html> and do the following tasks:

Task 1. Write down all **-ing** forms used in the text.

Task 2. How many times do we come across the ending **-s** in the following functions?

Ns	Vs

Task 3. What words are used in their contracted forms? How many times?

Task 4. Find in the text the synonyms for the following phrases:

- 1) to make easily available –
- 2) to become successful in one's life or career –
- 3) to develop or to make progress –
- 4) to have available for one to use whenever or however one wishes –

Task 5. Correct mistakes in the following extracts:

- 1) are living in a century of information
- 2) are around by information technology
- 3) really sure so much information we need

- 4) lots of us have information overload
- 5) is the mountain of personal information
- 6) the great think about computers

Task 6. Match the columns to make meaningful word combinations:

- | | |
|--------------------------------|---------------------------|
| 1) what I keep | a) amount of information |
| 2) you need | b) on different websites |
| 3) can only handle a certain | c) this didn't happen |
| 4) before computers came along | d) pretty useful |
| 5) putting confidential info | e) the latest information |
| 6) that's | f) hearing on TV |

Task 7. Answer the following questions:

- 1) What sources do you get information from?
- 2) Do you prefer getting information in written or oral form?
- 3) Do you get tired of the amount of information you receive every day?
- 4) How do you relax when you have information overload?
- 5) What would change in your life if you had no computer / smartphone / ... ?

GRAMMAR

The Infinitive

	Active	Passive
Simple	<i>to V</i>	<i>to be + V_{3(-ed)}</i>
Continuous	<i>to be + V_{-ing}</i>	–
Perfect	<i>to have + V_{3(-ed)}</i>	<i>to have + been + V_{3(-ed)}</i>
Perfect Continuous	<i>to have + been + V_{-ing}</i>	–

Exercise 1. Translate the sentences with the Infinitive as the subject and the adverbial modifier:

1) To make a choice between these two alternatives is not an easy task. / To make a choice between these two alternatives you should study both points of views thoroughly.

2) **To foresee** the future requires analysis of the past experience. / **To foresee** the future we should analyze the past experience.

3) **To appreciate** the accuracy of the data was essential at that stage of research. / **To appreciate** the accuracy of the data refer to Table 1 on page 57.

4) To **avoid** making mistakes is always very difficult because to err is human. / To **avoid** making mistakes a young researcher had to often consult with his scientific supervisor.

5) **To distinguish** between cause and effect is sometimes difficult. / **To distinguish** between cause and effect one needs a lot of professional knowledge and practice.

6) It is desirable **to make the experiments on precise equipment**. / **To make** the experiments the laboratory bought precise equipment.

7) It is unnecessary for you **to take part** in tomorrow's negotiations. / **To take part** in negotiations a businessperson should be aware of some special etiquette tips.

Exercise 2. Make up two sentences for each Infinitive using its active and passive forms. Translate the sentences.

E.g. I don't like (to ask / to be asked) ...

I don't like to ask for help. / I don't like to be asked for help.

1) My aim will be (to give / to be given) ... 2) His wish was (to buy / to be bought) ... 3) Our boss's intention is (to award / to be awarded) ... 4) Some businessmen hate (to visit / to be visited) ... 5) Her colleagues wanted (to send / to be sent) ... 6) Our foreign partners will be eager (to invite / to be invited) ...

Exercise 3. Translate the sentences with the Infinitive as an attribute:

1) The thermometer is a device to measure the temperature.

1) That student was the first to submit his thesis. 2) You will be the next to perform your presentation. 3) The technique of collecting information will differ according to the problem to be solved. 2) This is not an opportunity to be thrown away. 3) An interesting distinction to be made here is between problems and techniques. 4) Another factor to be taken into consideration is the necessity of modern experimental techniques. 5) The problem to be investigated involves analysing the company's losses. 6) The apparatus to be assembled is very complicated. 7) The work to be done will play a leading role. 8) Here are some data to be compared to understand the problem involved.

Exercise 4. Translate the following word combinations:

1) проблема, которая должна быть решена, 2) фактор, который надо принять во внимание, 3) выбор, который придётся сделать, 4) данные, которые необходимо проанализировать, 5) статья, которую следует обсудить, 6) эксперимент, который надо провести, 7) метод, который будет применён, 8) магистерская диссертация, которую необходимо будет защитить в следующем году.

Exercise 5. Make up sentences of your own with the given expressions:

to be frank –	откровенно говоря
to tell the truth –	по правде говоря
to begin / start with –	прежде всего; начнём с того, что; во-первых
to conclude / sum it up –	в заключении
to put it simply –	попросту говоря
to put it briefly –	короче говоря
to put it another way –	иначе говоря
to be exact –	точнее говоря

Инфинитивные обороты

1. Сложное подлежащее (формальное сказуемое переводится вводным словом или фразой).

E.g. These data are known **to have been taken** from the latest sources. — Как известно, эти данные были взяты из самых свежих источников.
The substances do not seem **to change** their colours by conducting the experiments. — По-видимому, вещества не изменяют свой цвет в процессе проведения экспериментов.

Формальное сказуемое может быть выражено

глаголами		фразами
в страдательном залоге	в действительном залоге	
to know, to think, to expect, to believe, to suppose, to consider, to say, to state, to report, to hear	to seem, to appear — кажется, по-видимому	to be sure, to be certain — наверняка, безусловно, несомненно
	to prove, to turn out — оказывается	to be likely — вероятно
	to happen, to chance — случайно, случилось так, что	to be unlikely — маловероятно

2. Сложное дополнение.

E.g. The user wants the computer **to process** the information. — Пользователь хочет, чтобы компьютер обрабатывал информацию.
 I heard the post-graduates **discuss** the experiments described by Fisher. — Я слышал, как магистранты обсуждали эксперименты, описанные Фишером. (= I heard the post-graduates **discussing** the experiments described by Fisher.)

После следующих глаголов инфинитив употребляется

с частицей “to”	без частицы “to”
to want, to like, to think, to know, to expect, to consider, to believe, to suppose	to hear, to see, to watch, to feel, to observe, to notice; to make, to let

3. «For» – конструкция.

E.g. It was difficult for the publishers to include all those papers in the collection. — Издателям было сложно включить все эти статьи в сборник.

Exercise 6. Translate the following sentences:

1) Nowadays science is known to contribute to every aspect of human life. 2) He is said to avoid all sorts of arguments. 3) The data are supposed to correlate with the present theory. 4) He is reported to have left Moscow for a business trip. 5) This post-graduate is thought to be keeping in touch with the latest development in his field of research. 6) He happens to work at the same problem. 8) They seem to work very hard. 9) She appears to be a very good specialist in the subject. 10) This approach proves to be reliable. 11) He is likely to take part in the discussion. 12) The lack of data is certain to slow down the work. 13) This method doesn't seem to offer any advantages over that discussed above. 14) They are sure to make the decision in the shortest possible time.

* * *

15) Most businessmen expected the situation at the market to get better. 16) We know the CEO to have objected to that proposal. 17) We believe the programming to have been done very skillfully. 18) Our partners hope the goods to be delivered in time. 19) The supervisor wants his post-graduates to make a presentation of their findings in three weeks. 20) Our boss made us follow the business dress code. 21) He does not let us wear casual clothing. 22) The employees expect their salary to increase tangibly. 23) Who watched the first-year students make the experiment with that expensive device? 24) Why didn't you notice him use your conclusions in his recent paper? 25) We know the nineteenth century Physics to have become a great achievement of the human mind. 26) The present-day situation forces more and more countries to pay attention to refugees' problem. 27) You must make them check the results carefully. 28) The designers hoped their new machine to find wide application in industry.

Exercise 7. Transform the sentences using the “For”-construction:

E.g. She can't come → It is impossible for her to come.

- 1) The meeting needn't start before eight. (There's no need for the ...)
- 2) The post-graduate ought to be present at the conference. (It's a must for ...)
- 3) He's not usually late. (It's unusual for ...)
- 4) I want my group-mates to be polite and friendly. (I'm anxious for ...)
- 5) John shouldn't quit the post-graduate courses. (It's a bad idea ...)
- 6) Can Paul come to the meeting? (Is it possible ...)
- 7) The equipment really should have regular services. (It's important ...)
- 8) Sue shouldn't change her job just now. (It would be a mistake ...)

READING

Exercise 8. Mind the following sounds in the words:

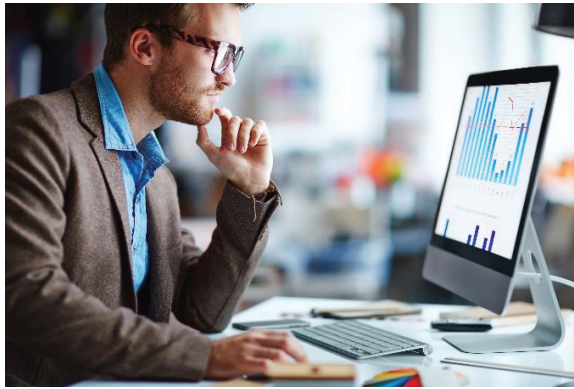
data [eɪ], determine [ə:], process [s], quality [ɔ], enterprise [e], resource [ɔ:], raw [ɔ:], status [eɪ], purchase [ə:], technology [k], capture [tʃ], use (*noun*) [s], frequency [i:], identification [aɪ], wireless [aɪə], company [ʌ], item [aɪ], facial [f], although [oʊ], signature [tʃ], currently [ʌ], primarily [aɪ], considered [ə], share [ɛə], controversial [f], legislation [dʒ], regarding [ɑ:], wealth [θ], dislike [s], specific [s], audience [ɔ:], media [i:], giant [dʒ], highly [aɪ], exemplify [gz], recent [i:], disclosure [ʒ], gather [ð].

Exercise 9. Mind the stress in the words:

co'llect, a'rray, com'petitive, in'crease (*verb*), e'fficiency, 'invoice, a'ssemble, 'product, co'mmitment, 'object (*noun*), con'trol, 'retinal, when'ever, 'onto, 'instant, re'veal, 'preference, 'pastime, 'advertiser, sub'scriber.

Exercise 10. Read the text:

Business Data



Information flows in and out of a business in many different directions. The type of data a business collects is informed by a business's goals and objectives. Computing systems can collect a dizzying array of data about the world around us. Businesses must decide what type of data they need to inform their business decisions and then determine where and how that data can be collected. The types of data that businesses collect can be broken down into 5 broad categories: business process, physical world observations, biological data, public data and personal data. Let's examine each of these categories of data in greater detail.

Business Process Data. In order to remain competitive businesses must find ways to increase efficiency while maintaining quality standards for their products, goods and services. In order to continuously improve their operations, businesses collect data regarding their business processes. This data can range from collecting data on the number of days it takes their customers to pay invoices to the time it takes to assemble and package a product. In order to collect this type of data, many businesses employ enterprise resource planning systems. ERP systems track business resources — cash, raw materials, production capacity — and the status of business commitments: orders, purchase orders, and payroll.

Physical-World Observations. Technology has made it possible for business to capture real-time data about the physical world. This data

is collected by the use of devices such as radio frequency identification (RFID), wireless remote cameras, GPS, sensor technology and wireless access points. By inserting computer chips into almost any object companies are able to track the movements of that item and in some cases control the object.

Biological Data. If you have a newer smart phone it is possible that you can unlock your phone by simply looking at the screen. This is made possible by facial recognition software. Unlocking your laptop with your fingerprint is another example of biological data available to businesses. Although things like voice and face recognition, retinal scans and biometric signatures are currently used primarily for security purposes, it may be possible in the future for this type of data to allow for product and service customization.

Public Data. Businesses have an almost endless source of data available to them free from public sources. Whenever you log onto the Internet, use instant messaging, send emails an electronic footprint is left behind. For now this data is considered to be “public” and businesses collect, share and even sell this type of data every day. This has become a very controversial topic in the past several years and recent legislation by the EU regarding this type of data may be the first step in limiting the collection and use of this type of public data.

Personal Data. Much like data that is considered to be “public” data, as we use technology we provide a wealth of personal data that businesses can use to reveal much about our personal preferences, habits, pastimes, likes and dislikes. For example, Facebook uses information people provide — such as their age, gender and interests – to target ads to a specific audience. Advertisers tell Facebook which demographics they want to reach, and then the social media giant places the ads on related accounts. How businesses collect and use this data is also highly controversial as exemplified by recent disclosures that Facebook has been collecting and selling personal information gathered from subscribers’ activities on the social network. Much like the controversy surrounding publicly available data, what rights an individual has to his or her data is currently being debated globally.

(Adapted from <https://courses.lumenlearning.com/wmopen-introductiontobusiness/chapter/how-businesses-use-information/>)

Exercise 11. Choose the words from the right box to make up collocations from the text:

business	1) decisions 2) project 3) tasks 4) process 5) resources 6) plan 7) lunch 8) English 9) trip 10) commitments
-----------------	-----------------------------------------------------------------------------------------------------------------------------------------

Exercise 12. Find in the text the derivatives of the following words:

inform, differ, direct, object, compute, dizzy, decide, observe, biology, person, compete, serve, continue, operate, regard, pack, produce, commit, frequent, identify, wire, move, lock, simple, face, recognize, biometry, sign, current, prime, secure, custom, end, legislate, collect, prefer, like, advertise, high, controvert, example, disclose, subscribe, public, globe.

Exercise 13. Distribute the following word combination into the proper columns:

Business Process Data	Physical- World Observations	Biological Data	Public Data	Personal Data

- 1) personal preferences,
- 2) pay invoices,
- 3) biometric signatures,
- 4) likes and dislikes,
- 5) radio frequency identification,
- 6) enterprise resource planning systems,

- 7) use instant messaging,
- 8) wireless remote cameras,
- 9) retinal scans,
- 10) electronic footprint,
- 11) age, gender and interests,
- 12) cash, raw materials, production capacity,
- 13) face recognition,
- 14) wireless access points,
- 15) recent legislation.

Exercise 14. Decide if you need the particle ‘to’ before the infinitive:

- 1) Computing systems can ... collect a dizzying array of data.
- 2) Businesses must ... decide what type of data they need ... inform their business decisions.
- 3) Let’s ... examine each of these categories of data in greater detail.
- 4) In order ... remain competitive businesses must ... find ways ... increase efficiency.
- 5) Technology has made it possible for business ... capture real-time data.
- 6) Companies are able ... track the movements of that item.
- 7) It may ... be possible in the future for this type of data ... allow for product and service customization.
- 8) For now this data is considered ... be “public”.
- 9) We provide a wealth of personal data that businesses can ... use ... reveal much about our personal preferences.
- 10) Advertisers tell Facebook which demographics they want ... reach.

