

**ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ
БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ
ВЫСШЕГО ПРОФЕССИОНАЛЬНОГО ОБРАЗОВАНИЯ
«САМАРСКИЙ ГОСУДАРСТВЕННЫЙ АЭРОКОСМИЧЕСКИЙ
УНИВЕРСИТЕТ имени академика С.П. КОРОЛЕВА
(НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ)» (СГАУ)**

**ЭКОНОМИКА И МЕНЕДЖМЕНТ
(АНГЛИЙСКИЙ ЯЗЫК)**

Часть II

САМАРА 2014

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ
БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ
ВЫСШЕГО ПРОФЕССИОНАЛЬНОГО ОБРАЗОВАНИЯ
«САМАРСКИЙ ГОСУДАРСТВЕННЫЙ АЭРОКОСМИЧЕСКИЙ
УНИВЕРСИТЕТ имени академика С.П. КОРОЛЕВА
(НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ)» (СГАУ)

ЭКОНОМИКА И МЕНЕДЖМЕНТ (АНГЛИЙСКИЙ ЯЗЫК)

Часть II

Рекомендовано редакционно-издательским советом федерального государственного бюджетного образовательного учреждения высшего профессионального образования «Самарский государственный аэрокосмический университет имени академика С.П. Королева (национальный исследовательский университет)» в качестве учебных заданий по английскому языку

Самара
Издательство СГАУ
2014

Составители: *С.М. Ермишина, Е.И. Безрукова*

Рецензент ст. преподаватель С. А. Луценко

Экономика и менеджмент (английский язык). Ч. II: учеб. задания по англ. яз. / сост. *С.М. Ермишина, Е.И. Безрукова*. – Самара: Изд-во СГАУ, 2014. – 32 с.

Целью учебных заданий является развитие и совершенствование навыков устной речи. При составлении заданий использовались аутентичные источники.

Предназначены для студентов 1 курса факультета экономики и менеджмента. Подготовлены на кафедре иностранных языков.

I. Read the following text:

Peter Drucker, the well-known American business professor and consultant, describing the work of a manager mentions the problem of planning as one of the 1st manager's functions.

The planning process can involve a lot of calculation and a lot of data. The calculations must make assumptions about forecasts, furthermore, the planning process and its outputs-the plans themselves-have complex behaviour implications. Plans create obligations on people to sell, to produce, to deliver and to cope with whatever is required to fulfil the plan. The planning is therefore a fundamental component of organizational success. The planning procedure generally works down a hierarchy of levels. At each level an uncertain demand has to be matched to a slightly less uncertain state of supply. The matching process leads on to a schedule which, in turn, determines the matching process at a subsequent level. The business schedule will be expressed in terms of money, the capacity schedule in terms of product. It is normally possible to find documents representing these various schedules in nearly all companies.

The mechanics of planning, in principle, work through an orderly succession of stages. At the highest level, a company makes a forecast of demand which converts into real orders. Real orders are released into the system when they are precisely or approximately specified.

It is important to clear about the value of creating plans.

They are as much part of the production process as are the equipment and the operators and the salesmen. The planning process can be extremely costly, but at the same time it is intended to give economic benefits. It is important to try and identify these benefits so that the work involved in the planning system can be cost-justified.

On the cost side, planning systems can be extremely expensive. They can absorb great amounts of management time and the costs can also be high. Much management time is spent at meetings, often dealing with crisis. Despite these difficulties, departments in companies should include the cost of planning and the benefits of planning as one of their main assessments.

Finally, there is a separate reason for the planning process quite apart from its direct economics. The planning process provides an integrated picture of the situation and it gives evidence that management are in control of the operation.

II. Find in the text the English equivalents to:

функции (должностные обязанности) менеджера; процесс планирования; иерархия уровней (подчиненности); спрос должен соответствовать; бизнес план (график; точно или приблизительно определены; значимость (ценность) планирования; может быть очень дорогостоящий (дорогой); с точки зрения стоимости; несмотря на эти трудности.

III. True or false?

1. The planning process doesn't involve a lot of calculation and a lot of data.
2. The plans themselves have complex behaviour implications.
3. The planning procedure generally works up a hierarchy of levels.
4. The capacity schedule is expressed in terms of money.
5. It is important to clear about the value of creating plans.
6. The planning process can be extremely costly, but at the same time it is not intended to give economic benefits.
7. Much management time is spent at meetings, often dealing with crisis.
8. The planning process doesn't provide an integrated picture of the situation.