Exercise 15. Use the necessary preposition (*at, by, for, from, in, into, of, on, onto, out of, to, with*):

- 1) Information flows ... and ... a business ... many different directions.
- 2) The type ... data is informed ... a business’s goals and objectives.
- 3) The types ... data that businesses collect can be broken down ... 5 categories.

- 4) Businesses must find ways to increase efficiency while maintaining quality standards ... their products, goods and services.
- 5) This data is collected ... the use ... devices such as radio frequency identification.
- 6) It is possible that you can unlock your phone ... simply looking ... the screen.
- 7) This is made possible ... facial recognition software.
- 8) Unlocking your laptop ... your fingerprint is another example ... biological data available ... businesses.
- 9) Businesses have an almost endless source ... data available ... them free ... public sources.
- 10) Whenever you log ... the Internet an electronic footprint is left behind.
- 11) The social media giant places the ads ... related accounts.
- 12) Facebook has been collecting and selling personal information gathered ... subscribers' activities ... the social network.

Exercise 16. Make up sentences on the text content beginning them with the expressions:

- To begin / start with, ...
- To put it simply, ...
- To put it briefly, ...
- To put it another way, ...
- To be exact, ...
- To be frank, ...
- To tell the truth, ...
- To conclude / sum it up, ...

Exercise 17. Read the text “Information, Money and Material Flow” on page 155 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video 'Data, information, knowledge' (5:34) https://www.youtube.com/watch?v=dJkB_ITY1pE and explain to the class the difference between these notions.

UNIT 10

Science and Technology in Business

LISTENING

Listen to the text ‘Computers’ <https://listenaminute.com/c/computers.html> and do the following tasks:

Task 1. Tick the nouns from the text (they may be in plural):

- | | | | |
|--------------|--------------------------|---------------|--------------------------|
| 1) computer | <input type="checkbox"/> | 7) police | <input type="checkbox"/> |
| 2) printer | <input type="checkbox"/> | 8) government | <input type="checkbox"/> |
| 3) scanner | <input type="checkbox"/> | 9) envelope | <input type="checkbox"/> |
| 4) paperwork | <input type="checkbox"/> | 10) street | <input type="checkbox"/> |
| 5) hospital | <input type="checkbox"/> | 11) letter | <input type="checkbox"/> |
| 6) airport | <input type="checkbox"/> | 12) pen | <input type="checkbox"/> |

Task 2. Which of the verbs refer to the word “computer” in the text?

- | | |
|-----------------------|---------------|
| 1) have ... | 6) love ... |
| 2) buy ... | 7) like ... |
| 3) work (without) ... | 8) ... freeze |
| 4) sell ... | 9) ... melt |
| 5) need ... | 10) ... crash |

Task 3. Which of them were used twice?

Task 4. Which modal verbs and their equivalents are used in the text?

- 1) can 2) may 3) must 4) should 5) ought to 6) needn't 7) have to
8) be to

Task 5. Use the verb in the necessary form:

It's hard to believe that no one (*1-have*) computers a few years ago. I wonder how people (*2-live*). There must have (*3-be*) a lot of paper-work. I can't imagine (*4-write*) everything by hand. I also wonder how everything (*5-work*) without computers. We (*6-need*) computers today for everything. Hospitals, airports, the police... nothing can (*7-work*) without computers. I'm sure I'd (*8-be*) ten times busier than now if I (*9-do*) have a computer. Imagine (*10-have*) to find a piece of paper and an envelope and then (*11-walk*) down the street to mail a letter! I love my computer. It (*12-make*) everything in my life so convenient. Sure, it (*13-freeze*) and (*14-crash*) sometimes. Sure, I lose some data. But that (*be*) not often. Most of the time my computer (*15-be*) like my best friend.

Task 6. Change the places of two words in each sentence in order to restore the correct word order:

- 1) It's hard to believe that one no had computers a few years ago.
- 2) I wonder how lived people.
- 3) There must been have a lot of paperwork.
- 4) I can't imagine writing by everything hand.
- 5) I also wonder how worked everything without computers.
- 6) We need computers for today everything.
- 7) Hospitals, airports, the police... can nothing work without computers.
- 8) I'm sure I'd be times ten busier than now if I didn't have a computer.
- 9) Imagine having to find a piece of paper and an envelope and then down walking the street to mail a letter!
- 10) Love I my computer.
- 11) It everything makes in my life so convenient.
- 12) Sure, it freezes and sometimes crashes.
- 13) I sure lose some data.
- 14) But that's often not.
- 15) Most of the time my computer like is my best friend.

Task 7. Translate the following endings of the sentence:

I can't imagine... (+ V _{ing})	a)	что ни у кого нет компьютера.
	b)	что люди живут без компьютера.
	c)	что всё надо писать от руки.
	d)	что все работают без компьютера.
	e)	что я в десять раз больше загружен работой, чем сейчас.
	f)	что у меня нет компьютера.
	g)	что я должен найти лист бумаги и конверт.
	h)	что я должен выйти на улицу и куда-то идти, чтобы отправить письмо.
	i)	что мой компьютер зависает.
	j)	что мой компьютер даёт сбои.
	k)	что я потеряю все свои данные.
	l)	что у меня нет моего лучшего друга — компьютера.

GRAMMAR

The Subjunctive Mood

Выражает *желательное, возможное, необходимое, предполагаемое* действие (в русском языке выражается глаголом в прошедшем времени с частицей «бы»).

Exercise 1. Transform the sentences according to the model:

E.g. It is necessary for post-graduates to demonstrate a capacity for advanced work. → It is necessary that post-graduates should (для всех лиц и чисел) demonstrate a capacity for advanced work.

- 1) It is important for businessmen to know accounting well.
- 2) It is desirable for young scientists to participate in international conferences.

- 3) It is required for all participants to be registered.
- 4) It is essential for a reporter to speak loudly and distinctly.
- 5) It is vital for our planet to be protected from disasters.

Exercise 2. Make up sentences using the table below:

Our English teacher	wishes – <i>желает</i>	that we should	...
	orders – <i>приказывает</i>		
	requires – <i>требует</i>		
	demands – <i>требует</i>		
	suggests – <i>предлагает</i>		
	insists – <i>настаивает</i>		
	recommends – <i>рекомендует</i>		

Exercise 3. Express your wish according to the pattern:

E.g. I'm heavy. → I wish I were thin.

1) I smoke. 2) I don't speak English fluently. 3) I don't have a sport car. 4) I'm bad at sport. 5) I don't like dancing. 6) I'm not concerned enough about my parents. 7) I don't work hard. 8) I'm lazy. 9) I sleep days and nights. 10) I eat junk food very much and ignore doctors' advice.

Exercise 4. Match the columns and make sentences using *I wish* + Past Perfect:

E.g. I wish I had been nicer to my sister when we were kids.

BEGINNINGS	ENDINGS
<i>(choose)</i>	a better school
<i>(do)</i> more travelling	a different career
<i>(go)</i> to	harder at university
<i>(go)</i> to bed earlier	last night
<i>(not get married)</i>	my teeth
<i>(not tell)</i> him	when I had a chance
<i>(save)</i> money	when I was eighteen
<i>(study)</i>	when I was earning a good salary
<i>(take better care of)</i>	the truth

Exercise 5. Finish up the sentences:

E.g. He speaks as if he were a highly-qualified specialist.

- 1) My business partner behaves as if
- 2) You act as though
- 3) Ralf performs the presentation as if
- 4) The CEO announces this news as though
- 5) I am so happy as if

Три типа условных предложений

1 тип: реальное действие в будущем (*без сослагательного наклонения*).

E.g. If you look through the article attentively you will find out some mistakes.

В придаточных предложениях времени (*when, while, as soon as, before, after, till, until*) и условия (*if, unless, in case, provided that*) будущее время не употребляется, оно заменяется соответствующим настоящим.

2 тип: маловероятное или нереальное действие в настоящем или будущем.

E.g. If you looked through the article attentively (now, tomorrow) you would find out some mistakes.

3 тип: нереальное действие в прошлом.

E.g. If you had looked through the article attentively (yesterday) you would have found out some mistakes.

Exercise 6. Open the brackets using conditionals of the 1st type:

1) If you (apply) this method, you (obtain) better results in your research.

2) If you (stay) another two days you (have) the chance of seeing the results of our research.

3) If you (compare) these two theories, you (see) that they are founded on the same postulates.

4) I (submit) my Master thesis in time if I (work) regularly.

5) If you (observe) the rules of operating this machine, you (be able) to increase its productivity.

6) If you (get) tired of your studies, I hope you (find) some extra-curricular activity to take up.

7) If the teacher (state) her requirements clearly we (try) to meet them.

8) It (be) great if Tom (get) his Master degree next year.

Exercise 7. Define the type of the conditional (2nd or 3rd) and fill in the gap with the verb in brackets in its proper form (in writing). Translate the sentences (orally):

1) If they had more time they (correct) all the mistakes in their paper.

2) He possibly (come) to another conclusion in case he tried a new approach.

3) We would certainly have informed you of the session opening if you (give) us your address or telephone number.

4) They would have finished the work in time provided they (have) the necessary material.

5) If you (analyze) those data you would write a paper on the subject given.

6) The new operator (not break) the device on condition that you had instructed him how to operate it.

7) If the researcher used the proposed method of analysis, he (solve) the problem.

8) The scientist (not receive) that grant if he had not arranged all the documents correctly.

9) He would do the work quite easily if he (prepare) the material beforehand.

10) Provided you had modified the conditions at the very beginning of the experiment you (obtain) better results.

- 11) If he (be able) to speed up his research, he would complete his thesis in time.
- 12) Were he registered for the conference he (get) the official invitation.
- 13) Could you help me with my English I (be very grateful) to you.
- 14) Had you had more material on your subject you (have) no difficulties with the introductory chapter of your thesis.
- 15) (Not be) the secretary so busy she would answer all e-mails immediately
- 16) (May) the student borrow the book from the library she wouldn't have to buy it.

READING

Exercise 8. Mind the following sounds in the words:

decade [k], technology [k], overhaul [ɔ:], whether [ð], social [ʃ], purpose [ə:], method [θ], doubt [au], digital [dʒ], basis [s], boost [u:], bearing [ɛə], dynamics [aɪ], organizational [aɪ], crucial [ʃ], edge [dʒ], simplify [aɪ], mission [ʃ], fundamental [ʌ], growth [θ], view [ju:], advertise [aɪ], though [ou], highly [aɪ], season [i:], key [i:], optimization [aɪ], media [i:], process [s], finance [aɪ], engagement [dʒ], capture [tʃ], strategize [aɪ], completion [i:], barely [ɛə], weigh [eɪ], viable [aɪə], discover [ʌ], base [s], advisable [aɪ], target [g], existing [gz], threats [e], cyber [s], measure [ʒ], health [e], warehousing [ɛə], freight [eɪ], leverage [i:], module [ju:].

Exercise 9. Mind the stress in the words:

re'ly, su'ccess, over'state, im'perative, em'ploy, e'merging, i'mmense, 'expert, a'ttribute (*verb*), ca'pacity, main'tain, com'petitive, re'lay, o'ccur, u'biquitous, pro'pel, 'revenue, con'versant, 'relevant, fa'cilitate, 'error, guaran'tee, 'accuracy, 'area, a'ssociate, 'reputable, com'patible, 'issue, ro'bus, 'assets, 'industry, 'relevance, e'state, in'ject, 'impact (*noun*).

Exercise 10. Read the text:

The Role and Importance of Technology in Business



In the last decades, technology has overhauled the way we do things. Whether it's for business or social purposes, we no longer rely on traditional methods and means. It's no doubt that technology is the driver of success for modern businesses. From marketing, to PR or security, everything has gone digital.

IT Is Indispensable. The role of technology in the business landscape cannot be overstated. It's imperative that you employ a workforce that is tech-savvy at least in the basis. Getting your staff up to date with emerging trends not only boosts productivity, but it has immense bearing on your bottom-line. Today, the IT department in every business, big or small is indispensable. IT experts are largely attributed to the changing dynamics at the organizational level. These experts are becoming crucial given their capacity to help a business maintain its competitive edge.

Improving Communication. In many ways than one, technology simplifies communication. Whether it's a social connection or you are trying to relay mission critical data, things are no longer want they used to be. IT is fundamental for effective communication internally and externally. In house, technology streamlines the types of data relay that occur between sections or departments. There is a need for an organization to stay up to date with new email marketing tactics or ways of sending company wide data via digital platforms. Externally, technology has made communication easy and ubiquitous.

Propels Marketing and Business Growth. From an external communication point of view, a business will use new technology to advertise and break into new markets. Forward thinking enterprises advertise digitally with a view to drive traffic. Even though yours is a brick-and-mortar business, technology has to be part of your marketing mix, if you expect to grow your revenue. Remember, a highly seasoned IT team is the key to your success. You need experts who are conversant with search marketing, web optimization and social media targeting.

Streamlines Decision Making. Decision making in any business is a critical process. You need technology to streamline the decision-making process. There is a need to keep track of customer and market data. Technology in form of business relevant software facilitates error free reporting. You have a guarantee of accuracy with metrics drawn from the finance, marketing and customer engagement departments. It is technology that captures critical data and helps a business to see its weak areas, and ways of how to strategize accordingly.

Boosting Your Competitive Edge. Nowadays, other businesses in the same niche as you are spending more to market and advertise. The need to stay on top of the competition is crucial. Nobody wants to associate with a brand that is barely visible online. Your competitors are using technology to weigh you up and to drive their traffic. Technology is using viable online tools to drive your sales.

Enhancing Customer Relationship. Reputable CRM management systems let you discover what your customer base wants. It's advisable to target the right customer at the right time to avoid them crossing over to your competitor. Even though the technology you rely on is compatible with your existing systems, there is the issue of smart threats and cyber threats. The cloud storage makes it critical to have robust cyber security measures to keep your assets and data safe.

Maintain Industry Relevance. Whether you are in the real estate, health, warehousing or freight industry, there is a form of technology designed to inject efficiency into your operations. If you are leveraging these technologies to break into new market, save lives, boost sales or for crop production module, technology will have made its impact.

(Adapted from <https://industrytoday.com/the-role-and-importance-of-technology-in-business/>)

Exercise 11. In each pair, choose the collocation from the text:

- 1) for business or social purposes / for private or team purposes,
- 2) traditional methods and means / obsolete methods and means,
- 3) the driver of the car / the driver of success,
- 4) the picturesque landscape / the business landscape,
- 5) emerging trends / emerging plants,
- 6) immense bearing on your top-line / immense bearing on your bottom-line,
- 7) the HR department / the IT department,
- 8) TV experts / IT experts,
- 9) the changing dynamics at the organizational level / the changing dynamics at the managerial level,
- 10) cutting edge / competitive edge,
- 11) implicitly and explicitly / internally and externally,
- 12) between sections or departments / between sections or apartments,
- 13) old email marketing tactics / new email marketing tactics,
- 14) via railway platforms / via digital platforms,
- 15) break into new markets / break into foreign markets,
- 16) brick-and-mortar business / brick-and-mortar business,
- 17) part of your marketing mix / part of your marketing fix,
- 18) grow your revenue / borrow your revenue,
- 19) the key to your office / the key to your success,
- 20) social means targeting / social media targeting,
- 21) the decision-taking process / the decision-making process,
- 22) keep track of customer and market data / keep track of customer and market data,
- 23) error free reporting / errand free reporting,
- 24) guarantee of currency / guarantee of accuracy,
- 25) in the same niche / in the low niche,
- 26) stay on bottom of the completion / stay on top of the completion,
- 27) viable online tools / viable offline tools,
- 28) target the right customer at the right time / target the right customer at the wrong time,
- 29) smart threats and cyber threats / smart threads and cyber threads,

- 30) cloud mortgage / cloud storage,
- 31) robust cyber safety measures / robust cyber security measures,
- 32) keep your assets and data safe / keep your assets and data secure,
- 33) freight industry / flight industry,
- 34) inject medicine during your operations / inject efficiency into your operations,
- 35) save lives / stay alive.

Exercise 12. Choose the correct variant:

- 1) Technology has ... the way we do things.
 - a) *overhauled* b) *overcame* c) *overestimated*
- 2) It's no ... that technology is the driver of success for modern businesses.
 - a) *cloud* b) *amount* c) *doubt*
- 3) The role of technology in the business landscape cannot be
 - a) *overstated* b) *overweighed* c) *overlapped*
- 4) It's imperative that you employ a workforce that is
 - a) *technical* b) *techsavvy* c) *savvy*
- 5) Today, the IT department in every business, big or small is
 - a) *indispensable* b) *independent* c) *undisciplined*
- 6) Technology ... communication.
 - a) *identifies* b) *magnifies* c) *simplifies*
- 7) Technology has made communication easy and
 - a) *adequate* b) *ubiquitous* c) *ambitious*
- 8) A highly ... IT team is the key to your success.
 - a) *seasoned* b) *seen* c) *reasoned*
- 9) Decision making in any business is a ... process.
 - a) *crucial* b) *critical* c) *difficult*

10) It is technology that ... critical data.

- a) *captivates* b) *causes* c) *captures*

11) Your competitors are using technology to weigh you

- a) *down* b) *–* c) *up*

12) If you are ... these technologies to break into new market, technology will have made its impact.

- a) *leveraging* b) *limiting* c) *leveling*

Exercise 13. Distribute the words into the proper boxes:

Nouns	Verbs	Adjectives	Adverbs

decade, social, traditional, driver, security, digital, indispensable, imperative, employ, techsavvy, productivity, immense, department, dynamics, organizational, crucial, capacity, competitive, simplify, fundamental, effective, internally, externally, organization, tactics, ubiquitous, advertise, digitally, highly, conversant, optimization, critical, relevant, facilitate, accuracy, metrics, engagement, strategize, accordingly, associate, barely, visible, competitor, weigh, viable, relationship, reputable, discover, advisable, customer, compatible, storage, industry, relevance, health, efficiency, operation.

Exercise 14. Use the proper form of the verb in brackets:

- 1) Technology has (overhaul) the way we do things.
- 2) We no longer (rely) on traditional methods and means
- 3) The role of technology in the business landscape cannot be (overstate).
- 4) It's imperative that you (employ) a workforce that is techsavvy.
- 5) Getting your staff up to date with emerging trends (boost) productivity.

6) IT experts are largely (attribute) to the changing dynamics at the organizational level.

7) These experts are (become) crucial.

8) In many ways than one, technology (simplify) communication.

9) Externally, technology has (make) communication easy and ubiquitous.

10) A business will (use) new technology to advertise and break into new markets.

11) Technology has to be part of your marketing mix, if you (expect) to grow your revenue.

12) Technology in form of business relevant software (facilitate) error free reporting.

13) It is technology that (capture) critical data and (help) a business to see its weak areas.

14) Nowadays, other businesses are (spend) more to market and advertise.

15) Nobody (want) to associate with a brand that is barely visible online.

16) Your competitors are (use) technology to weigh you up and to drive their traffic.

17) Technology is (use) viable online tools to drive your sales.

18) Reputable CRM management systems (let) you (discover) what your customer base (want).

19) There (be) the issue of smart threats and cyber threats.

20) If you are (leverage) these technologies to boost sales, technology will have (make) its impact.

Exercise 15. Finish up the conditional sentences:

1) If we relied only on traditional methods and means, ...

2) If you didn't employ a workforce that were techsavvy, ...

3) If you didn't get your staff up to date with emerging trends, ...

4) If the organization stayed up to date with new email marketing tactics, ...

5) If the business didn't use new technology to advertise, ...

- 6) If technology didn't become part of your marketing mix, ...
- 7) If you employed experts who were conversant with search marketing, web optimization and social media targeting, ...
- 8) If the company didn't stay on top of the completion, ...
- 9) If they discovered what their customer base wanted, ...
- 10) If we targeted the right customer at the right time ...

Exercise 16. Read the text “New Technology in Business” on page 157 and summarize its content using the framing phrases (Unit 1, page 13).

VIDEO

Watch the video ‘Information technology’s impact on the organization’ (3:31) <https://www.youtube.com/watch?v=gHXweUIzDcE> and answer the following questions:

- 1) What does the speaker monitor?
- 2) What else does he study?
- 3) What must businesses do to remain competitive in a global economy?
- 4) What is the most overarching and critical operational strategy for both a one-person consultant or a multinational corporation?
- 5) What construct can we still see in traditionally structured companies today?
- 6) What does this construct result in?
- 7) What new technologies are mentioned by the speaker?
- 8) What are they changing?
- 9) How can technology flatten the structure of an organization?
- 10) What does teleworking increase?
- 11) How do virtual conferencing, shared databases and Internet facilitate the business operation?
- 12) How can available job openings reach potential applicants on a global scale?

- 13) What do communication collaboration and operational changes lead to?
- 14) How can social media and big data analytics help organizations?
- 15) What are the steps of the organization's moving to new technology?
- 16) What do these steps lead to?

R E V I E W (UNITS 6–10)

Task 1. Read and translate the following words:

assumption, challenge, competitor, confidence, courage, entrepreneur, failure, hypothesis, insight, inspire, intelligence, mindset, persistence, recklessness, resourcefulness, thrive, willingness, accountant, budget, calculate, cash, costs, expert, incentive, insurance, license, tax, abundance, benefit, consumer, costly, efficiency, establish, excess, goods, oil, production, reduce, service, trade, advertiser, competitive, customization, data, decision, invoice, item, order, payroll, preference, subscriber, target, wealth, accuracy, assets, boost, capacity, driver, enhance, enterprise, facilitate, niche, robust, techsavvy.

Task 2. Match the columns to make meaningful collocations.

- | | |
|-----------------|------------------|
| 1. people | a. leader |
| 2. run | b. footprint |
| 3. opportunity | c. power |
| 4. buying | d. market |
| 5. economies | e. edge |
| 6. financial | f. oriented |
| 7. market | g. recognition |
| 8. arable | h. network |
| 9. comparable | i. cost |
| 10. domestic | j. signature |
| 11. global | k. of scale |
| 12. biometric | l. land |
| 13. electronic | m. advantage |
| 14. face | n. into problems |
| 15. instant | o. trade |
| 16. social | p. statements |
| 17. competitive | q. messaging |

Task 3. Convert the sentences into indirect speech.

1. He said, “An entrepreneur is a person who identifies a need and starts a business.”
2. The student asked, “What did the company founders and business leaders tell Business News Daily about successful entrepreneurs?”
3. The coach said, “Take a constant hunger for making things better!”

Task 4. Translate the word combinations into English.

1. бизнесмен, использующий данное руководство / руководство, которое использует этот бизнесмен;
2. предприниматель, связывающий эти расходы с открытием бизнеса / расходы, связанные с открытием бизнеса;
3. компания, тратящая деньги на инновации / деньги, которые тратятся на инновации;
4. сотрудники, задающие вопросы / вопросы, заданные сотрудниками;
5. правительство, предлагающее различные стимулы / различные стимулы, предлагаемые правительством.

Task 5. Translate the sentences with the Gerund.

1. This country is known for its importing wheat and exporting oil.
2. David Ricardo’s developing the concept of comparative advantage contributed greatly to the economic science.
3. The country producing various goods more cheaply than other countries, its national economy flourished.
4. An opportunity cost is the benefit one gives up in making an economic choice.
5. England has a comparative advantage in producing wheat, and Portugal has a comparative advantage in producing wine.

Task 6. Translate the following word combinations:

данные, которые должны быть собраны; сотрудники, которые должны быть проинформированы; стандарты качества, которые необходимо поддерживать; операции, которые нужно улучшать; счет, который будет оплачен; товар, который надо упаковать; заказ, который необходимо отследить; биометрическая подпись, которая будет использоваться; электронный след, который будет оставлен; информация, которой необходимо поделиться; рекламное объявление, которое необходимо разместить.

Task 7. Finish up the sentences.

If technology didn't develop,

If students were more techsavvy,

If the company advertised its business more actively,

If I started up my own business,

If we didn't consider the problem of cyber threats,

Task 8. Write an essay (150–200 words) on the topic:

Information Technology's Impact on Modern Business

ESSENTIAL VOCABULARY

UNIT 1. Four Ways to Gain Job Experience

activity –	деятельность, работа, операция
afford –	позволить себе
apply –	обращаться
career –	карьера, профессия, деятельность
company –	компания, общество, фирма, предприятие
complete –	завещать, заканчивать, оканчивать; проходить
connection –	связь, отношение
degree –	степень, уровень, звание
dependable –	надёжный, заслуживающий доверие
employee –	работник, сотрудник
employer –	работодатель
event –	событие, мероприятие
experience –	опыт, стаж
favorably –	благоприятно, выгодно, благосклонно, положительно
field –	поле, область, сфера, направление
foster –	способствовать, содействовать, развивать
free –	свободный, бесплатный
freelancing –	фриланс (удалённый способ зарабо- тка без трудоустройства в штат)
full time –	полная занятость
gain –	получать, приобретать, добиваться
graduate –	выпускник
graduation –	окончание учебного заведения
hire –	нанимать, набирать
interaction –	взаимодействие, общение

intern –	стажироваться, проходить практику
internship –	стажировка, практика
major –	специализация, профилирующая дисциплина
networking –	налаживание связей
non-profit –	некоммерческий
objective –	цель, задача
obtain –	получать, приобретать
pay –	плата, оплата, зарплата
position –	должность, вакансия, пост
prove –	доказывать, демонстрировать, подтверждать
quality –	качество, уровень
reach out –	обращаться, добиваться
reference –	рекомендация
require –	требовать, запрашивать
requirement –	требование, условие
response –	отклик, отзыв, реакция
resume –	резюме
salary –	зарплата, жалование, оплата труда
skill –	навык, умение, компетенция
stipend –	стипендия, пособие
submit –	представлять (на рассмотрение)
technique –	способ, метод, приём
undergraduate –	студент-выпускник
volunteering –	волонтерство
workshop –	семинар, практикум

UNIT 2. Why Customer Satisfaction Is Important

acquire –	приобретать, получать
advocate –	защитник, сторонник, приверженец, пропагандист
beneficiary –	выгодоприобретатель, получатель

cheap –	дешёвый, недорогой
choose (chose, chosen) –	выбирать, предпочитать
contribute –	способствовать, содействовать, вносить
cost (cost, cost) –	стоить, обходиться
customer –	покупатель, клиент, заказчик, потре- битель
customer churn –	отток клиентов
customer retention –	удержание клиента
delight –	радовать, восхищать
educate –	обучать, воспитывать, просвещать
eliminate –	исключать, устранять, ликвидировать
emphasis –	особое внимание, акцент
environment –	окружающая среда, обстановка, конъюнктура
exact –	точный, чёткий, конкретный
exceed –	превышать, превосходить
expectation –	ожидание, надежда, предположение
identify –	выявлять, определять, распознавать
impact –	влияние, эффект, воздействие
increase –	увеличивать, повышать
indicator –	показатель, признак
lead –	потенциальный покупатель
lifetime value –	пожизненная ценность
loyalty –	лояльность, верность, преданность
marketing –	сбыт, продажа, реализация
measure –	измерять, оценивать
nurture –	воспитывать, возвращать, обучать
ongoing –	текущий, постоянно действующий
opinion –	мнение, оценка, точка зрения
opportunity –	возможность, шанс, перспектива
overall –	общий, суммарный, совокупный
personalized experience –	персонализированный опыт
price –	цена, стоимость, плата
product –	товар, изделие, продукт

prospect –	предполагаемый клиент
quality –	качество, уровень, свойство
rate –	оценивать
reason –	причина, повод, соображение
recommendation –	рекомендация, совет, предложение
reduce –	уменьшать, снижать, сокращать
repeat customer –	постоянный клиент
repurchase –	повторная покупка
retain –	удерживать, сохранять
revenue –	доход, выручка, прибыль
sale –	продажа, сбыт, торговля, реализация
service –	обслуживание, сервис, услуга
sign –	знак, признак
special promotion –	специальная акция, специальное предложение
supply –	поставлять, снабжать
surpass –	превосходить, превышать, опережать
survey –	опрос, анкетирование, исследование
track –	отслеживать
warning –	предупреждающий, предостерегающий
word of mouth –	людская молва, «сарафанное радио»

UNIT 3. What are Product and Process Innovations?