IV. Insert the proper words from the text:

1. Peter Drucker mentions the problem of ... as one of the 1st manager's
2. The planning is fundamental ... of organizational success.
3. At each ... an uncertain demand has to be to a slightly less uncertain state of
4. The planning process can be extremely..., but at the same time it is intended to give economic
5. Departments in companies should include the ... of planning and the ... of planning as one of their ... assessments.

V. Give synonyms to:

function; to involve; a lot of; to produce; demand; to determine; product; benefit; great amounts of; to require; data.

Give antonyms to:

To sell; success; to work down; uncertain; possible; salesmen; expensive; high; direct; less; to find.

VI. Make up questions to the answers given below:

- 1) make assumptions about forecasts;
- 2) the business schedule will be expressed;
- 3) is spent at meetings;
- 4) the planning process provides.

VII. Make up questions with "What? Who? Where? How?"

- 1)Peter Drucker.
- 2)The planning procedure generally works... .
- 3)In nearly all companies... .
- 4)Mentions the problem of planning as... .
- 5)The matching process leads on
- 6) A company makes a forecast demand... .

Unit 2

Problem Solving. Business Meetings

I. Read the following conversations.

What problems do you think the people are discussing?

Conversation 1

- A. How about taking the metro?
- B. I am not sure about that. These bags are heavy.
- A. Do you have any French currency on you?
- B. Only about a hundred francs.
- A. Why don't we take a taxi and ask the driver to stop at a bank on the way?
- B. That's a good idea. What's the fare into the centre?
- A. More than a hundred francs, I am sure.
And they'll expect a tip.

Conversation 2

- A. Look, you can see. We are four days behind schedule.
I think we should put everyone on overtime.
- B. If we did that, the wages and salary bill would shoot up.
- A. Just for a few weeks.
- B. No, it's simply not feasible. You'll have to rearrange this schedule to make up the lost time.

Conversation 3

- A. They are exactly what we need. The only problem is the price.
- B. How much do they cost?
- A. Sixty dollars.
- B. If we buy 30, what discount will they give us?
- A. 10% (per cent).
- B. What if we bought 100?
- A. We'd get a higher discount/t but we'd never be able to sell them all.

Notes: currency – валюта;
fare – плата;
tip – чаевые;

schedule – график;
overtime – сверхурочная работа;
shoot up – подняться, подскочить;
feasible – возможный, осуществимый;
make up – компенсировать;
discount – скидка.

II. Remember the phrases used to make suggestions:

I think we should

How about ... ?

We could

Why don't we

The following phrases can be used to respond to other people's suggestions.

That's a good idea.

That might be the answer.

I'm not sure about that.

I don't think we should.

No, that's simply not feasible.

III. Practise the phrases from exercise II with a partner. Suggest solutions to the problems below:

1. You need to improve your staff's English. What can you do?

2. Your company's results show an unexpected \$ 500, 000 profit on international currency deals. Suggest things to do with the money.

3. You need to think of a name for your new brand of toothpaste. Suggest some alternatives.

4. You work for a bank. You want to attract more young customers. How can you do it?

5. Your company was founded 100 years ago. You want to mark the occasion. Suggest ways to celebrate.

6. You manufacture skis, so demand for your products is seasonal. You'd like to make another product, something that sells in the summer, but what?

IV. Read the following dialogue. Three managers are discussing the recruitment of sales representatives for their new Spanish sales organization.

- A. The next item on the agenda is the new Spanish sales organization. As you know, we are going to open the new sales office in March and so we need to discuss recruitment. Basically we have two alternatives. We can either take on new Spanish sales representatives and train them. Or we can teach our French sales reps Spanish and transfer them. Any views on this, Marcel?
- B. Yes. The important thing here is product knowledge, not language. The French sales staff have already got the product knowledge. They know how the company operates too. I think we should teach them Spanish and transfer them.
- A. How do you feel about that proposal, Carlos?
- C. I don't agree. It takes years to learn a language. But why don't we employ Spanish staff and send them to France for technical training?
- B. No, it's a waste of time, if they can't speak French.
- C. What do you think, Nancy?
- A. I don't know. How long does it take to train a new sales rep, Marcel?
- B. It depends on the rep. Usually about a year.
- A. That is a problem. But I think nationality is important here. It's a Spanish branch so I don't think we should employ French nationals. Now I know you are not going to agree with me here, Marcel, but as I see it we have no choice ...

What are the two alternatives the company has?

What does Marcel suggest?

What is the advantage of the first alternative?

Why doesn't Carlos agree with Marcel's proposal?

What is the advantage of the second alternative?