allocate –	распределять, размещать
bar-code –	штрих-код
coating production –	производство покрытий
combine –	объединять, сочетать
composition –	состав, структура
computer-assisted design –	компьютерный дизайн
concern –	касаться, относиться
delivery –	доставка, поставка

detergent –	моющее средство, стиральный порошок
distinguish –	различать, распознавать
encompass –	охватывать, включать
equipment –	оборудование, аппаратура, оснащение
existing –	существующий, действующий
final product –	конечный продукт, готовая продукция
hard-drive technology –	технология жестких дисков
implementation –	реализация, выполнение, внедрение
improve –	улучшать, совершенствовать
incorporated software –	встроенное программное обеспечение
innovation –	инновация, новшество
inputs –	производственные ресурсы, исходные ресурсы
intended use –	предполагаемое использование, целевое использование
intermediary –	промежуточное звено, посредник
miniaturized –	миниатюрный
minor –	незначительный, несущественный
portable –	портативный, переносной, мобильный
previously –	ранее, прежде
product development –	разработка продукта
production line –	производственная линия, технологическая линия, сборочная линия, конвейер
radio frequency identification –	радиочастотная идентификация
significantly –	существенно, значительно
source –	получать
supply –	поставка
technical specifications –	технические характеристики
tracking system –	система слежения
user friendliness –	удобство для пользователя

UNIT 4. Job Interview Questions about Your Career Goals

abandon –	оставлять, прекращать, отказываться
achieve –	достигать, добиваться, реализовывать
achievement –	достижение, успех
add value –	добавлять ценность, приносить пользу
annually –	ежегодно
attend –	посещать, присутствовать
attitude –	отношение, позиция
available –	доступный, имеющийся в наличии
avoid –	избегать, не допускать, предотвращать
background –	происхождение; опыт; достижения
bonus –	премия, надбавка
convey –	передавать, выражать, сообщать, доносить
convince –	убеждать, уверять
current –	текущий, нынешний
customer service –	обслуживание клиентов
describe –	описывать, изображать, характеризовать
earning –	прибыль, заработок
edit –	редактировать, изменять
emphasize –	подчёркивать, акцентировать, выделять
employer –	работодатель
eventually –	в итоге, в конечном счёте, со временем
expanded –	расширенный
flexible –	гибкий
goal –	цель, задача
growth –	рост, прирост, увеличение, развитие
interviewer –	интервьюер, собеседник
long-term –	долгосрочный
marketing group –	маркетинговая группа
mention –	упоминать, ссылаться
move on –	двигаться дальше, переходить

particular –	определенный, конкретный
perk –	льгота, привилегия
pursue a management certification –	пройти сертификацию менеджмента
raise –	повышение
rather than –	а не
reason –	причина
relate –	касаться, иметь отношение
responsibility –	ответственность, обязанность, функция
run a project –	запускать проект, руководить проектом
sales representative –	торговый представитель
short-term –	краткосрочный
take on –	брать на себя, принимать
though –	хотя
vision –	видение, представление, взгляд

UNIT 5. What is the Difference between Sales and Marketing?

align –	равняться, приводить в соответствие
ammo –	боеприпасы, оружие; средства
CEO –	исполнительный директор, генеральный директор
channel partner –	торговый партнёр
compete –	конкурировать
contrary –	противоположный, обратный
conversation –	разговор, диалог, переговоры
distribution channel –	канал сбыта
end customer –	конечный потребитель
fill an order –	принимать заказ
horizon –	горизонт, перспектива
in stock –	в наличии, в продаже, в ассортименте
internally –	внутри (организации)
knock down the doors –	выбивать двери

lead –	потенциальный покупатель
lurk –	скрываться, таиться
marketing –	сбыт, продажа, реализация
marketing person –	специалист по маркетингу
marketing title –	маркетинговое название
marketplace –	рынок
mid-size –	среднего размера
modify –	изменять, корректировать
negotiate –	вести переговоры, договариваться, согласовывать
objection –	возражение, препятствие
offering –	предложение
overcome (overcame, overcome) –	преодолевать
perspective –	перспектива, точка зрения
pricing –	ценообразование, ценовая политика
profitably –	выгодно, с прибылью
push of sales –	стимулирование продаж
quarter –	квартал
relationships –	отношения, взаимосвязь
require –	требовать, запрашивать
revenue –	доход, выручка, прибыль
run short –	иссякать, не хватать
sales –	продажа, сбыт, торговля, реализация
sales executive –	менеджер по продажам
sales person –	специалист по продажам
segment –	сегмент рынка, сектор
transaction –	торговая операция, сделка

UNIT 6. What It Means to Be an Entrepreneur

assumption –	предположение, допущение
attribute –	характерная черта, качество, признак
blaze new trails –	прокладывать новые маршруты

bounce back from losses –	оправиться от потерь, прийти в себя
capture –	завладеть, овладеть, уловить
challenge –	вызов, проблема, сложная задача
character trait –	черта характера
commit –	брать на себя обязательства
competitor –	конкурент
confidence –	уверенность, убеждённость
continually –	непрерывно, постоянно
core –	суть, сущность; основа
courage –	мужество, храбрость, решительность
create value –	создавать ценности
definition –	определение, формулировка
detached –	обособленный, изолированный; беспристрастный
disappointment –	разочарование, огорчение, неудача
embrace –	принять, охватить
entrepreneur –	предприниматель
entrepreneurship –	предпринимательство
experimentation –	экспериментирование
failure –	неудача, поражение
founder –	основатель, учредитель, основоположник
fundamentally –	по существу, в основе
head out into –	направляться
huge net worth –	огромный собственный капитал
hunger –	голод, жажда; стремление
hypothesis –	гипотеза, догадка, предположение
identify –	выявлять, определять, распознавать
imperative –	обязательный, необходимый, насущный
incredibly –	невероятно, неимоверно
insight –	понимание; проницательность
inspire –	внушать, вдохновлять, стимулировать

integral –	составной, неотъемлемый
intelligence –	интеллект, умственные способности
journey –	путешествие, путь, маршрут
life of glamour –	гламурная жизнь
mindset –	образ мышления, менталитет
need –	необходимость, нужда
obvious –	очевидный, несомненный
opportunity –	возможность, шанс, перспектива
people-oriented –	ориентированный на людей
persevere –	упорствовать, упорно преодолевать, не отступать
persistence –	настойчивость, упорство
persistent –	настойчивый, упорный
provide –	обеспечивать, снабжать, предоставлять
recklessness –	безрассудство, лихачество
recognize –	распознавать, выявлять
rely on –	полагаться, доверять
resourcefulness –	находчивость, предприимчивость
review –	рассматривать, пересматривать
run into a dead end –	зайти в тупик
run into problems –	столкнуться с проблемами
set apart –	отличать; отделять
smart decision –	разумное решение, мудрое решение
stomach the roller coaster of emotions –	переварить «американские горки» эмоций, пережить целую гамму чувств
strike out on your own –	бросаться в бой одному
thrive (throve, thriven) –	процветать, преуспевать
ultimately –	в конце концов, в итоге
uncharted –	неизведанный, неведомый
void –	пустота, вакуум, пробел
will –	воля, желание, намерение
willingness –	готовность, желание, стремление

UNIT 7. Calculating Your Costs when Starting a Business

accountant –	бухгалтер
administrative costs –	административные расходы
budget –	запланировать, заложить в бюджет
buying power –	покупательная способность
calculate –	вычислять, рассчитывать, подсчитывать
cash –	наличные, деньги
cause –	причина, повод, основание
cost advantages –	преимущества с точки зрения затрат, ценовые преимущества
costs –	расходы, затраты, издержки
cover costs –	покрывать расходы
economies of scale –	экономия за счет масштаба
escalate –	возрастать
expectation –	ожидание, надежда, предположение
expert –	эксперт, специалист, профессионал
financial adviser –	финансовый консультант
financial statements –	финансовые отчеты, финансовые документы
fixture and fittings	закупки приспособлений и фурни- туры
purchases –	получать доход, приносить прибыль
generate revenue –	попасть впросак
get caught out –	стимул, мотивация, поощрение
incentive –	источник дохода
income stream –	отраслевая ассоциация
industry association –	установка, монтаж
installation –	страхование
insurance –	консультации по договору аренды
lease agreement advice –	юридическая консультация
legal advice –	лицензия, разрешение
license –	лидер рынка
market leader –	исследование рынка, маркетинговое исследование
market research –	покрывать расходы
meet expenses –	

mentor –	наставник, руководитель
one-time costs –	единовременные затраты
ongoing costs –	текущие расходы
power connection and bond –	подключение питания и связь
preliminary accounting –	предварительный учет
pressure –	давление
raw materials –	сырьевые ресурсы, сырьё
recur –	повторяться, возвращаться
revenue –	доход, выручка, прибыль
seek (sought, sought) –	искать; просить
signage and initial marketing –	вывески и первоначальный маркетинг
staffing and wages –	штатное расписание и заработная плата
statutory requirements –	законодательные требования, норма- тивные требования
stock purchases –	покупки акций
tax –	налог, сбор
tenancy / lease bond –	обязательство по аренде
transfer (stamp) duty –	переводной (гербовый) сбор

UNIT 8. What is Global Trade?

abundance –	изобилие, избыток
arable land –	пахотные земли, сельскохозяйствен- ные угодья
be better off –	быть в лучшем положении
benefit –	выгода, польза, преимущество
boundary –	граница
comparative advantage –	сравнительное преимущество, отно- сительное преимущество
consequently –	следовательно
consumer –	потребитель, покупатель, клиент, заказчик

costly –	дорогостоящий, затратный
countless –	бесчисленный
cultivate –	культивировать, развивать
defense spending –	расходы на оборону
doctrine –	доктрина, учение, теория
domestic investment –	внутренние инвестиции, отечественные инвестиции
domestic market –	внутренний рынок, отечественный рынок
domestically –	внутри страны, на внутреннем рынке
economic wealth –	экономическое благосостояние, экономическое благополучие
efficiency –	эффективность, производительность
engage –	заниматься
establish –	устанавливать, основывать
excess –	избыточный, излишний
give up –	уступать; упускать (возможность)
global trade –	мировая торговля, всемирная торговля
goods –	товары
growth –	рост, прирост, увеличение, развитие
in a nutshell –	в двух словах, вкратце
international trade –	международная торговля, внешняя торговля
man-hour –	человеко-час
mutually beneficial –	взаимовыгодный, обоюдовыгодный
oil –	нефть, нефтепродукт
opportunity cost –	альтернативные издержки, упущенная выгода
production –	производство
receive –	получать, приобретать
reduce –	уменьшать, снижать, сокращать
revenue –	доход, выручка, прибыль
save –	экономить, копить
service –	обслуживание, сервис, услуга

shoot oneself in the foot –	вредить или препятствовать собственным планам, прогрессу или действиям (посредством глупых поступков или слов)
suit –	подходить, соответствовать
trade –	торговать
underly (underlay, underlain) –	лежать в основе
wheat –	пшеница

UNIT 9. Business Data

ad –	реклама, объявление
advertiser –	рекламодатель, рекламщик
array of data –	массив данных
assemble –	собирать
biological data –	биологические данные
biometric signature –	биометрическая подпись
business commitments –	деловые обязательства
business process data –	данные бизнес-процесса
capture –	фиксировать, перехватывать
collect –	собирать, получать
competitive –	конкурентный, конкурентоспособный
continuously –	непрерывно, постоянно
controversial –	спорный, неоднозначный, полемичный, противоречивый
controversy –	разногласия, спорный вопрос, противоречие, дискуссия
customization –	персонализация, индивидуализация
data –	данные, информация
decision –	решение, выбор
demographics –	демография, демографические данные
determine –	определять, устанавливать
disclosure –	разоблачение, обнародование информации
dizzying –	ошеломляющий

electronic footprint –	электронный след
employ –	использовать, применять, задействовать
enterprise resource planning system –	система планирования общеорганизационных ресурсов
exemplify –	иллюстрировать, служить примером
face recognition –	распознавание лиц
facial recognition software –	программное обеспечение для распознавания лиц
fingerprint –	отпечаток пальца
flow –	течь, поступать
gather –	собирать, накапливать
habit –	привычка, склонность, пристрастие
increase –	увеличивать, повышать
individual –	физическое лицо, человек
insert –	вставлять, вводить, помещать
instant messaging –	обмен мгновенными сообщениями
invoice –	счет-фактура, накладная
item –	изделие, товар, элемент
laptop –	ноутбук
legislation –	законодательство
log onto –	войти (в систему)
maintain –	поддерживать, сохранять, соблюдать
objective –	цель, задача
order –	заказ
package –	упаковывать
pastime –	времяпровождение, занятие
payroll –	платежная ведомость
personal data –	личные данные, персональная информация
physical world observations –	наблюдения за физическим миром
preference –	предпочтение
production capacity –	производственная мощность
public data –	общедоступные данные, открытая информация

publicly available data –	общедоступные данные
purchase order –	заказ на поставку
radio frequency identification –	радиочастотная идентификация
range –	колебаться, варьироваться
real-time data –	данные в реальном времени
regarding –	относительно, по отношению к
remain –	оставаться, сохраняться, продолжать
retinal scan –	сканирование сетчатки
reveal –	выявлять, обнаруживать
sensor technology –	сенсорная технология
social network –	социальная сеть
subscriber –	подписчик, пользователь
surround –	окружать
target –	цель; направлять, адресовать
unlock –	разблокировать
voice recognition –	распознавание голоса
wealth –	кладезь, богатство
wireless access point –	беспроводная точка доступа
wireless remote camera –	беспроводная удаленная камера