What decision do you think the managers will make?

V. Find in the text synonyms of the following words: recruit, work, suggestion, hire, personnel.

VI. Work with a partner. You are meeting to discuss some of your company's problems. Take it in turns to start discussions on these subjects.

A. We need to discuss

Basically, we've got two alternatives.

We can either... or.... What do you think?

B. I think we should

Problem	Alternatives	
Company English classes	employ a teacher	send the staff to a language school
the paperwork	buy another computer	recruit a secretary
company cars	rent them	buy them
the pay deal	offer a 10% salary increase	offer 5% and a productivity bonus
The new sales job	promote someone	contact a recruitment agency

VII. Here are some more phrases you can use when you participate in a meeting: I'd like us to reach a decision today. - Я хотел бы, чтобы сегодня мы приняли решения.

Let's summarize what we've said so far. - Давайте подведем итог сказанного.

Sorry to interrupt, but - Извините, что перебиваю, но... .

In my opinion. По моему мнению.

That's an interesting point, thank you. - Спасибо, это интересно.

VIII. Your company must reduce its running costs by £1,000,000.

How are you going to save the money?

Hold a meeting with some colleagues. Discuss the following proposals. Use the expressions from the previous exercises.

Estimated Savings

1. Cut the research and development budget:

by 5% £ 400,000

- by 10% £ 800,000
2. Cut the staff training budget:
by 10% £ 200,000
by 20% £ 400,000
3. Cut the advertising budget:
by 10% £ 350,000
by 20% £ 700,000
4. Stop all donations to charity: £ 100,000
5. Make the company security
staff redundant and outsource the work: £ 150,000
6. Close the company health centre: £ 100,000
7. Cancel the plans to buy:
new production machinery £ 200,000
new computers £ 150,000

Use the following patterns:

- a. If we cut the advertising budget by 10% it will save us £ 350,000.
b. If we closed the health centre it would save us £ 100,000.

IX. Imagine you are doing business with one another. Decide what companies you represent. Who is the customer and who is the supplier? What goods or services are you buying and selling?

X. Set the agenda for a meeting to discuss the deal. Here are some points you may need to discuss:

The goods / services

What they are
quantities
guarantees

Delivery

timing
methods of transport
insurance
who will pay what

Payment

price
credit periods
discounts

Hold the meeting.

I. Read the following text:

An enterprise engaged in the production of goods and services has to pursue the organization's objective of profit maximization:
= provision of goods and services to clients by producing the right quantities to satisfy demand;
= arranging the delivery of the goods and services;
= Controlling the quality of goods and services;
= monitoring the costs of labour, the cost of raw materials;
= maintaining good personal relations;
= promoting the continued survival and growth of the enterprise.

As for producing the right quantities to satisfy demand it is the biggest problem (to get customers to buy large enough quantities). The 1st thing to do is to advertise by printing the logo on the product. The results are: the shops buy more, and secondly, people who are satisfied with the product know where to buy it.

The key to quality is very simple. One should do a job right first time. Most organizations do jobs approximately. They make mistakes that they have to fix later so they incur higher costs. In a TQM (Total Quality Management) organization they know it's cheaper to do the job right in the first place.

What does "doing it right" include? It means you mustn't waste resources; no wasted materials, no wasted time and no wasted space. And it means you have to throw out outdated processes. It's a constant and never ending process and it has to involve everyone in the organization.

You have to push responsibility to the point where employees and customers meet. And that means you have to stand the traditional management hierarchy on its head.

You must give employees decision-making powers.

Instead of giving them orders from above, your administration should support them and try to make their life easier. You can't do that in an atmosphere of conflict. You can only do it through creative teamwork.

II. Complete the sentences:

1. The first thing to do is....

2. "Doing it right" is a constant and....
3. It is the biggest problem to get....
4. People who are satisfied with the product....
5. You have to stand the...
6. Your administration should support the employees and ...

III. Correct the mistakes in the sentences:

1. An enterprise engaged in the production of goods and services is not to control the quality of them.
2. As for producing the right quantities to satisfy demand it is not a problem at all.
3. "Doing it right" is not a constant and never ending process.
4. You must not give employees decision-making powers.

IV. Give synonyms to:

to engage (to be engaged in); goods; objective; clients; to produce; demand; outdated processes; atmosphere; to have to; team; quantity; hierarchy.

V. Give antonyms to:

maximization; satisfied (to be satisfied); high costs; cheap; outdated processes; constant; easy; conflict; to buy; later.

VI. Find in the text the English equivalents to:

удовлетворять спрос; поддерживать хорошие отношения между людьми; нужное количество товара; печатать логотип на изделия; делать ошибки; «впустую» потраченное время; устаревшие (несовременные) процессы; права на принятия решения; отдавать приказы «сверху»; облегчить жизнь; с помощью творческой работы в команде.

VII. Answer the questions:

1. What is the 1st thing to get customers to buy your product?
2. Is the key to quality of goods and services simple?
3. Why has an enterprise engaged in the production of goods and services to control the quality of them?
4. What mistakes do most organizations make?
5. Has the process "doing it right" to involve everyone in the organization?

Unit 4

Business Letters

I. Study this information about business letters:

The business letter consists of seven principal parts; 1) the letterhead; 2) the date; 3) the inside name and address; 4) the salutation; 5) the message; 6) the complimentary closure and; 7) the writer's signature and official position.

1. The letterhead gives the name and address of the firm, telephone numbers, fax numbers and states the company's business.

2. The date.

British
12th December, 2012
12 December 2012
12 Dec. 2012

American
December 12, 2012

3. The usual practice is to write the name and address of one's correspondent at the head of the letter. The courtesy titles used in correspondence are Mr, Mrs, Miss, Ms. When your correspondent has a special title, such as Doctor, Professor, Colonel, Sir, he is addressed by his title and Mr. is not used.

When you write letters to other countries, always include the name of the country.

4. The salutation

This is the greeting with which every letter begins. The usual greetings in a business letter are: Dear Sir, Dear Madam, Dear Mrs. Smith, Dear Sirs (when a company is addressed)

5. The message

This forms the body of the letter and is the part that is really important. Keep your sentences short and start a new paragraph for each new point of your letter.

6. The complimentary closure

This is a polite way of ending a letter. The following salutations and closures are the most usually used in a business letter:

Dear Sir
Dear Madam
Dear Mr. Harris

Yours faithfully
Yours sincerely

7. Signature

Always sign your letters by hand, in ink and in the same style. Because many signatures are not clear, it is good modern practice to type the name of the signer and to place his signature immediately above this.

Notes: letterhead – шапка на фирменном бланке;
inside name and address – название и адрес фирмы,
которой адресовано письмо;
message (body of the letter) – собственно письмо;
complimentary closure – заключительная фраза письма;
signature – подпись;
courtesy title – титул;

An example of a business letter is given below.

The name
and
position of
the person
who will
receive the
letter.

This name
and address
is
sometimes
omitted, as
is this
subject
heading

Winnall Manor Road, Winnall, Winchester, Hampshire SO98 4HJ

Telephone Winchester (0962) 846372

Fax (0962) 849202



The
Letterhead

Anna Soriano
Purchasing Manager
Artendo SA Parque Empresarial San
Fernando
Edificio e Esc. B Planta 2
San Fernando de Henares
Madrid

17 March 19xx

Subject: New price lists

End letters
that
begin *Dear
Sir or
Madam,
Yours
faithfully*

Dear Mrs Soriano,

It was very nice to meet you in Madrid last week. As promised. I am enclosing our new price list, which will become effective next month.

If you ever come to Winchester, I do hope you will have time to look me up I would be delighted to show you around the site.

Yours sincerely,

Mrs is used because Anna Soriano is a married woman. Other common titles are:

Mr for men
Miss for unmarried women
Ms if the marital status of a woman is unknown

Dear Sir or Madam is used if the name of the person is not known

pp means someone else signed the letter as Mr parks was absent

David Ellingham
pp John Parks
Overseas Sales Manager

encs

encs means there are other documents enclosed with this letter

II. Most business letters contain a lot of standard phrases. Here are some of them:

Starting We are writing to enquire about... .
apologize for... .

Reference With reference to your letter of 25 May... .

Giving good news I am delighted to tell you that... .

Giving bad news Unfortunately... .

We regret to inform you that... .

Requesting Could you possibly...?

Enclosing document I am enclosing... .

Closing remarks Thank you for your help.

If you have any further questions... .

Referring to

future contacts

I look forward to hearing from you soon.

Under what heading would you put the following phrases:

Please find enclosed... .

I am afraid that... .

Further to your fax of June 5... .

You will be pleased to hear that... .

I would be grateful if you could... .

Please contact us again if there are any problems.

Looking forward to seeing you soon... .

We are writing to confirm... .

III. Read and translate the letter:

Dear Mr Brice

Thank you for your application of June 20 for the post of Personal Assistant to Mrs. Frances Newman, our Sales Manager. Mrs. Newman has asked me to write to you inviting you for an interview at 18.00 on Thursday July 12.