UNIT 10. The Role and Importance of Technology in Business

accordingly –	соответственно
accuracy –	точность, достоверность, правильность, безошибочность
advertise –	рекламировать
assets –	активы, имущество, средства, капитал
barely –	едва
bearing –	влияние, воздействие
boost –	повышать, усиливать
bottom-line –	итоговый результат
break (into) –	врываться
brick-and-mortar business –	обычный строительный бизнес
business landscape –	бизнес-ландшафт

capacity –	способность, потенциал
cloud storage –	облачное хранилище
compatible –	совместимый, сочетаемый
competitive edge –	конкурентное преимущество, конкурентоспособность
conversant –	сведущий, осведомлённый, хорошо знакомый
crop production module –	модуль растениеводства
customer engagement	
department –	отдел по работе с клиентами
customer relationship –	отношения с клиентами
cyber threat –	киберугроза
data relay –	передача данных
decade –	десятилетие
doubt –	сомнение
drive traffic –	привлекать трафик
driver –	двигатель
enhance –	усиливать, усовершенствовать, расширять, укреплять
enterprise –	предприятие, компания, фирма
error free reporting –	отчеты без ошибок
facilitate –	содействовать, облегчать, упрощать
forward thinking –	дальновидный
freight industry –	индустрия грузовых перевозок
highly seasoned IT team –	высококвалифицированная ИТ-команда
immense –	огромный, грандиозный
impact –	влияние, эффект, воздействие
imperative –	обязательный, необходимый
indispensable –	незаменимый, важный, обязательный
industry relevance –	отраслевая актуальность
inject –	вводить;
	привносить
leverage –	использовать;
	усиливать
marketing mix –	маркетинговый комплекс

measure –	мера
metrics –	показатели, параметры
mission critical data –	критически важные данные
niche –	ниша, рыночная ниша
organizational level –	организационный уровень
overhaul –	пересматривать, перестраивать, реконструировать
overstate –	преувеличивать, завышать, переоценивать
PR –	пиар, связи с общественностью
productivity –	производительность, результативность
propel –	стимулировать, ускорять, продвигать
real estate –	недвижимость
relay –	передавать, пересылать
reputable –	авторитетный
revenue –	доход, выручка, прибыль
robust –	мощный, прочный, надёжный
search marketing –	поисковый маркетинг
simplify –	упрощать, облегчать
smart threat –	интеллектуальная угроза
social media targeting –	таргетинг на социальные сети
stay up to date –	будьте в курсе событий
strategize –	разрабатывать стратегию
streamline –	упорядочивать, оптимизировать, упрощать
techsavvy –	технически подкованный
ubiquitous –	вездесущий, повсеместный, распространённый
via –	посредством, через, с помощью
viable –	жизнеспособный; целесообразный, рентабельный
warehousing –	складирование, хранение
web optimization –	веб-оптимизация
weigh up –	взвешивать, оценивать
workforce –	рабочая сила, трудовые ресурсы

SUPPLEMENTARY READING

UNIT 1

The Benefits of Working with a Multicultural Team

When a company is open to working with or hiring talent from diverse cultures, a wide range of benefits open up. In a global marketplace, these benefits become even more apparent. For the field of software development, it's almost imperative to have a multicultural team to work with. They bring:

A broader insight into the User Experience (UX) to address a more diverse set of users. For starters, team members from other countries can bring valuable insight to the process of making a better UX for global products. They can inform the user research process with a cultural understanding of key users, perhaps even altering the research process in a way that helps the team gain the right knowledge for a particular user group.

Specialized knowledge of foreign workstyles for a more globally usable product. An internal application or platform that's in development for a worldwide company will benefit, too. The specialized knowledge of a diverse team who understands foreign workstyles will inform the development process in a way that results in a better product for a wider range of users.

Enhanced problem-solving abilities for a more resilient product. Every individual, no matter where they're from or what cultural background informs their thinking, brings a unique viewpoint to the table. When you toss into the mix a global mix of ideas and viewpoints, the result is an even richer source of ideas for solving problems. In collaboration, the more ideas you have, the more creative you become. And the more diverse the knowledge base you're drawing from, the better. As a result, the team is more likely to end up building a product that's more resilient.

Added skills and experience for greater efficiency. International teams benefit from the specialized skills that their members bring to the team.

A broad skill set will add to the team’s capabilities, resulting in a more efficient development process.

A stronger ability to adapt to stay competitive. A better understanding of global markets will also help the team pivot more quickly if they need to adapt to the ever-changing global business environment. Consumers are forever changing their preferences and a multicultural team will be better equipped to foresee those changes in a global marketplace because of the specialized knowledge of the international team members.

A diverse team is simply a smarter team! According to a Harvard Business Review study, diverse teams are more likely to focus on facts, re-examining their evidence more often. That leads to a better process, where they are able to correct errors earlier on in their work process. They also make better decisions and they’re more innovative!

(From <https://blog.makingsense.com/2019/07/why-multicultural-teams-work-best-especially-for-software-development/>)

UNIT 2

How to Deal with Customer Complaints Effectively

All businesses, even the most successful ones, will have unsatisfied customers every once in a while. But most of unhappy customers actually never bother to complain. They simply leave and switch to competitors without even letting you know when and how your company failed to meet their expectations. On the bright side, statistics says that 95% of those who complain, are ready to give you a second chance, if you manage to handle their initial complaint successfully and in a timely manner. So how to do it effectively and turn every complaint into a positive customer experience to win those customers over for life?

The key to successfully dealing with complaints is in the right attitude towards them. As simple as that. In fact, customer complaints should be embraced and seen as unsolicited feedback which is always a valuable source of information about your business. Customers don’t complain just to be rude or upset you. They do it because they’ve experienced a problem with your

products, services or the way your business operates, and they're simply telling you about it. Why not use this customer feedback as an incredible opportunity for learning where your business could be improved? Here's 6 tips to keep in mind whenever you get a complaining customer.

1. React immediately.

Make sure that everyone who complains on the phone, live chat, social media or by email gets a rapid response. Even if you cannot provide an immediate solution to their problem, you can at least let them know that their complaint is heard, taken into account and that you're going to do your best to make things right as soon possible.

2. Stay professionally calm.

No matter how angry or even rude the customer might be, you need to remain calm and listen without interrupting. While it's the most natural reaction to get defensive when attacked, 'winning' a confrontation is not going to help you in any way. Let them speak and express their frustration without taking it personally and losing your cool.

3. Get the facts and details.

After letting them talk, take the lead and start asking questions to get as many details as needed to really understand the situation and the problem. It is important, though, that you avoid sounding too scripted and drop the formalities. Use this opportunity to start a genuine conversation and build a trusting relationship with a customer.

4. Acknowledge the problem.

If your company really made a mistake, admit it, acknowledge the problem and take responsibility for helping a customer to solve it. I believe that it also makes a perfect sense to apologize. Saying sorry doesn't necessarily mean that you are personally taking the blame. It's more about showing compassion and understanding of their feelings and frustration with the situation.

5. Offer a helpful solution.

Now that you know all the facts and a real problem behind a customer's complaint, it's time to offer a helpful solution. If you can't do that, pass the issue over to someone who can. If you are able to get things right quickly and effectively without letting them wait for ages, you'll get a happy and, most probably, a loyal customer.

6. Thank the customer.

No matter how unpleasant the situation was, when customers complain (even if they do it in a less-than-desirable way), you still need to be thankful in the end. Once the solution is provided, thank the customer for bringing

the complaint to your attention and giving your business an opportunity to improve. That is also how you let them feel important and valuable.

Knowing how and being able to resolve customer complaints successfully is no doubt essential to your business success. But what's even more important is whether you learn from those situations and how you use that knowledge to minimize customer complaints in future. In other words, just do whatever needs to be done – improve your product, fix the process, train staff or whatever it is. On top of that, be honest with your customers about your products or services in the first place, don't give them false promises to avoid unrealistic expectations and disappointment.

(From <https://www.providesupport.com/blog/how-to-deal-with-customer-complaints/>)

UNIT 3

How Venture Capital Works

Invention and innovation drive the U.S. economy. What's more, they have a powerful grip on the nation's collective imagination. The popular press is filled with against-all-odds success stories of Silicon Valley entrepreneurs. In these sagas, the entrepreneur is the modern-day cowboy, roaming new industrial frontiers much the same way that earlier Americans explored the West. At his side stands the venture capitalist, a trail-wise sidekick ready to help the hero through all the tight spots — in exchange, of course, for a piece of the action.

As with most myths, there's some truth to this story. Arthur Rock, Tommy Davis, Tom Perkins, Eugene Kleiner, and other early venture capitalists are legendary for the parts they played in creating the modern computer industry. Their investing knowledge and operating experience were as valuable as their capital. But as the venture capital business has evolved over the past 30 years, the image of a cowboy with his sidekick has become increasingly outdated. Today's venture capitalists look more like bankers, and the entrepreneurs they fund look more like M.B.A.'s.

The U.S. venture-capital industry is envied throughout the world as an engine of economic growth. Although the collective imagination romanticizes the industry, separating the popular myths from the current realities

is crucial to understanding how this important piece of the U.S. economy operates. For entrepreneurs (and would-be entrepreneurs), such an analysis may prove especially beneficial.

Venture money is not long-term money. The idea is to invest in a company's balance sheet and infrastructure until it reaches a sufficient size and credibility so that it can be sold to a corporation or so that the institutional public-equity markets can step in and provide liquidity. In essence, the venture capitalist buys a stake in an entrepreneur's idea, nurtures it for a short period of time, and then exits with the help of an investment banker.

Venture capital's niche exists because of the structure and rules of capital markets. Someone with an idea or a new technology often has no other institution to turn to. Usury laws limit the interest banks can charge on loans — and the risks inherent in start-ups usually justify higher rates than allowed by law. Thus bankers will only finance a new business to the extent that there are hard assets against which to secure the debt. And in today's information-based economy, many start-ups have few hard assets.

Furthermore, investment banks and public equity are both constrained by regulations and operating practices meant to protect the public investor. Historically, a company could not access the public market without sales of about \$15 million, assets of \$10 million, and a reasonable profit history. To put this in perspective, less than 2% of the more than 5 million corporations in the United States have more than \$10 million in revenues. Although the IPO threshold has been lowered recently through the issuance of development-stage company stocks, in general the financing window for companies with less than \$10 million in revenue remains closed to the entrepreneur.

(From <https://hbr.org/1998/11/how-venture-capital-works>)

UNIT 4

How to Build a Successful Career: Winning Career Path in 8 Steps

You do your best at work, but do you think it's not enough? You are right! To achieve professional success you need much more than just being good at what you do! It is also important to know your own talents, to be able to build your own brand, to establish new contacts (networking), and above

all, to know your goal. Enough of swimming with the current. If you want to breathe new energy into your work and get off the ground, it's time to approach it in a conscious, planned way. Get to know 8 important success factors and take over the helm of your career!

1. Know where you are going.

The first thing you need to know is where you want to go. But that's not enough. You still need to know why. Why is this important to you? And you can feel it with your entire self. Only such a strong inner conviction of what you want and why it is important will give you the energy to act and help you take advantage of opportunities, choose valuable projects that will help you develop, do something important for yourself and others.

2. Let others know you're a great employee.

Your boss may not tell you what you need to develop to get promoted, but you need to be sure of what is expected of you, because only in this way can you consciously work to achieve the desired result. People in the company need to know that you are good at what you do. You have to show them this in a skillful, unobtrusive way, without bragging, showing them.

3. Build relationships with others.

The third important thing is networking. Meet people and build relationships. Not only in the company, but also with people from your industry who work in companies similar to yours. Be known on the market. Your sincerity, authenticity and openness are important here. In a thoughtful and conscious way, talk about your dreams, assets and willingness to develop.

4. Be proactive.

Don't wait for someone to see you, or you can wait all eternity. Discover your talents, strengths and skills in front of yourself and others. Test yourself in action. Start acting:

- Define what you want and can do now (for example, show your boss that you can work very well together or prepare a presentation for a meeting and show yourself as someone who inspires others, get involved in a new project in the company and show organizational talent, etc.).

- Write down what you want to achieve and plan the execution of the action.

- Dare to take risks: do what you planned.

5. Be open to your boss and co-workers.

Let yourself be judged and be open to feedback from your boss and colleagues. That's what happens, that's what the corporate reality is. The more open you are to feedback, the more you will be able to improve. However,

do not treat feedback as a revealed truth about you. Take from the feedback what will help you to develop. And don't complain about your boss! Many of us make the mistake of trying to fight our boss instead of trying to... understand him. If you want to be judged by others, start by noticing the strengths, goals, needs and desires of your boss and co-workers.

6. Be bold and responsible.

Don't be afraid of challenges. If you want to be promoted, if you are or want to be in a managerial job, do not be afraid to take responsibility, take risks, take advantage of opportunities to show off your ideas. Don't think you don't have anything interesting to say.

7. Look for a mentor.

The seventh important thing is to find a mentor. A supportive mentor is a priceless treasure. Someone who knows you will see your talents. He will share his knowledge and suggest how to avoid the reefs and go out into the wide waters. Don't let yourself be persuaded that people don't want to share their knowledge. They want to. This is a real joy for many people. Look for a mentor with whom you feel good communication, someone who does something you would like to do. Arrange a meeting and convince him to teach you. The effects can be spectacular!

8. Take care of others.

And last but not least, support others in their efforts. Be kind to people, be positive. Everything comes back. Do not block your development opportunities when there is no possibility of promotion at the moment. Your development is not only about climbing the ladder, it is also about acquiring new skills, proving yourself in new areas, trying new things. It can be a level development or participation in a new project that will give you satisfaction. You have the helm of your career at all times. Be aware of this, go where you want to go on the way, experiencing unforgettable adventures and deriving satisfaction from the wonderful things that I am sure you will accomplish.

(From <https://perfect24hours.com/how-to-build-a-successful-career/>)

UNIT 5

Areas of Work in Sales

Business would not be able to operate without the profession which brings in the money. Sales is the centre of any organisation and without it, no one would get paid. Sales may not scream out to graduates as the obvious career choice. However, the fact is that sales roles need people with the transferable skills that a degree teaches, and so it is a career that most graduates can step into fairly naturally. It is also a career which can offer highly rewarding salaries as well as good prospects. For this reason it's no surprise that sales is now seen as an excellent move after university, with more graduates than ever moving into this area.

Getting into the industry isn't easy. Although some telesales experience can be useful, an employer will want to see examples of a candidate successfully selling or persuading a client/customer to do something. Alternatively, experience and so knowledge of a particular sector can be extremely useful when applying for some roles. There is the opportunity for some to work within, or closely related to, their areas of study such as in IT or pharmaceutical sales, however most roles can be entered by graduates from any background.

Business to Business

Sales is the selling of a product/service to another business. It offers graduates the chance to get to know the workings of businesses, researching sales opportunities and often having to give presentations about their product to a client, face-to-face. This is the typical area for graduates to go into, as the rewards tend to be higher and the opportunities greater.

Business to Consumer

Sales is the direct selling of goods to the consumer and is not as common an area for graduates to go into. However, increasing number of retailers look for graduates to join their fast-track graduate management schemes. Sectors you can go into:

Consumer goods. Generally split into fast moving consumer goods (FMCG) and durable goods, this involves the selling of a businesses product generally to retailers. An FMCG is a product that will generally be sold at relatively low costs, however in such large quantities that profits can be large. This includes products such as food and drink and contributes to around £125 billion of consumer expenditure annually. Durables are products such as electrical goods that will generally sell in lower quantity but at higher costs.