Please bring with you any certificates, diplomas, or references that you have. Meanwhile would you phone me (tel.: ...) to confirm that you will be able to attend the interview.

Yours, sincerely...

IV. Read the following letter and answer the questions:

Who do you think wrote the letter?

What question did Mr. Luman want to discuss with Mr. Grane?

What was the writer's request?

What do you think Mr. Grane did after he received the letter?

Dear Mr. Grane

Our chief Buyer, Mr. Norman Luman, would like you to contact us with a view to discussing the possibility of setting up a contract with your company to supply us with steel over the next year.

He will be in his office all next week, and if you could write or phone him on 081-573 6621 he would be glad to arrange a meeting with you.

Yours sincerely...

V. Translate into English:

Он хочет, чтобы вы связались с нами.

Он хочет обсудить возможность заключить контракт с вашей фирмой.

Он надеется заключить контракт на несколько лет.

Мы договорились о встрече.

VI. Write the verbs corresponding to the following nouns and translate the pairs:

appointment	computer
arrangement	question
discussion	hope
confirmation	supplier
instructor	phone

VII. Read and translate the letter:

Dear Mr. Grane

Mr. Norman Luman has asked me to confirm the appointment you made to see him. He looks forward to meeting you at 11.30 in his office at the above address, on Tuesday 2 August.

Yours sincerely...

Write a similar letter, changing names and time.

VIII. Read the letter and write out the sentences which mean that

- Mr. Grane will not see Mr. Luman on Tuesday.
- Mr. Grane was busy on Tuesday.
- It was a very important business.
- Mr. Grane was sorry.
- Mr. Grane was prepared to meet Mr. Luman later.

Dear Mr. Hopper

I am sorry to tell you that Mr. Grane will not be able to keep the appointment he made to see Mr. Luman on Tuesday 2nd August. Unfortunately an urgent matter has come up in our Lisbon office that needs his immediate attention. He offers his sincere apologies for the inconvenience and will contact you as soon as he returns to London.

Yours sincerely...

IX. Write a similar letter.

X. Read and translate the following letter:

Dear Sirs

Today we are informing you of a personnel change in our export team. One of our export area managers, Mr. Frank Willet is leaving our company on 31.10.2012.

We will inform you of the name of the new export area manager in the very near future. Meanwhile you are kindly requested to contact Mr. Milroy, Executive Vice President, if you have any questions or proposals.

We wish Mr. Willet success in the new job and we are confident our cooperation with you will always be to our mutual benefit.

Yours faithfully...

XI. Write sentences of your own using these expressions:

to inform smb. of (about) smth;

you are kindly requested to do smth;

we are confident.

Answer the questions:

Who do you think signed the letter?

To whom was it sent, to your mind?

Why did Mr. Willet leave his post?

Who was to take over?

Why was Mr. Milroy mentioned?

XII. Read the following letter:

Here is one of many business letters

Mr. Walter Drake

24 October 2004

Chairman

The Drake and Sons Engineering Co. Ltd.,

Bristol, 5,

England

Dear Sir,

I wish to thank you most warmly for your excellent hospitality extended to me during my visit to your company. The opportunity to meet you and your directors was something I had long looked forward to. I can only hope now that one day I may be able to receive a visit here from you.

I very much appreciated your kindness and that of Mr. James Frobisher in showing me round the new plant. I thank you once again.

Yours faithfully,

John Gibbs.

President, Metal Equipment Inc.

XIII. Imagine you are a president of a company and you writing a similar letter. Write it down. Remember the letterhead, the date, the address, the closure and the signature.

Supplementary Reading.

Business Tours

Task I Before reading the text answer the following questions.

1. How do businessmen maintain business contacts?
2. In what way can they make an appointment with their partner (s)?
3. Why have personal contacts become very important in doing business today?
4. What does the working schedule of a visit to a foreign country include?

Distance is no obstacle nowadays and personal contacts have become the most efficient means of promoting a better understanding in all spheres of human activity. Foreign trade is no exception, it is one of the major factors in economic development of any country, including Russia. More than 145 countries of the world are our trade partners. Apart from the Ministry of Foreign Economic Relations and some other government departments more than 13 000 enterprises and companies have the right to trade with other countries and have for the purpose foreign trade export-import departments and firms working on a profit or loss basis. Normally, businessmen keep in touch through correspondence or telephone calls, but there's no denying the fact that major problems can be solved more effectively through a personal meeting, as the human element can hardly be overestimated. Both parties have equal opportunities to hear out their counterpart's arguments and counterarguments and come to agreement on the business hand. It is therefore the rule rather than the exception that the businessmen have to travel widely across their partners' countries. The aims may be different - selection or inspection of the site for a project to be constructed, collection of additional initial data or specification of the available data, negotiations at all levels on a variety of subjects, etc.

It may also be a reconnaissance trip with a view to studying expansion possibilities in the existing cooperation or identifying new areas. Since a business trip is always limited in time, a businessman makes appropriate arrangements, prior to his departure or immediately on arrival. Among other things he can arrange before travelling a counterpart's country a businessman is to make an appointment in person.

It is customary for businessmen to draw up a tentative programme of the points they would like to take up during the forthcoming meeting. A draft programme of the visit can also be agreed on through correspondence. It is further discussed and finalized on the arrival of the delegation. A detailed itinerary is made up and approved before being presented to both parties. The programme of a delegation's stay includes a series of business negotiations (talks) and social meetings like sightseeing tours, entertainment, visits to counterpart's homes etc.

The trip is followed up by a final discussion to put the finishing touches to the talks that have been held.

Visitors may have to attend a business lunch or a reception given in honour of the delegation by high ranking officials. As a rule such functions take place in a friendly, businesslike atmosphere.

Task II Decide which of the following statements are true or false:

1. Distance is a serious obstacle for fruitful business and business contacts.
2. Foreign trade does not play an important part in Russia's economic development.
3. Major problems are most effectively solved by means of business correspondence.
4. Businessmen travel to their partners' countries for different purposes.
5. Appropriate arrangements concerning a business trip should be made before the businessman arrives in his partner's country.
6. An itinerary is a plan of a journey.
7. A business lunch or reception is usually given by the visiting delegation.

Task III Find in the text the English equivalents of the Russian phrases:

Не является препятствием; не является исключением; помимо (кроме); имеют право; с этой целью; поддерживают связь; невозможно отрицать факт; едва ли можно переоценить; равные возможности; прийти к соглашению; уточнение имеющихся данных; с целью изучения; составлять предварительную программу; предстоящая встреча; пребывание делегации; прием в честь делегации.

Task IV Translate into Russian:

project to be constructed;
is to make an appointment in person;
it is customary for businessmen to...;
the points they would like to take up;
can be agreed on;
before being presented to both parties;
the trip is followed by...;
visitors may have to attend... .

Task V Complete the sentences according to the text:

1. Personal contacts help promote... .
2. Our trade partners comprise... .
3. Many companies have foreign trade export- import departments for... .
4. Major problems are solved more effectively through a personal meeting than... .
5. Businessmen travel with different aims in view, for example... .
6. The draft programme of the visit is finalized... .
7. The programme of a delegation's stay includes not only business talks, but also... .
8. At the end of the trip the parties discuss... .

Forms of Doing Business.

Patterns of Foreign Trade

Task I Read the text.

Foreign firms can participate in the Russian market in a number of ways.

These include direct sales, trade through agents, production cooperation, the signing of licensing agreements, the creation of joint ventures.

Direct Sales.

The most common means of doing business with Russia is through straight sales of foreign goods in exchange for foreign currency or Russian-produced commodities (countertrade).

In a countertrade transaction the Seller agrees to take full or partial payment of goods.

Countertrade covers barter, counterpurchase, buyback. A barter deal involves an exchange of goods to an equal value. As a rule, little or no currency is involved.

Counterpurchase refers to short and medium-term transactions. The Western seller commits himself to purchase an agreed value of the Buyer's products to help finance the original sale. The counterpurchase element of a contract may be about 10 per cent of the total contract value.

Buyback refers to long-term contracts and is connected with the development projects supported with huge credits. Buyback involves two phases, one for the delivery of equipment to the Buyer and a second for the delivery of the end product to the Seller.

Foreign Economic Restructuring has affected the conduct of foreign trade, the banking system and the role of Russian enterprise in the economy.

The main points of the foreign trade reform are:

- = enterprises now have the right to conduct foreign trade;
- = industrial enterprises are allowed to maintain hard currency bank accounts;
- = great emphasis is made on exports and world marketing technique;
- = inward investment by means of joint ventures is encouraged. Some plants and factories team up with research centers to form a consortium. Their final objective is to sell the equipment produced in a package deal.

Task II Fill in the gaps with the preposition from the list below:
in; to about; on; up; with; for.