Media/new media. This sector involves selling advertising space for use in the media industry. It may involve working for a magazine publisher, a newspaper, a TV or radio company or for an agency that specialise in media advertising. Most media sales will now also include online advertising, which has boomed in the last few years helping to make the UK's media into a £23 billion industry.

IT. This sector is particularly suitable for graduates with an IT related degree, or a particular interest in this sector, as it involves liaising with technical and purchasing staff to understand clients' IT related requirements. This is an ever evolving sector, as IT solutions and products constantly develop, which means the potential for career advancement is huge.

Finance. This is a strictly regulated sector to work in, where you would be selling a range of products such as pensions, life insurance, mortgages and savings schemes, as either an independent financial advisor or as a representative of a financial institution. Entrants into this sector are often required to pass the Financial Planning Certificate (FPC) parts 1, 2 and 3 within their first year of work in order to become licensed and approved to work by the Financial Services Authority (FSA).

The need for a professional qualification means this is a highly lucrative and valued sector.

(From <https://www.insidecareers.co.uk/career-advice/areas-of-work-in-sales/>)

UNIT 6

Difference Between Businessman and Entrepreneur

A businessman walks on the defined path, but an entrepreneur believes in making his own path, which becomes a guideline for other businessmen. Most of the people have a misconception that the terms businessman and entrepreneur, carry the same meaning, due to which they use them interchangeably. A businessman is a person who runs the business, undertaking an unoriginal business idea. On the contrary, an entrepreneur is someone who first initiates a product or business idea and thus the leader of that in the market. In the long run, an entrepreneur becomes a businessman, but there is a difference. Even the terms will sound same for a layman, but there is a fine line amidst the two, in the sense that an entrepreneur is always a market leader whereas a businessman is a market player. In this article, we will help you learn the difference between businessman and entrepreneur.

Definition of Businessman

A person who is engaged in carrying out any activity, related to commercial and industrial purposes is known as Businessman. He sets up his business as a new entrant in the market as for the existing business. When it comes to originality of ideas, most of the businessmen go for a business which is highly in demand or which can make huge profits for them irrespective of uniqueness.

A businessman faces tough competition because there are hundreds of rivals already existing in the market undertaking the same business. Although the risk factor is low because he walks on a path that is already tested by the rivals so the chances of failure are relatively low. The main objective of a businessman for conducting the economic activities is to generate revenue by employing the human, financial and intellectual resources. By virtue of this, customers are treated as the king of business by the businessman.

Definition of Entrepreneur

An entrepreneur is a person who conceives a unique idea or concept to start an enterprise and brings it into reality. He is the person who bears

risks and uncertainties of the business. The venture established by the entrepreneur is known as Startup Company, which is formed for the very first time regarding the idea, innovation or business process. He/She is the ones who lead the market always no matter how many competitors will come later, but their position will remain untouched.

In economics, the entrepreneur is considered as the most important factor of production, which assembles and mobilizes the other three factors of production i.e. land, labor and capital. In the long run, these entrepreneurs become a businessman. Entrepreneurs are known for their creative approach. They introduce innovation and coordinate the resources. They offer such products and services which bring about a change in the world. Some real-life examples of such entrepreneurs are Bill Gates (founder of Microsoft), Mark Zuckerberg (co-founder of Facebook), Larry Page (co-founder of Google), Steve Jobs (co-founder of Apple), etc.

(From <https://keydifferences.com/difference-between-businessman-and-entrepreneur.html>)

UNIT 7

How to Calculate Cost of Goods Sold

If your business sells products, you need to know how to calculate the cost of goods sold. This calculation includes all the costs involved in selling products. Calculating the cost of goods sold (COGS) for products you manufacture or sell can be complicated, depending on the number of products and the complexity of the manufacturing process.

The calculation of the cost of goods sold is focused on the value of your business's inventory. If you are selling a physical product, inventory is what you sell. Your business inventory might be items you have purchased from a wholesaler or that you have made yourself and are reselling. You might also keep an inventory of parts or materials for products that you make. Inventory is an important business asset, with a specific value.

The process of calculating the cost of goods sold starts with inventory at the beginning of the year and ends with inventory at the end of the year. Many businesses have a process of taking inventory at these times to figure the value of their inventory. This 'how-to' takes you through the calculation

of the cost of goods sold, so you can see how it is done and the information you will need to give to your tax professional.

Accounting method. The IRS requires businesses with inventory must account for it by using the accrual accounting method. There is an exception to this rule for small businesses. If you are a small business with annual gross receipts of \$26 million or less for the past three years, you may be able to choose not to keep an inventory and not use the accrual method for accounting. Check with your tax professional before you make any decisions about cash vs. accrual accounting.

Inventory cost method. You will need will value the cost of your inventory. The IRS allows several different methods (FIFO or LIFO, for example), depending on the type of inventory. The IRS has detailed rules for which identification method you can use and when you can make changes to your inventory cost method.

You will also need to gather other information about your inventory:

- Beginning inventory, the value of all the products, parts, and materials in your inventory at the beginning of the year, must be the same as your ending inventory at the end of the year before.
- Cost of purchases (parts, materials, finished products) for inventory.
- Cost of labor, paying employees to make products and ship them.
- Cost of materials and supplies used to make and ship products.
- Other costs, including shipping containers, freight costs, and warehouse expenses like rent, electricity, etc.
- Ending inventory, the value of all items in inventory at the end of the year.

(From <https://www.thebalancesmb.com/how-to-calculate-cost-of-goods-sold-397501>)

UNIT 8

The Trends Transforming International Trade Policy

For decades, companies built their global strategies around a set of basic premises. International trade and investment would grow ever freer, continue to drive global GDP growth, and be governed

by multilateral rules and institutions. To secure a cost advantage, companies should build vast global footprints that enable them to manufacture and source in low-cost nations, and sell into virtually any national market.

Geopolitical shifts, disruptive technologies, and changing cost structures around the world are shattering assumptions of international business. The rapidly evolving, increasingly complex international trade environment certainly presents great risks. But it is also creating enormous opportunities for companies that know how to navigate it and are agile enough to adapt.

To stay ahead, it is important to understand the following megatrends that are transforming international trade:

Economic nationalism is rising. Anti-globalization movements on both the left and right of the political spectrum have fueled Brexit, trade wars, and renegotiation or withdrawal of multilateral agreements such as NAFTA and the Trans-Pacific Partnership.

State capitalism is expanding. The global footprint of state-owned enterprises, especially from China, is growing, even though they remain protected in their home markets.

Supply chains are becoming more local. Decreasing “labor arbitrage” driven by automation and increasingly flexible Industry 4.0 advanced manufacturing systems are making it more economical and practical to produce goods closer to customers, while diminishing the need for long-distance global supply chains.

The digital economy is supplanting the physical economy. While growth in cross-border merchandise trade slows, international, trade in services and value-added solutions via digital platforms is expanding.

One medical equipment maker was relieved at first when South Korea had negotiated an exemption from 25% US tariffs on steel; it was using specialty Korean steel in one of its devices. That all changed when significant supply-chain disruption set in and the firm realized that *its* supplier did not receive a quota allocation, and that it could not import this essential component at any price until the next quota allocation was granted three months later.

Also, a prominent Turkish white goods player was able to seize a significant market opportunity in the US when a large Chinese player was hit with US Tariffs on China.

Some may still argue that these examples are the results of specific political leaders in specific countries, and that once those leaders are gone, these sorts of problems will disappear. However, while the current political tensions around trade in many parts of the world may evolve, the four megatrends mentioned above will ensure that the international trading system will not return to the broad trend of trade liberalization and economic globalization that the world saw in the 1990s and 2000s.

(From <https://www.bcg.com/capabilities/international-business/navigating-international-trade>)

UNIT 9

Information, Money and Material Flow

Information, materials and money move from suppliers to customers and vice versa. Supply chain can be very long, if suppliers order products or raw materials from own suppliers and customers deliver products further to end-customers. In logistics material flow goes at first from suppliers to customers (from upstream to downstream) and information and money flow from customers to suppliers (from downstream to upstream).

When it is a reverse flow (recycle stream) product however, return to suppliers. To enable efficient logistics, information should go naturally from suppliers to customers. Therefore, material, information and money flows move criss-cross. It should be emphasized that reverse flow can be connected with another flow or money flow. In this case, money flow refers to money, recipient of recycle material pays for recyclable material. For example, one gets compensation for recycling bottles and scrap metal.

Information flow

In logistics is a large number of information exchange on sales and inventory amounts and forecasts, ordering transport, confirmation and invoicing as well as various types of contracts and terms of delivery. Logistics can be perceived as information flow that starts with customer demand forecast or its realization, which moves along the chain to factory, raw material

suppliers, warehouse, drivers and to other service providers and subcontractors. In addition, authorities such as customs and tax authorities need their own information. All supply chain parties should receive adequate information to be able to do their part in customer needs satisfaction in a timely manner. In addition, chain includes a huge number of different contracts and foreknowledge and confirmations and change notifications, so that the products are in required order and at the right time in the next phase of supply chain.

Material flow

Material flow includes transporting and storage of materials or products. If material flow goes well, it shows, in practice e.g. as short delivery time of a product and ultimately as customer satisfaction. Material flow requires information flow, against good logistics principles is that if material is delivered although no-one has information about it. Information must, however, be attached to material and to product. For example, packaging must include information on the content, sender and destination.

Capital or Money flow

Capital i.e. money flow is a compensation to be paid for raw materials and products and thus it is contrary to material flow. Usually money flow is behind material flow. In addition, substantial capital is involved in logistics chain. Capital is tied up in the goods maintained in warehouses and intermediate terminals. Also, considerable capital is tied up in the goods being transported. Transport and storage costs themselves are a major cost factor. In addition, packing goods and planning logistics chain, implementation and management cause costs. In this context, logistical costs can be divided into

- transport costs,
- storage costs,
- administration costs,
- packing costs and
- capital costs.

Reverse flow

Reverse flow is a waste or by-product flow removed from different stages of material flow as well as managing discarded products back for recycling or final disposal. This also includes reverse logistics.

(From <https://www.logistiikanmaailma.fi/en/logistics/logistics-and-supply-chain/information-money-and-material-flow/>)

UNIT 10

New Technology in Business

Technology has played a big role in changing our business environment. If technology is well implemented, it can make a great difference on your business. Now days, it is very essential to have an online presence because your customers will expect you to be online. The increased use of mobile phones, has forced many businesses to go mobile so that they serve a bigger audience.

You also have to socialize your business by joining top social networks like Facebook, LinkedIn, Pinterest, Twitter and Meetup. Socializing with your targeted consumers will help in strengthening your relationship with your customers and this will increase on your sales in the long-run.

So, how can new technology in business help your small business? New business technology can speed up business processes and it will also offer you flexible ways of completing different business tasks like; making communication easy, securing your business data, creating business entry barriers, improving customer care and so much more.

Every business, has its own needs for using technology, so as a business owner or manager, you need to plan well for this new technology. Small businesses can use new business technology to compete with successful businesses in the market. However, for you to gain competitive advantage in a market with successful business players, you need to know how to choose the right business technology for your business. For you to understand whether this new technology for business could be of great use to your business, you ask yourself the following questions:

- Who is using this new business technology and what are they using it for? (This means you have to study your competitors and know how they are using that particular technology.)
- How efficient are your current operations without this new technology? (If you find that this new business technology can boost the efficiency of your business, then go for it.)
- Is your current technology getting out dated or is it causing delays in business operations? (If the answer is ‘YES’ then it is time to implement new business technology.).

(From <https://useoftechnology.com/technology-business-3/>)

AUDIO SCRIPTS

UNIT 1. Learning

Learning is one of the most important things we do in life. It starts pretty much when we're born. In fact, many scientists say learning begins earlier. We listen to the outside sounds. This is when we first start learning a language. Our ears get used to the different patterns of intonation. Learning is a lifelong process. We spend our childhood years doing nothing but learning. We learn a language before we are two. We learn how to play and do all the everyday things people do. Most people think learning only begins at school. I'm not sure about this. Are we really learning, or are we just memorizing things? I think a lot of learning happens outside school. We learn more from our hobbies and interests than what we learn from school books.

UNIT 2. Language

Where would we be without language? We'd all be in our own worlds and we'd never really have a life. Can you imagine never talking to anyone? Of course if there was no language, we wouldn't be able to use body language or sign language. The fact that we do have languages means we have gone to the moon and built things like the Internet — which also needs a special computer language to work properly. I think language is amazing. It means we can tell anyone anything. I often think it's a shame there are so many languages in the world. If there was only one language, we could all communicate better. Perhaps that way, we'd all understand one another better. What would the world language be? At the moment, English.

UNIT 3. Books

Don't you think books are the best thing in the world? I can't remember a time in my life when I wasn't reading a book. I still have memories of being in my school library when I was about five years old. I have been a bit of a bookworm since then. You'll usually see me with my head buried in a book. I love all kinds of books. Novels are great for getting to know other worlds and cultures. A good book is one where you never want the story to end. I also like autobiographies because I think it's interesting to read about people's lives. Encyclopedias are cool too — you can learn everything about everything in these. I still prefer books to the Internet. Books need to be in your hand and made of paper.

UNIT 4. Careers

Choosing a career is one of the biggest decisions we make in life. It used to be that we chose only one career. People would start a job when they were 18, 19 or 20 and stay in that same career for life. Their career path was quite straightforward. Nowadays, it is normal for people to change careers, five, six, seven times. New technology and globalization means things change quickly. We need to study and keep up with all the changes. I've had four different careers now. I like moving from one job to another. It means life never gets boring. It's much better to keep learning different things in different careers. I have no idea what career I'll choose next. Perhaps one that doesn't even exist today.

UNIT 5. E-Mail

E-mail certainly keeps me busy. I never used to write as many letters as I do now. In the good old days before computers, we wrote real

letters, with paper and envelopes. I wrote one or two letters a week. But now, with e-mail, my in-box is never empty. There's always someone mailing me. I would like just one day where I'm free of e-mail. The sad thing is, very few mails I get are interesting. I get loads of spam – junk mail trying to sell me things I don't want. I also get lots of mail from people asking me to do stuff. Do this, do that, reply ASAP. It's too much sometimes. The one good thing about e-mail is that you can get things done quickly. I can e-mail a company in another country and they can mail me back in two minutes.

UNIT 6. Houses

All houses are unique. Even if they look the same from the outside, they are very different on the inside. I think houses are very interesting. I like looking at the way they are built and the style they are built in. In London there are many houses that are hundreds of years old. These are beautiful. You can still see much of the original wood and stone structure. Modern houses are also interesting. It's funny how they copy many of the features of older houses. I love looking at houses when I travel. Every country has its own special designs, from Japan to Arabia to Greece. Nowadays people are building eco-friendly houses. They want houses that save energy and help protect the planet.

UNIT 7. Tax

Tax is a necessary evil. That's what many people say. I think it is necessary because it's the only way to keep a country going. Without the government collecting taxes, it would have no money to spend on education, the police, hospitals, roads, etc. Not every country has the same taxation system. People in Sweden and Denmark pay very high tax, but then schools, hospitals and other social services are free. Tax there pays for an excellent welfare system. In America, tax is

lower but there's almost no welfare system. Americans have to pay for their own healthcare. If you have no money or insurance, you can't go to hospital. I don't mind paying tax, as long as my taxes don't go to pay for nuclear weapons or fund wars.

UNIT 8. Websites

Thirty years ago, no one had ever heard of the word 'website'. Today, websites are one of the most important parts of our daily life. We can't get by most days without visiting one website or another. We have to log on to a website at work or send an essay or paper to our teacher. And then there are the websites we use for fun. Millions of people visit gaming websites every day. They play games with people on the other side of the world. We also use websites to communicate. We send mail, chat, talk via web cams, and video conference. Nowadays we even make friends on websites like Facebook and Twitter. Many of us have our own website. We call it our-name.com and fill it with photos and our thoughts on life.

UNIT 9. Information

We are living in an age of information. That's what I keep hearing on TV and reading in newspapers. We are surrounded by information technology that puts information at our fingertips. To get ahead, you need the latest information. I'm not really sure how much information we need. Our brains can only handle a certain amount of information at a time. I reckon a lot of us have information overload. I'm sure before computers came along this didn't happen. One problem with computers is the amount of personal information online. I worry about putting confidential info on different websites. Of course the great thing about computers is that we have so much information at our disposal. That's pretty useful.

UNIT 10. Copmuters

It's hard to believe that no one had computers a few years ago. I wonder how people lived. There must have been a lot of paperwork. I can't imagine writing everything by hand. I also wonder how everything worked without computers. We need computers today for everything. Hospitals, airports, the police... nothing can work without computers. I'm sure I'd be ten times busier than now if I didn't have a computer. Imagine having to find a piece of paper and an envelope and then walking down the street to mail a letter! I love my computer. It makes everything in my life so convenient. Sure, it freezes and crashes sometimes. Sure I lose some data. But that's not often. Most of the time my computer is like my best friend.

BUSINESS DOCUMENTS

BUSINESS LETTER

Business Letter Writing Tips

- A business letter should be written on company letterhead.
- A business letter should be simple, precise and short.
- The content of the business letter should be transparent.
- Necessary information should be conveyed straightforwardly.
- Information like dates, place, venue, or any details related to monetary matters should be thoroughly checked before sending the letter.

Sample Letter

To: Star internet services,
Station Road,
Hyderabad
DD/MM/YYYY

From: Ravi Saxena,
Infotech India Ltd.
Hyderabad

Dear Sir/Madam,

We would like to inquire about the internet services you provide to commercial organizations. We are in need of a wireless router and have around two hundred workstations.

We would like to get quotations for the services. If we are satisfied with the prices and other factors, we would like to opt for your services. Your company has a reputation in the industry for your excellent customer service and connectivity.

We rely on the feedback and would like to know the details. If you can send your representative to our office with all the details, we can discuss the matters across the table.

Looking forward to hearing from you,
Yours Sincerely,
Ravi Saxena

Email Format

From: name@email.com
To: name@email.com
Subject: Inquiring about your products

Dear Sir/Madam,

We would like to inquire about the internet services you provide to commercial organizations. We are in need of a wireless router and have around two hundred workstations.

We would like to get quotations for the services. If we are satisfied with the prices and other factors, we would like to opt for your services. Your company has a reputation in the industry for your excellent customer service and connectivity.

We rely on the feedback and would like to know the details. If you can send your representative to our office with all the details, we can discuss the matters across the table.

Looking forward to hearing from you,
Yours Sincerely,
Ravi Saxena

(From <https://www.letters.org/business-letter/business-letter.html>)

CURRICULUM VITAE

Top 10 CV Tips

1. Ensure your CV is easy to read. Design your CV so that the information is clearly presented, allowing recruiters to see immediately that you have the right skills, experience and motivation for the job.

2. Keep it short. Limit your CV to one page if you have little or no experience, or two pages if you have between 7 and 10 years of relevant experience. Any longer than this and you may be waffling, but any shorter and you may not have provided enough information.

3. Always tailor your CV for the position and the company. Personalize your CV for each job: ensure that it responds specifically to the job description, and that it clearly demonstrates a good knowledge of the company.

4. Many recruiters use keywords to search for specific skills and qualifications on CVs. Make a list of the keywords that will ensure your CV appears in searches. Then find ways to include them, for example in past experience, skills and your personal statement.

5. Always send your CV in a PDF format. It is professional, and preserves the design.

6. Don't be negative. Avoid criticism of past or present employers, and don't mention any difficult periods in your career history. Your CV should represent a positive image.

7. When describing your previous roles, bullet points are most effective. Use action verbs. Instead of saying "I did..." or "I was...", say "initiated..." or "developed..."

8. Provide evidence. Prove that you are a great candidate by including examples of your achievements, such as improvements you have made at work, or problems you have solved. You can also include certificates to show which skills you have acquired.

9. Your CV must be impeccable if you want to demonstrate your professionalism and attention to detail. Triple-check for spelling, grammar and formatting mistakes. You should also ask someone else to proofread it for you to avoid poor spelling, grammar or formatting. Just one mistake can mean your CV is immediately rejected.

10. Check country-specific CV requirements. For instance, including a photograph of yourself is recommended in some countries and prohibited in others.

Extra tip: Don't lose motivation! Consult your career advisor if you're not getting shortlisted despite sending many applications. Your CV might not be a good match for the roles for which you have been applying, or it is not doing your skills justice.

(From <https://www.euruni.edu/blog/curriculum-vitae-writing-tips/>)

Curriculum Vitae Example

Gloria Gonzalez

3204 Windover Way
Houston, TX 77204
ggonzalez@email.com
000.123.4567 (Cell)

RESEARCH INTERESTS

Hispanic Literature, Latin American Literature, Peninsular Literature

EDUCATION

Ph.D. in Spanish (US Hispanic Literature), 2018 – University of Houston.
Dissertation: *Quixote Reborn: The Wanderer in US Hispanic Literature*.
Sancho Rodriguez, Chair
M.A. in Spanish, June 2015 – University of Houston
B.A. in Spanish, June 2013 – University of Houston

APPOINTMENTS

Adjunct Lecturer: University of Houston, Department of Hispanic Studies, September 2018 to Present.

PUBLICATIONS

Book

Gonzalez, Gloria. *Quixote Reborn: The Wanderer in US Hispanic Literature*. New Haven: Yale University Press (forthcoming)

Peer-reviewed Journals

Gonzalez, Gloria. "Mexican Immigrant Stories from the Central Valley," *Lady Liberty Journal*, 6(1): 24–41.

Gonzalez, Gloria. "Comparing the Hispanic and European Immigrant Experience through Story," *Hispanic Literature Today* 12(3): 25–35.

Gonzalez, Gloria. "Yearning to Be Free: 3 Hispanic Women's Diaries," *Hispanic Literature Today*: 11(2): 18–31.

CONFERENCE PRESENTATIONS

2020. Gonzalez, Gloria. "Storytelling Methods in the Central Valley." Hispanic Storytelling Association Annual Conference, San Francisco, CA

2019. Gonzalez, Gloria. "When Cultures Merge: Themes of Exclusion in Mexican-American Literature." US Hispanic Literature Annual Conference, Tucson, AZ.

TEACHING EXPERIENCE

Adjunct Lecturer, University of Houston

- Mexican-American Literature, Spanish 3331
- Women in Hispanic Literature, Spanish 3350
- Spanish-American Short Story, Spanish 4339

Graduate Teaching Assistant, Northwestern University

- Elementary Spanish 1501, 1502, 1505
- Intermediate Spanish 2301, 2302, 2610

HONORS / AWARDS

Mexico Study Abroad Summer Grant, 2018

UH Teaching Awards, 2017, 2018, 2020

Dissertation Fellowship, 2017

LANGUAGES

English (native)

Spanish (bilingual oral and written fluency)

Classical Latin (written)

MEMBERSHIPS / AFFILIATIONS

National Association of Latino Arts and Cultures

Asociación Internacional de Literatura y Cultura Femenina Hispánica

Modern Languages Association

MEMORANDUM

Tips For Writing Your Business Memo

- Check if you have any kind of stylistic requirements that come with your job. Also, look for any standard form that your company has for writing memos. Is it downloadable or not?
- Make sure that body of the text is concise, correct, and consider. Also, keep the grammar check, so you know everything is right and easy to read.
- Keep your sentences simple. Do not use sentences that are long or avoid wordy phrasings.
- Do not use the solutions. Your memo should directly go to the subject.
- If you have something important, use the bulleted list as well as the heading for conveying the message.
- Also, use the closing statements at the end of your memo. Keep it inspiring and direct so your reader knows what action they need to take.
- If you are adding the attachments along with your memo, mention it or use the single word ‘attachment.
- After you complete the draft, make sure to share it with someone you know or a colleague. It will help you in catching the errors that might have slipped.

(From <https://thebrandboy.com/memo-writing-tips/>)

Sample memo of implementing new tea break timings

Memorandum

To: All Staff

From: Steve Tailor, Production Manager

Date: August 14, 2018

Subject: Changes in Tea Break Timings to Reduce Non-Productive Time

Dear Co-workers,

Based on production reports and in-out time reports from past three months, we have observed that the Tea break timings are not being followed strictly. It has affected the overall productivity and discipline level on the production floor.

Current tea break time is of 15 minutes in the morning and 15 minutes in the evening, but employees are taking 30 minutes in each break. From the reports, we have observed that average employee is spending 30 minutes more in tea breaks (15 minutes in each tea break) resulting in 10 non-productive hours per employee per month. We have 250 employees, so the total non-productive hours are 2500 hours per month. You can imagine how much loss the company has to bear due to this practice.

Therefore, it has become very necessary to revise the break timings and implement the new Tea break rules. It will help us achieve more productivity by reducing the non-productive time. New rules for the Tea break will be as follows.

1. Tea breaks will be only for 15 minutes.
2. The production staff will be going on a Tea break from 10:05 AM to 10:20 in the morning and 4:05 PM to 4:20 PM in the evening.
3. The process quality group and quality assurance group staff will be going on a Tea break from 9:45 AM to 10:00 PM in the morning and 3:45 PM to 4:00 PM.

4. The employees will be going for the tea break in two groups, i.e. all quality testing staff will be going for a break first. All production staff will be going for a break after the quality testing staff is back from the break.
5. All staff will be using Time-In and Time-Out system to ensure that the time is not logged as productive time while they are in a tea break.

These rules will be helpful in curbing the improper practice of taking longer than stated tea breaks and will improve the overall production. Sending the staff for the tea break in two groups will ensure that the production and quality testing are not stopped at the same time.

It will also help utilize the tea break area in a comfortable way as it will reduce the rush at the same time.

I look forward to all staff for the cooperation which will help improve their productivity and ultimately the growth of the company. It will enable the company to pay more bonuses and pay raises in the long term.

Thank you,
The Production Manager

MEETING MINUTES

A list of important information that note-takers may wish to include in meeting minutes:

- Subject of meeting
- Location (if relevant)
- Date and time
- Attendees
- Agenda items
- Status of action items
- Date and time of the next meeting

- Expected actions from teammates by the next meeting
- Items to be discussed during the next meeting

(From <https://www.indeed.com/hire/c/info/what-are-meeting-minutes-and-how-are-they-used-in-business>)

Meeting Minutes Sample

ITG Co, Ltd.
Reg. office: Motijhell, Dhaka-1000.

Date: 07.07.2021

MINUTES

Minutes of the Statutory Meeting of the ITC Co. Ltd. held on 3rd July, 200 at 3 P.M. at the company's registered office.

1. Directors and others Present:

- Mr. Anwar — Chairman
- Mr. Jahangir Alom — Director
- Mr. Nur Islam — Director
- Mr. Monirul Islam — Director
- Mr. Rasel — Director
- Mr. Alomgir — Director
- Mr. Rahim — Managing Director
- Mr. J. Alom — Secretary
- Mr. Mo'zrol Islam — Auditor
- Mr. Rony — Solicitor

and 250 other shareholders were present at the meeting.

2. Chairman of the meeting:

Mr. Anwar took the chair to preside over the meeting.

3. Notice of the meeting:

The notice convening the meeting was read by the secretary. After that, the chairman reported that the meeting was called to comply with the provisions of the Companies Act, 1994.

4. Adoption of Statutory Report:

The Statutory Report was read by the secretary and placed 'before the meeting for discussion. It was finally adopted.

5. Chairman's Speech:

The Chairman in his speech informed the members that a list of members of the company was placed on the table and the member could inspect it during the meeting hour. He also explained the financial position of the company and the business prospect of the company and asked the members to draw attention to the matters relating to the formation, promotion, or prospect of the company arising out of the Statutory Report.

6. Approval of the contracts stated in the Statutory Report:

After discussion, it was resolved that the modification of the contracts as stated in the statutory report, be and is hereby approved.

7. Miscellaneous:

No special item was raised and discussed.

8. A vote of thanks:

The Statutory Meeting ended at 5.30 P.M. with a vote of thanks to the chair.

Date: 25th July 2021

Mr. J. Alom, Secretary

Mr. Anwar, Chairman

KEYS

UNIT 1

Exercise 10. 1 – c, 2 – a, 3 – d, 4 – b.

Exercise 11. 1 – to submit, 2 – experience, 3 – networking, 4 – major, 5 – positive, 6 – techniques.

Exercise 12. 1 – to initiate contact or a relationship; to gain access, especially to an entry-level job; 2 – knowledge or skill that someone gets from doing something rather than just reading about it or seeing it being done; 3 – at a minimum; 4 – to use something that you have for a sensible purpose that brings a benefit to you.

Exercise 13.

- 1) You have plans of being hired for a great new job.
- 2) How do you land your first job?
- 3) Companies offer a salary or stipend for new graduates.
- 4) Some companies look favorably on volunteer activities.
- 5) Each interaction you have with people in your career field could foster a new relationship.
- 6) Sometimes a job that starts out as freelance can turn into a full-time position.