1. The most common means of doing business ... Russia is through straight sales of foreign goods ... exchange ... foreign currency.
2. Great emphasis is made ... exports and world marketing technique.
3. Foreign firms can participate ... the Russian market ... a number of ways.
4. To form a consortium some plants and factories team ... with research centers.
5. The counterpurchase element of a contract may be ... 10% of the total contract value.
6. Buyback refers ... long-term contracts.

Task III Find in the text the:

a. English equivalents to the following words and word combinations
= производственная кооперация; лицензионное соглашение; совместное предприятие; компенсационная операция (сделка); покупка ценных бумаг для «закрытой» сделки; осуществлять внешнюю торговлю; методы обеспечения сбыта.

b. Russian equivalents to the following words and word combinations
= in a number of ways; means of doing business; Russian-produced commodities; partial payment of goods; agreed value; the main points; bank accounts; patterns of foreign trade.

Task IV Summarize the information given in the text. Use the key-patterns:

1. The text covers the problem... .
2. The text carries material on... .
3. The text provides the reader with some data on... .
4. It is interesting to note... .
5. The information is of interest to.

How to Win Market

Task I Read the text.

If you want to market your product abroad for the first time you will find the task difficult. The international market is highly competitive, with many manufacturers chasing the same customers.

It is very difficult to take business away from current suppliers. To be successful, the newcomer must have an attractive offer to make the customer switch to his product.

In business and industrial marketing, there are three attractive things: price, function and source.

Price. A lower price can be a tie-breaker. A substantially lower price can be an attractive offer. But the product must always satisfy the function.

Function. The product must always perform the function for which it is intended and meet the quality standards. However, in a world of rapid technological development customers are always looking for new products that do the job better, faster, more efficiently.

Source. A company's reputation for quality and reliability of delivery are increasingly important. Quality and timely delivery are essential to customers.

Purchasing people are primarily interested in price. Engineers are primarily interested in function. Management is interested in source. Marketing communications, therefore, must be on three levels: our prices are competitive, our products are good or superior, our company is dependable. Each message must be targeted for the right audience and efficiently delivered through the right channel.

Articles and advertising in technical and professional publications, trade shows and exhibitions, seminars and symposia, technical and product bulletins – all are basic tools of the industrial marketer. The extensive use of advertising builds in the minds of consumers the company's image for quality.

If you want to enter a new market you must answer the questions:

1. How far do we have the capability to produce the needed product?
2. How good is the service we can provide?
3. What marketing communications are we going to use?
4. Is our offer attractive?

Task II Fill in the gaps with the preposition from the box below:
to; for; away; in; for; to; in; on.

1. Marketing communications must be ... three levels.
2. Each message must be targeted ... the right audience.
3. Management is interested ... source.
4. It is very difficult to take business... from current suppliers.
5. Quality and timely delivery are essential ... customers.
6. However, ... a world of rapid technological development customers are always looking ... new products.

Task III Say if the statements are true or false. Correct the false ones. Translate them into Russian.

1. To be successful, the newcomer must have an attractive offer to make the customer switch to his product.
2. The international market is not so competitive, with many manufacturers chasing the same customers.
3. Purchasing people are seldom interested in price.
4. Each message must be targeted for the right audience and efficiently delivered through the right channel.
5. Only articles and advertising in technical and professional publications are basic tools of the industrial marketer.
6. You must answer the following 4 questions if you want to enter a new market.

Task IV Summarize the information given in the text. Use the key-patterns:

- a. The text covers the problem... .
- b. The text carries material on
- c. The text provides the reader with some data on... .
- d. It is interesting to note... .
- e. The information is of interest to... .

Green Management

Task I Read the text.

Companies that want to be green make large investments in cleaner technology. Big companies, profitable ones, find it easier to be green than small companies, because many small companies are not obeying environmental rules.

Companies that take the environment seriously try to change not only their technology, but the way they run them-selves, too. Often, such changes go hand in hand with improvements in the quality of management.

Badly managed companies are seldom kind to the environment; companies that try hard to reduce the damage they do to the environment are usually well managed.

A clever manager cares about employees and product quality. He may spend a lot of time and money working on health safety and the environment. If employees see that their manager cares about environment they come up with green ideas of their own. Many companies find that their employees who may live nearer their plants than do managers and their younger, graduate managers are the strongest advocates of greenery.

In some industries the pressure to be green is changing links between companies and their customers. Some companies now offer to take back the waste product from their customers and clean it up.

Customers, in their turn, are starting to take more interest in their suppliers. They want to be sure that the product they consume is not hazardous.