Exercise 14.

- 1) It is required that you have experience in your chosen field in order to be hired.
- 2) There are four ways to gain experience.
- 3) There are many non-profit organizations that have volunteer positions.
- 4) There are ways that organizations can put your skills to good use.

- 5) They look favorably on volunteer activities.
- 6) One makes professional connections through networking.
- 7) It is useful to join student and professional organizations based on your career objectives.
- 8) They want to see what skills you have.
- 9) One gains more experience and quality references to help *get one's foot in the door*.

UNIT 2

Exercise 10. 1 – customer, 2 – loyalty, 3 – purchase, 4 – impact, 5 – retention, 6 – team, 7 – promotion, 8 – survey.

Exercise 11. Customer satisfaction, a customer's expectation, asking customers, repeat customers, any customers, a customer is unhappy, customer experience, customer advocates, customer churn, customer service, 'wowing' customers, a 'totally satisfied' customer, a 'somewhat satisfied' customer, a 'totally satisfied' customer, customer lifetime value, customer retention, an unhappy customer, to retain customers, new customers, existing customers, to educate customers, delight customers.

Exercise 12.

- 1) Customer satisfaction was a marketing term.
- 2) They became repeat customers.
- 3) The customers gave a rating of 7.
- 4) Two businesses offered the exact same product.
- 5) You could put new processes in place.
- 6) A 'totally satisfied customer' contributed 2.6 times more revenue.
- 7) An unhappy customer told between 9–15 people about their experience.
- 8) You and your marketing team spent thousands of dollars getting the attention of prospects.

Exercise 13. 1 – meet, will be satisfied; 2 – is, will become; 3 – creates, will be; 4 – will eliminate, measure; 5 – track, will not identify.

Exercise 14. 1 – have given, 2 – are creating, 3 – has become, 4 – has been “wowing”, 5 – contributes, 6 – haven’t learnt.

UNIT 3

Exercise 10. Product, service, characteristics, improvement, material, software, firm, microprocessor, digital, technologies, portable, specifications, innovation, detergent, intermediary, method, equipment.

Exercise 11. 1 – introduction, 2 – significantly, 3 – improvements ... specifications, 4 – friendliness, 5 – previously, 6 – miniaturized, 7 – development, 8 – specifications, 9 – implementation, 10 – equipment, 11 – identification.

Exercise 12. 1 – b, 2 – a, 3 – c, 4 – b, 5 – c, 6 – a, 7 – c.

Exercise 13.

- 1) The services are improved (by them).
- 2) The goods were produced by the firm.
- 3) New technologies will be used by scientists.
- 4) Existing technologies are not combined by the producers.
- 5) That chemical composition was not used (by them).
- 6) The delivery method will not be significantly improved by the company.
- 7) Are process innovations distinguished (by them) by production methods?
- 8) Were new techniques, equipment and software involved by those methods?
- 9) Will supplies be allocated by the employer within the firm?

Exercise 14.

- 1) The product has been significantly improved so far.
- 2) The software is still being incorporated.
- 3) These goods and services will never be produced by the firm.
- 4) Those technologies were previously used in the first microprocessors.
- 5) Minor changes have already been introduced.
- 6) New delivery methods were constantly being implemented.

UNIT 4

Exercise 10. long-term, goal, tip, skills, to convey, to abandon, value, salary, perk, to focus, specific, to emphasize, responsibilities

Exercise 11. interviewer, question, similar, next, employer, group, specialized, growth, abandon, clear, flexible

Exercise 12. career, where, next, reasons, sense, plans, steps, leadership, certification, growth

Exercise 13. 1 – d, 2 – g, 3 – a, 4 – h, 5 – b, 6 – e, 7 – c, 8 – f.

Exercise 14.

- 1) John could (will be able to) answer the question about his long-term goals.
- 2) Mary might (will be allowed to) ask about bonuses and perks.
- 3) Jeremy had to (will have to) focus on the employer.

UNIT 5

Exercise 10. Odd words: this, without, unless.

Nouns	Verbs	Adjectives	Adverbs
difference, relationships, objection, revenue, segment, distribution, tactics, effort, ammo, conversation, transaction, strategy	require, develop, overcome, negotiate, modify, meet, attract, feel, lurk, hire, happen	logical, different, specific, digital, short, direct, strategic	internally, profitably, never, really, now

Exercise 11. 1 – company, 2 – skill, 3 – job, 4 – product, 5 – service, 6 – customer, 7 – revenue, 8 – marketplace, 9 – CEO, 10 – executive

Exercise 12.

- 1) Do Sales and Marketing require different skills?
- 2) What is the job of a sales team?
- 3) Whom does the team develop relationships with?
- 4) Does the sales team overcome objections or negotiate prices?
- 5) The team is focused on the now, isn't it?
- 6) Who understands the marketplace from the perspective of the customer?

Exercise 13.

- 1) What does a marketing team help the organization modify?
- 2) What does Marketing need to convert the market understanding into?
- 3) What does Marketing do?
- 4) For what purpose / Why does Sales hire someone?

- 5) What does Sales need to be focused on?
- 6) What business strategies was the sales executive really good at?

Exercise 14.

- 1) Neither did I. 2) Neither do I. 3) Neither will I. 4) Neither am I.
- 5) Neither should I. 6) Neither have I.

**REVIEW
(UNITS 1–5)**

Task 2.

1	2	3	4	5	6	7	8	9	10	11	12
i	c	k	a	f	b	h	l	d	g	j	e

Task 3.

1. I studied at the full-time department.
2. English helps Master students in their research.
3. He took part in two scientific conferences.
4. There exist various forms of sharing ideas in scientific community.
5. There may be some new publications on this subject in our e-library.
6. There existed different points of view on that problem.
7. Freelance jobs can be as short as a day or two.
8. Companies offer a salary or stipend for new graduates who intern with their company.

Task 4.

1. is asking – *Present Continuous*, ‘to ask’
2. will become – *Future Simple*, ‘to become’
3. have offered – *Present Perfect*, ‘to offer’
4. created – *Past Simple*, ‘create’
5. have been measuring – *Present Perfect Continuous*, ‘to measure’

Task 5. Convert the sentences into Passive.

1. This service has been significantly improved by them.
2. Competitive goods are produced by the firm.
3. New technologies are being used by the employees.
4. Minor changes will be introduced to the technical specifications by us.
5. The product was recognized by them by its bar code.

Task 6. Use the modal verb (its equivalent) in the proper Tense form.

1. Tomorrow during the job interview you **will be able to** ask the applicant some killer questions.
2. The applicant **might (was allowed / permitted to)** use his notes while answering the questions yesterday.
3. In future you **will have to** take some serious steps to become a successful manager.

Task 7. Ask questions of different types to the following sentence:

Marketing directs the organization to the right segments.

1. Does marketing direct the organization to the right segments?
2. a) What directs the organization to the right segments?
b) What does marketing direct to the right segments? / Where does marketing direct the organization to?
3. Does marketing direct the organization to the right or wrong segments?
4. Marketing directs the organization to the right segments, doesn't it?

UNIT 6

Exercise 6. 1, 2, 4, 5, 6, 8, 9, 10, 11, 13, 14

Exercise 7. a, b, d, f, g, h, i, j, l

Exercise 8.

1. ... *when challenges arose, entrepreneurs found innovative ways of overcoming them.*
2. ... *entrepreneurship was the mindset that allowed you to see opportunity everywhere.*
3. ... *successful entrepreneurs had the guts to take a calculated risk and the tenacity and persistence to keep going even when there were bumps in the road.*
4. ... *being an entrepreneur was the culmination of a certain set of characteristics: determination, creativity, the capacity to risk, leadership and enthusiasm.*
5. ... *successful entrepreneurs looked past the ‘quick buck’ and instead looked at the bigger picture to ensure that each action made was going toward the overall goal of the business or concept, whether or not that meant getting something in return at that moment.”*

Exercise 9.

- 1) ... *if entrepreneurship was an unavoidable life calling.*
- 2) ... *who had to be able to accept failure.*
- 3) ... *what entrepreneurs were driven by.*
- 4) ... *where a successful entrepreneur was always moving.*
- 5) ... *whether an entrepreneur switched between thinking, genres and activities moment to moment.*

UNIT 7

Exercise 11. 1 – e, 2 – h, 3 – a, 4 – j, 5 – b, 6 – g, 7 – c, 8 – i/d, 9 – f, 10 – d/i.

Exercise 12. 1) statements, 2) associations, 3) costs, 4) advice, 5) expectations

Exercise 13.

1) starting, entering; 2) spending; 3) got, buying; 4) organized; 5) identified; 6) covering; 7) budgeting; 8) offered.

Exercise 14.

1) Поскольку новый бизнес не имел достаточного количества наличных денег для покрытия расходов, он потерпел неудачу.

2) Так как бизнесмен заранее рассчитал все свои начальные затраты, его бизнес был успешным.

3) Поскольку с открытием бизнеса связано много затрат, очень немногие люди хотят рисковать.

4) После того как все предприятия в этой отрасли были публично перечислены, они выяснили, сколько у них конкурентов.

UNIT 8

Exercise 11. 1 – d, 2 – h, 3 – g, 4 – a, 5 – e, 6 – f, 7 – b, 8 – c.

Exercise 12.

1) Global trade allows for specialization and lower costs to consumers.

2) Focusing on the comparative advantages means that the countries can maximize production and efficiency.

3) Global trade can create economic wealth on a global scale.

4) Global trade can reduce international conflict and war.

5) Global trade establishes long-term mutually beneficial relationships.

6) Global trade cultivates cooperation rather than conflict.

Exercise 13. a, d.

Exercise 14.

1) Everybody knew of those goods and services **leaving** the country for sale in another country.

- 2) This country **importing** wheat and **exporting** oil are well-known.
- 3) **Studying** the concept of comparative advantage is a must for every economist.
- 4) An opportunity cost means **giving up** the benefit when making an economic choice.
- 5) **Producing** more guns means **having** less funds for **investing** in public schools and infrastructure.
- 6) The countries **focusing** on their comparative advantages means their **maximizing** production and efficiency.
- 7) **Starting** a war with someone who provides you needed goods is **shooting** yourself in the foot.

UNIT 9

Exercise 11. 1, 4, 5, 10.

Exercise 12. information, different, direction, objectives, computing, dizzying, decisions, observations, biological, personal, competitive, services, continuously, operations, regarding, package, production, commitments, frequency, identification, wireless, movements, unlock(ing), simply, facial, recognition, biometric, signatures, currently, primarily, security, customization, endless, legislation, collection, preferences, dislikes, advertisers, highly, controversial / controversy, exemplified, disclosures, subscribers, publicly, globally.

Exercise 13.

Business Process Data	Physical-World Observations	Biological Data	Public Data	Personal Data
2, 6, 12	5, 8, 14	3, 9, 13	7, 10, 15	1, 4, 11

Exercise 14.

1	2	3	4	5	6	7	8	9	10
–	–, to	–	to, –, to	to	to	–, to	to	–, to	to

Exercise 15.

1	2	3	4	5	6	7	8	9	10	11	12
in, out of, in	of, by	of, into	for	by, of	by, at	by	with, of, to	of, to, from	onto	on	from, on

UNIT 10

Exercise 10.

1	1	6	2	11	2	16	2	21	2	26	2	31	2
2	1	7	2	12	1	17	1	22	1	27	1	32	1
3	2	8	2	13	2	18	1	23	1	28	1	33	1
4	2	9	1	14	2	19	2	24	2	29	1	34	2
5	1	10	2	15	1	20	2	25	1	30	2	35	1

Exercise 11.

1	2	3	4	5	6	7	8	9	10	11	12
a	c	a	b	a	c	b	a	b	c	c	a

Exercise 12.

Nouns	Verbs	Adjectives	Adverbs
decade, driver, security, productivity, department, dynamics, capacity, organization, tactics, optimization, accuracy, metrics, engagement,	employ, simplify, advertise, facilitate, strategize, associate, weigh, discover	social, traditional, digital, indispensable, imperative, techsavvy, immense, organizational, crucial, competitive, fundamental, effective, ubiquitous,	internally, externally, digitally, highly, accordingly, barely

Nouns	Verbs	Adjectives	Adverbs
competitor, relationship, customer, storage, industry, relevance, health, efficiency, operation		conversant, critical, relevant, visible, viable, reputable, advisable, compatible	

Exercise 13.

1	overhauled	11	expect
2	rely	12	facilitates
3	overstated	13	captures, helps
4	employ	14	spending
5	boosts	15	wants
6	attributed	16	using
7	becoming	17	using
8	simplifies	18	let, discover, wants
9	made	19	is
10	use	20	leveraging, made

**REVIEW
(UNITS 6–10)**

Task 2.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
f	n	i	c	k	p	a	l	m	d	o	j	b	g	q	h	e

Task 3.

1. He said that an entrepreneur was a person who identified a need and started a business.

2. The student asked what the company founders and business leaders had told Business News Daily about successful entrepreneurs.

3. The coach told us to take a constant hunger for making things better.

Task 4.

1. the businessman **using** this guide / the guide **used** by this businessman;
2. the entrepreneur **associating** these costs with starting a business / the costs **associated** with starting a business;
3. the company **spending** money on innovations / the money **spent** on innovations;
4. the employees **asking** questions / the questions **asked** by the employees;
5. the government **offering** different incentives / different incentives **offered** by the government.

Task 5.

1. Эта страна известна тем, что импортирует пшеницу и экспортирует нефть.
2. Разработка Дэвидом Рикардо концепции сравнительных преимуществ внесла большой вклад в экономическую науку.
3. Поскольку страна производила различные товары дешевле, чем другие страны, ее национальная экономика процветала.
4. Альтернативные издержки – это выгода, от которой человек отказывается при принятии экономического выбора.
5. Англия имеет сравнительное преимущество в производстве пшеницы, а Португалия имеет сравнительное преимущество в производстве вина.

Task 6.

the data to be collected; the employees to be informed; the quality standards to be maintained; the operations to be improved; the invoice to be paid; the product to be packaged; the order to be tracked; the biometric signature to be used; the electronic footprint to be left behind; the information to be shared; the ad to be placed.

ДЛЯ ЗАМЕТОК

Инна Владимировна Борисова

**ДЕЛОВОЙ АНГЛИЙСКИЙ ЯЗЫК
ДЛЯ МАГИСТРАНТОВ
НЕЯЗЫКОВЫХ СПЕЦИАЛЬНОСТЕЙ**

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