Task II Finish the sentences choosing the end:

1. A clever manager may spend a lot of time and money
 - a) to take back the waste product from their customers;
 - b) working on health safety and the environment;
 - c) not to obey environmental rules.
2. Companies that try to reduce the damage to the environment ...
 - a) find it easier to be green;
 - b) are starting to take more interest in their suppliers;
 - c) are usually well managed.
3. Employees come up their manager with green ideas of their own...
 - a) if they are sure that the product they consume is not hazardous;

- b) if they see that their manager cares about environment;
- c) if they live nearer their plants than do managers.

Task III Answer the questions:

1. How does a clever manager care about environment and product quality?
2. What is greenery also encouraging companies to do?
3. Why are graduate managers the strongest advocates of greenery?
4. What does Philips group deal with?
5. Green Regulation is a necessity nowadays, isn't it?

Task IV Say if the statements are true or false. Correct the false ones. Translate them into Russian.

1. Companies, especially big companies, take the environment not so seriously.
2. Badly managed companies are rarely kind to the environment.
3. Many companies find that their employees and their younger managers are the strongest supporters of greenery.
4. The pressure to be green is changing links between companies and their customers in some industries.
5. Greenery is unable to encourage companies to build links with each other.
6. Philips is developing the recycling programme now.

Force Majeure

Task I Read the text.

Force majeure is a force against which you cannot act of fight.

Every contract has a force majeure clause. It usually includes natural disasters such as earthquake, flood, fire, etc.

It can also list such contingencies as war, embargo, sanctions.

Along with this there are some other circumstances beyond the Sellers' control. The Seller may find himself in situation when he can't fulfil his obligation under the Contract. It may happen if there is a general strike in the country, a strike of coal-miners, transport workers, etc. when negotiating a contract a list of contingencies must be agreed on and put into the Contract.

When a manager makes up a contract he must not think only of his one-sided interest. He must think in terms of common interest with his counterpart. Only then will he prove loyal to his partner.

In case of a contingency the Seller must notify the Buyers of a force majeure. A force majeure must be a proven fact. The Seller is to submit to the Buyer a written confirmation issued by the Chamber of Commerce to this effect. The certificate testifies that a contingency really took place. It describes its nature and confirms its duration.

In a dispute between the Buyer and the Seller not only the fact of a contingency is to be determined. The Seller must have evidence that non-execution of a contract or its partial fulfillment is a direct result of a contingency. If it is proved the Seller is not liable and the execution of a contract is postponed until all the after-effects causing damage are eliminated. A natural disaster may last only a few minutes but it'll take a lot of time to recover the loss.

The duration of a force majeure is, as a rule, 4 or 6 months.

After that the Buyer has the right to cancel the contract. The Seller in this case has no right to claim any compensation for his losses.

Task II Find in the text the:

a) English equivalents to the following word combinations - список (перечень) случайностей (вероятностей); односторонний интерес; письменное подтверждение; торговая палата;

b) Russian equivalents - the Seller is not liable; the right to cancel the contract; to make up a contract; to fulfil an obligation under the contract;

c) definition of force majeure; a force majeure clause.

Task III Complete the following sentences using the ideas from the text:

1. A list of contingencies must be agreed on and put into the contract
2. A manager must think of common interest
3. A written Confirmation issued by the Chamber of Commerce is to be submitted to the Buyer
4. It will take a lot of time to recover the loss though a natural disaster may last
5. As a rule, the duration of a force majeure is
6. The Chamber of Commerce certificate testifies that a

Task IV Answer the questions below:

1. Every contract has a force majeure clause, doesn't it?
2. What must a manager think of when he makes up a contract?
3. How does a manager think if he wants to prove loyal to his partner?
4. Must a force majeure be a proven fact?
5. When has the Buyer the right to cancel the contract?
6. Who has no right to claim any compensation for his losses if the contract is cancelled.

Учебное издание

**ЭКОНОМИКА И МЕНЕДЖМЕНТ
(АНГЛИЙСКИЙ ЯЗЫК)
ЧАСТЬ II**

Учебные задания по английскому языку

Составители: *Ермишина Сталина Михайловна,
Безрукова Елена Ивановна*

Доверстка Т.Е. Половнева

Подписано в печать 10.06.2014. Формат 60х84 1/16.

Бумага офсетная. Печать офсетная. Печ. л. 2,0.

Тираж 50 экз. Заказ 97. Арт. 65/2014.

Самарский государственный аэрокосмический университет.

443086 Самара, Московское шоссе, 34.

Изд-во Самарского государственного аэрокосмического университета.

443086 Самара, Московское шоссе, 34.